

**Construction
Leadership
Forum**

Construction Sector Transformation Programme

Transformation Action Plan

#TAP25

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
OUTCOME 1 We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	OUTCOME 5 We provide high quality and fair work for everybody working in the sector and look after their physical and mental health, safety and wellbeing.	OUTCOME 8 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.	OUTCOME 10 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.
OUTCOME 2 Our construction sector businesses are incentivised to innovate and invest in people to grow local economic benefits and create export opportunities.	OUTCOME 6 We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.		OUTCOME 11 We use natural resources sustainably and are a key part of a circular economy.
OUTCOME 3 We are a productive industry contributing to inclusive economic and green growth.	OUTCOME 7 Our sector is attractive to a diverse range of new entrants to the workforce.	OUTCOME 9 We have a sustainable quality culture fit for a safety-critical industry.	OUTCOME 12 We are fully engaged with and contribute value to the communities in which we operate.
OUTCOME 4 We are digitally enabled industry, confident and skilled in using modern methods of construction.			

These **Accord Outcomes** are to be achieved through a Transformation Action Plan (TAP) led by a Board of Co-Chairs.

Areas of Focus for the Sector

This is a refreshed TAP resetting against the Construction Leadership Forum and sector priorities.

Many of these priorities can be included in the work of the Transformation Programme, but others will be focused elsewhere and led on by sector partners.

- Engaging with retrofit and new build pathways & standards.
- Setting a path to net zero construction.
- Embedding successful innovation- identifying where these are and defining who they can be translated across industry.
- Introduction of carbon commitments.
- Pipeline development & transparency to inform programmes and bring continuity.
- Enhance tools to support skills planning & innovation.
- Supporting the Scottish Supply Chain
- Measures to address regional workforce deployment.
- Consider the use of AI to better map sector conditions.
- Supporting a pipeline of talent with capacity and competency to address current and future

- industry needs, aligning with UK markets.
- Showcasing the sector culture (fair, meaningful, sustaining).
- Addressing capacity- apprentice supply
- Considering future roles for AI.
- Supporting culture and competence.
- Improving employment terms, conditions and opportunities.
- Showcasing industry attractiveness
- Address challenges from talent, leaking to other sectors.
- Increasing capacity of sector opportunities to match interest- helping to define where the opportunities are.
- Considering health and welfare conditions- especially for remote work living.
- Procuring for quality.
- Creating an industry wide quality culture.
- Engaging & strengthening the links between specifiers and the local supply chain.
- Timber in construction- BE-ST's Mass Timber Centre of Excellence.
- Construction Regulation.
- Optimising the use of MMC.
- Being clear about roles and responsibilities.
- Embedding sustainable materials and processes.
- Bringing forward standardisation of components to complement new off-site systems.

This version of the TAP will meet one or more of the twelve outcomes by focusing on key missions across **Pipeline, People and Product**. These missions are more streamlined so the activity can better respond to government and sector priorities and unlock transformational opportunities.

Transformation in Action

TAP25 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.

Three Priorities: Board Commitments

The Board has committed to focus its collaboration across 3 priority areas, **Boosting the Workforce Mission, Procuring for Quality, and Connecting the Supply Chain**. Each workstream has also presented a range of initiatives that will be advanced and delivered through stakeholder commitment and collaboration across the sector over the next 12 months.

Evaluating Success

This is a live and dynamic plan shaped through the collaborative ambition of the working groups.

The Board is continuously monitoring 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 are made regularly to the CLF and available on our webpages.

One Year On

The first **Annual Report** highlights that the TAP was focused on garnering sector support to influence transformational change across the culture and operation of the construction sector. This plan continues the focus on creating the conditions for transformation, addressing barriers to change as well as moving to address some of the critical challenges facing the sector to enable its' transformation.

The Board of Transformation Programme Co-chairs have galvanized significant support from industry specialists and stakeholders and are beginning to achieve important changes.

The TAP board recognises that a 'one sector' approach and voice across both the internal transformation and external construction 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.

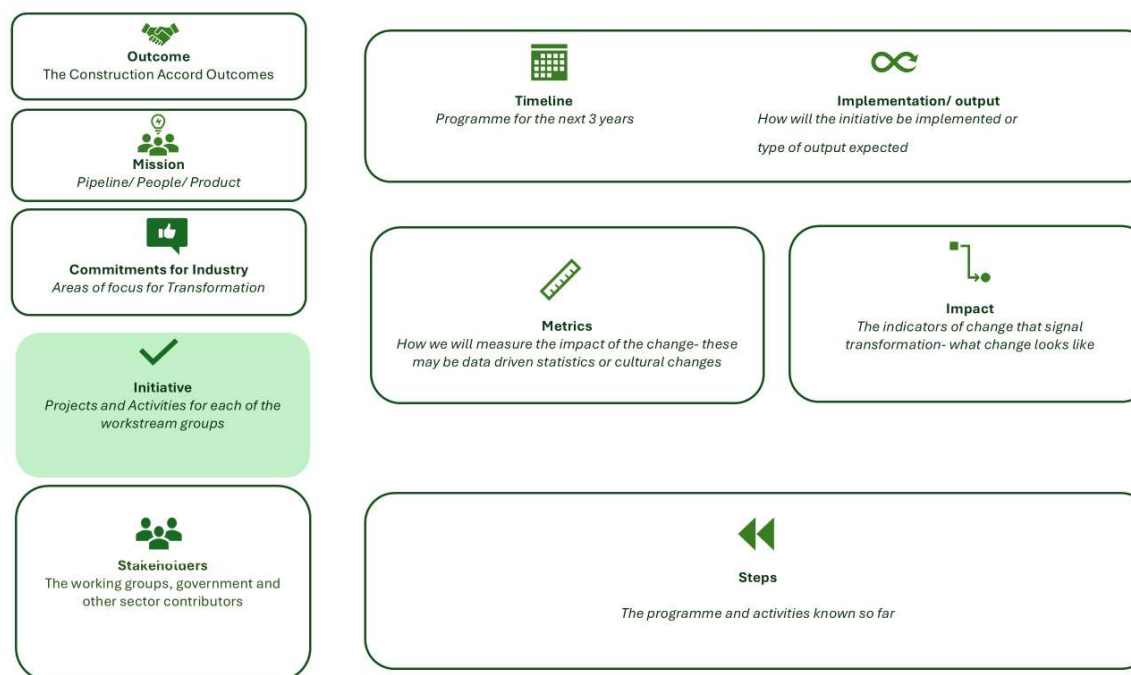
The Transformation Board is delighted to present this Transformation Action Plan reset in 2025, maintaining the commitment to the transformation programme.

Accord & Transformation

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

TAP25- What's in the detail

The refreshed TAP is focussed on realising the outcomes through the key missions- Pipeline- People- Product. Each initiative is explained with details shown in the diagram below. The initiatives are grouped under the outcomes/ missions they are seeking to address.



ACCORD OUTCOMES

Driving Cultural Change

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

SECTOR MISSION

PIPELINE	
Industries role in delivering net zero built environment	Transparency of future pipeline

PRIORITY FOR 25/26

Procuring for Quality

Outcome
For Business and the Economy

Mission
Pipeline

Commitment from Industry
Industries' role in delivering net zero built environment

Initiative
Procuring for Quality

Stakeholders
Procurement & Quality Groups
Construction Procurement
Policy Unit

Timeline
2025-7

Implementation/output
New tools, procedures or practices developed for testing

Metrics
Improved levels of service delivery (quality) on projects and services.
Representative prices can be successful within procurements.
Improved ROI can be achieved on projects.

Impact
Quality is fair, proportionately and effectively assessed in procurement exercises.
Quality elements of procurement exercise are tied to both the client's project objectives and the delivery of the project/service.

Steps
Collaboration with Sustainable Pricing Group and Quality Working Groups.
Ideas of integration between quality considerations and procurement processes.
New guidance on setting scoring criteria/ weighting of procurement activities.

Outcome

For Business and the Economy

Mission

Pipeline

Commitment from Industry

Industries' role in delivering net zero built environment

Initiative

Explore ways to build upon the work of the existing buildings database

Stakeholders

Digital & Data Group

Timeline

2025

Implementation/ output

Dependent upon funding- ideally establish a 'next phase' project.

Metrics

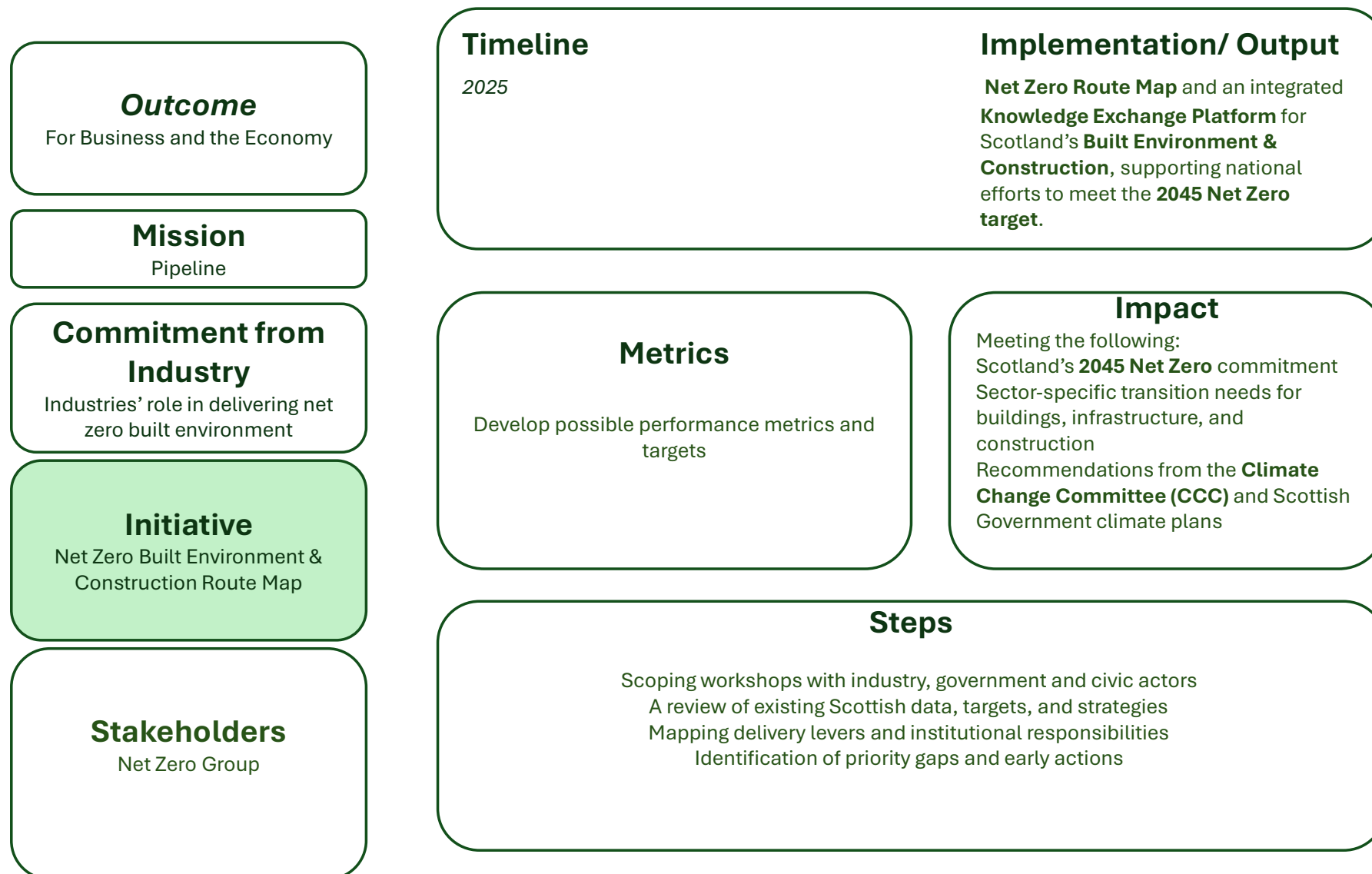
Establish go/no go on 'next phase' project

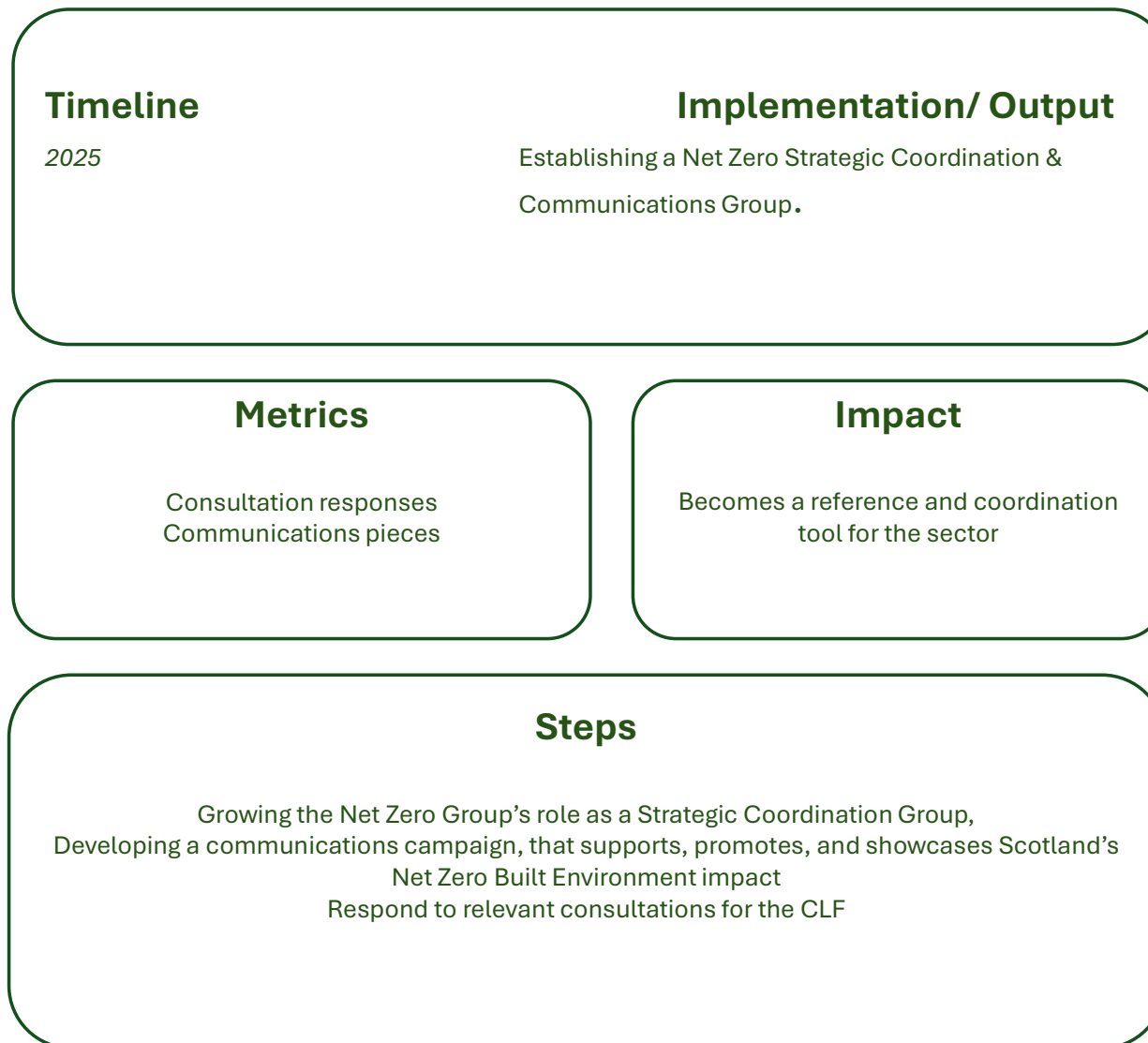
Impact

Development of successful retrofit strategy for Scotland

Steps

Continue conversations with key stakeholders
Identify potential sources of funding





Outcome
For Business & the Economy

Mission
Pipeline

Commitment from Industry
Transparency of Future Pipeline

Initiative
Sustainable Pricing

Stakeholders
Procurement Group
Scottish Government
Construction Procurement
Policy Unit

Timeline
2025- 7

Implementation/ Output
Graduated Pricing Mechanism guidance issued 2024.
GPM Comms issued Nov 2024.

Metrics
Uptake of GPM
Project Outturn ratios
Reduction in post project claims

Impact
Realistic tender prices, improvements in quality, profits and better client/supplier relationships.

Improved uptake of GPM guidance.

Steps
Industry Survey

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Retentions

Stakeholders
Procurement Group

Timeline
2025-7

Implementation/ output
Recommendations

Metrics
Industry/ Public Sector Feedback
Proportionate use of retentions
Increased quality on projects
Better supplier/ client relationships
Improved cashflow on projects

Impact
Use of retentions being fair, proportionate, and effective.
Clients are well informed on appropriate use of retentions and alternative mechanisms that may be available.

Steps
Recommendations developed relating to improving retention practice across the sector
Public sector feedback
Recommendations developed for implementation

Outcome

For Business & the Economy

Mission

Pipeline

Commitments for Industry

Transparency of Future Pipeline

Initiative

Signposting Common Reference Documents

Stakeholders

Procurement Group

Timeline

2025

Implementation/ output

Publish summary of current guidance relating to construction procurement.

Metrics

Usage of the guidance
Client Feedback

Impact

Better access and appropriate usage of existing guidance.
Improved skills and understanding of practices, leading to more effective procurement.

Steps

Guidance summary published
Survey and feedback

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Improved Tender Feedback

Stakeholders
Procurement Group

Timeline	Implementation/ output
2025	Publish new feedback guidance and examples on CLF website/ Client Guide.

Metrics
Client/ Industry feedback

Impact
Clearer understanding of tender feedback requirements.
Improved quality tender submissions.
-

Steps
Prepare new/additional guidance for adoption.
Working Group proposal of new feedback guidance and examples.

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Supporting Delivery for MMC

Stakeholders
MMC Group

Timeline
2025

Implementation/ output
MMC Appraisal Toolkit

Metrics
Evidence of projects utilising the toolkit at the feasibility stages of projects

Impact
Creating the opportunity for clients to consider MMC opportunities at the outset of projects

Steps
Development of MMC toolkit
Testing & Validation

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Improving Community Wealth education across the sector.

Stakeholders
Supply Chain Development Group

Timeline
2025

Implementation/ output
A call to arms for the sector to promote the impact of Social Value through increased communication and true reporting on outcomes.

Metrics
Collation interaction numbers on published community wealth activities from 2025 projects.
Communication with participants on activities to the wider sector including areas for improvement.
Participation on community wealth plan for interface with industry and goal setting in 2026.

Impact
Industry support and end to end engagement in the transparent specification, assignment and achievement of social value goals.

Steps
Publish Article showing the feedback from the sector in relation to Social Value Principles to be drafted showing the requirement for commonality and the benefits of collaborative working between clients, tier 1 contractors leading to supply chain.

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Supporting the pipeline tool by expanding catchment and use of tool with potential to add supply chain info.

Stakeholders
Supply Chain Development Group

Timeline
2025-7

Implementation/ output
Promotion of the pipeline tool

Metrics
Better promotion and uptake on use of existing pipeline tool
Scoping for inclusion of supply chain information on pipeline tool
Incorporation of supply chain information on platform

Impact
Through promotion of the pipeline tool a more holistic approach to supply chain engagement and working practices.

Steps
Connecting with the Pipeline Group

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Publish 6 monthly updates to the Construction Pipeline Forecast Tool

Stakeholders
Pipeline Group
Public Bodies

Timeline
2025

Implementation/ output
6 monthly publication

Metrics

Nr of submitters of data
Nr of sectors
Value of pipeline
Membership of the tool
Industry endorsement

Impact

Increased transparency
Focussed investment

Steps

Gather 6-monthly updates

Outcome

For Business & the Economy

Mission

Pipeline

Commitments for Industry

Transparency of Future Pipeline

Initiative

Increase coverage and scale of the pipeline through engagement with construction clients and sector involvement

Stakeholders

Pipeline, Supply Chain
Development & MMC Group

Timeline

2025

Implementation/ output

6 monthly publication

Metrics

Nr of submitters of data
Nr of sectors
Value of pipeline
Membership of the tool
Industry endorsement
Nr of projects utilising MMC

Impact

Increased transparency
Focussed investment

Steps

Capture, maintain and engage with voluntary public bodies
Include all Non-Departmental Public Bodies to submit to pipeline tool
Seek collaboration with utilities sector

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Increase usage, value and benefits, provide platform updates to improve user experience.

Stakeholders
Pipeline Group
Public Bodies

Timeline
2025

Implementation/ output
6 monthly publication

Metrics
Nr of submitters of data
Nr of sectors
Value of pipeline
Membership of the tool
Industry endorsement

Impact
Increased transparency
Focussed investment

Steps
Capture, maintain and engage with voluntary public bodies
Include all Non- Departmental Public Bodies to submit to pipeline tool
Seek collaboration with utilities sector

Outcome
For Business & the Economy

Mission
Pipeline

Commitments for Industry
Transparency of Future Pipeline

Initiative
Establish and publish a
Construction Framework
Pipeline Forecast Tool

Stakeholders
Pipeline Group
Public Bodies

Timeline
2025

Implementation/ output
Annual publication

Metrics
Nr Awarding Bodies
Nr Frameworks
Nr Works, Goods, Services
Start/ End Dates

Impact
Increased transparency
Access to Markets

Steps
Publish Insights piece linking pipeline to proportion of the sector going through frameworks.

ACCORD OUTCOMES

Driving Cultural Change

For Current & Future Workforce

OUTCOME 5

We provide **high quality and fair work** for everybody working in the sector and look after their physical and mental health, safety and wellbeing.

OUTCOME 6

We have a **diverse workforce and pipeline of talent** with capacity and competency fit for current and future industry needs.

OUTCOME 7

Our sector is **attractive** to a diverse range of new entrants to the workforce

SECTOR MISSION

PEOPLE

Skills shortages & Ageing workforce

Competence driver from Building Safety/ sector responsibility to improve their operations

Recruitment and retention of a diverse range of talents

PRIORITY FOR 25/26

Boost the Construction Workforce Mission

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Skills shortages & Ageing workforce
Competence driver from Building Safety/ sector responsibility to improve their operations

Initiative
'Boost the Construction Workforce' Mission

Stakeholders
Skills & Workforce Group

Timeline
2025

Implementation/ output
Skills Mission

Metrics
Nr inputting to skills and workforce
Quality and effectiveness score of communication strategies, possibly through feedback or surveys.

Impact
Unifying engagement across different areas such as Infrastructure, Housing, Retrofit, R&M etc

Steps
Survey/ consultation/ share results
Co-design the *Mission* / define delivery mechanisms
Complete Research- *'barriers & opportunities in scaling workforce'*/ share results
Publish *Mission*-hosted on CLF website- with renewed focus and goals to be agreed;
Includes ;

- *Agree an approach that will harness collective reach of various groups and forums who work across construction including Trade Associations/ Professional Bodies, Employers, CITB and numerous skills & training forums.*
- *Identify way to ensure broad views are represented while minimising duplication including formal links with Construction Public Skills Network.*
- *Agree key deliverables and work with groups to agree responsibilities and structure for delivery.*

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Skills shortages & Ageing workforce
Competence driver from Building Safety/ sector responsibility to improve their operations

Initiative
Promote the Construction Quality Charter across the public sector and private sector/supply chain with the ambition to see it proactively adopted and thus create a sustainable quality culture across the sector.

Stakeholders
Quality Group

Timeline
2025

Implementation/ output
Continue programme of adoption
Building collaboration with Scottish Government programmes/ Workshops/ Awareness Sessions/ Conferences/ Presentations

Metrics
Reach of the campaign/ engagement with the sector
Nr of companies signed up to CQIC
Nr of companies adhering to Health, Safety, Environment, and Quality (HSEQ) standards in MMC

Impact
Quality Targets are aligned and embedded across the sector

Steps
Continue programme of adoption
Building collaboration with Scottish Government programmes
Workshops
Awareness Sessions
Conferences
Presentations

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Skills shortages & Ageing workforce
Competence driver from Building Safety/ sector responsibility to improve their operations

Initiative
Communicate competency requirements ahead of changes for supply chain benefit

Stakeholders
Supply Chain Development Group

Timeline
2025

Implementation/ output
Supply Chain guidance document providing template information on how to achieve compliance with competency requirements.

Metrics
Number Increased knowledge level in industry on competency requirements.
Uptake on use of Competency template for supply chain members
Feedback on competency framework document completion by clients.

Impact
Amplifying the supply chain voice as a contributing factor for partnership working approach.

Steps
Preparation of a template
Survey/ consult
Publish

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Skills shortages & Ageing workforce
Competence driver from Building Safety/ sector responsibility to improve their operations

Initiative
Continue to provide support and guidance on upskilling in the data and digital sectors (Continue signposting to resources / Explore ways of collaboration with key stakeholders)

Stakeholders
Data & Digital Group

Timeline
2025

Implementation/ output
Promoting upskilling opportunities relating to data, including programmes run by DataLab and the AI Alliance/ Skills Development Scotland's AI planning programme

Metrics
Number of articles/ posts relating to skills opportunities

Impact
Data literacy across the industry is being enhanced through targeted investment.

Steps
Signpost opportunities via the comms group.

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Recruitment and retention of a diverse range of talents

Initiative
Create and launch a Showcase Guide on Talent Attraction Initiatives for the DYW website

Stakeholders
Skills & Workforce Group

Timeline
2025

Implementation/ output
Guide with examples on different approaches. Link Industry with the potential talent pool. Showcases wide range in terms of audience and type

Metrics
Best practice reach

Impact
Increased collaboration, best practice learning

Steps
Draft Guide
Publish

Outcome

For Current and Future Workforce

Mission

People

Commitments for Industry

Recruitment and retention of a diverse range of talents

Initiative

Look at opportunities to improve retention for new entrants with a focus on construction building trades Apprentices

Stakeholders

Skills & Workforce Group

Timeline

2025

Implementation/ output

Report and Best Practice

Metrics

Improved retention figures

Impact

Addressing barriers to workforce growth

Steps

Develop as part of Skills Mission
Identifying approaches and opportunities to bring adults into the roles highlighted as having a major annual average growth rate (AAGR) in the CITB report including construction and non-construction specific roles.

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Recruitment and retention of a diverse range of talents

Initiative
Launch Community Benefit Toolkit as a tool to maximise workforce support.

Stakeholders
Skills & Workforce, Procurement & Supply Chain Group

Timeline
2025

Implementation/ output
Publish *Toolkit*

Metrics
Workforce development is better aligned

Impact
Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes.

Steps
Support the sector to attract and create opportunities to build a diverse future workforce and support the current workforce develop skills needed for transformation.

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Recruitment and retention of a diverse range of talents

Initiative
Define Fair Work in the Construction Industry context through the themes of:

- Adherence to collective bargained rates
- Trade Union access to workplaces
- Disputes resolution
- Bullying and harassment
- Supply chain compliance

Stakeholders
Fair Work, Skills & Workforce, Procurement Groups

Timeline
2025

Implementation/ output
Publish Charter

Metrics
Number of investments being made to improve Fair Work practices across the sector, and general uptake

Impact
Investment is being made to improve diversity, conditions and pathways in workplaces to increase job quality and attractiveness.
Fair work reporting is embedded throughout the sector

Steps
A survey to validate consensus on the Charter and its priority areas.

Outcome
For Current and Future Workforce

Mission
People

Commitments for Industry
Recruitment and retention of a diverse range of talents

Initiative
Establish industry commitment mechanisms

Stakeholders
Fair Work Group

Timeline
2025

Implementation/ output
Commitment and Survey

Metrics
Number and quantity of investments being made to improve Fair Work practices across the sector, and uptake

Impact
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.

Steps
Establish an appropriate mechanism that will draw together 'commitment' from across the industry to the fair work transformation agenda priorities as they are delivered.

Sector-wide survey to identify number and quantity of investments being made to improve Fair Work practices across the sector, and uptake

ACCORD OUTCOMES

Driving Cultural Change

For Customers & Users		For the Environment & Communities		
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SECTOR MISSION

PRODUCT	
Improved product quality and productivity	Integrated design process Life-cycle Sustainability

PRIORITY FOR 25/26

Connecting the Supply Chain

Outcome
For Customers and Users

Mission
Product

Commitments for Industry
Improved product quality and productivity

Initiative
Improvements in education awareness for specifiers by connecting them to the supply chain

Stakeholders
Supply Chain Development Group

Timeline
2025

Implementation/ output
CDP sessions to offer educational sessions on the impacts and specification choice in the procurement space.

Metrics
Survey Numbers of the existing educational requirements to prove need for initiative.
Publishing feedback on results of survey
Numbers in Attendance at event
Post event survey.

Impact
Improvement in specifier education

Steps
Acknowledgement from sector that educational requirements are relevant and required.
Confirmation of educational topics and hot spots for inclusion in the event
Sourcing of suitable partner to hold event for local authority interaction
Marketing of event

Outcome
For Customers & Users/
Environment & Communities

Mission
Product

Commitments for Industry
Improved product quality and productivity

Initiative
Publish guidance for the improved use of Contractor Design Portion (CDP) to deliver quality. Promote the guidance and arrange pilot projects for the use of the guidance.

Stakeholders
Quality Group

Timeline	Implementation/ output
2025	Practice Note

Metrics
Increase in industry-wide compliance with quality requirements.

Impact
Compliance with quality requirements across the industry is increased

Steps
Finalise practice note on 'Appropriate Use of Contractor Designed Portions' (CDP).
Develop roles and responsibilities for Independent Quality Assurance for further discussion

Outcome
For Customers & Users/
Environment & Communities

Mission
Product

**Commitments for
Industry**
Improved product quality and
productivity

Initiative
Raising Awareness of MMC

Stakeholders
MMC Group

Timeline
2025

Implementation/ output
Communication around product themes

Metrics
MMC Case Studies
Nr of projects utilising MMC
Nr of projects completed using MMC

Impact
MMC and digital are being used to
increase productivity and quality to meet
national and local outcomes

Steps
Identify case studies
Detail communications plan

Outcome
For Customers & Users/
Environment & Communities

Mission
Product

Commitments for Industry
Improved product quality and productivity

Initiative
Continue to promote best practise in data and digital skills

Stakeholders
Data & Digital Group

Timeline
2025

Implementation/ output
Case Studies

Metrics
Number of training programs and participants in data literacy initiatives.
Improvement in decision-making effectiveness or efficiency through enhanced data literacy.

Impact
Data literacy across the industry is being enhanced through targeted investment.

Steps
Work with comms group on case studies
/ Continually identify new case study options

Outcome
For Customers & Users/
Environment & Communities

Mission
Product

Commitments for Industry
Improved product quality and productivity

Initiative
Net Zero Built Environment & Construction Just Transition Plan

Stakeholders
Net Zero Group

Timeline	Implementation/ output
2025	Support the development and delivery of a Net Zero Just Transition Plan for the Built Environment & Construction.

Metrics

Number of procurement policies revised to include net zero and workforce training as criteria for project awarding.

Total investment in projects awarded specifically for achieving net zero outcomes.

Number and percentage of apprenticeships with curricula aligned to net zero outcomes.

Impact

All built environment & construction investment decisions (public and private) are made with weighted consideration to regulated and contractually defined just transition outcomes to ensure delivery of the just transition outcomes as defined.

Steps

Engage regularly with Scottish Government's JTP team

Embedding Just Transition ambitions/ requirements from developing priorities into the Net Zero Route Map

Outcome
For Customers & Users/
Environment & Communities

Mission
Product

Commitments for Industry
Integrated design process-Life-cycle Sustainability

Initiative
Provide support and guidance on matters relating to digital and data (Engage with relevant stakeholders)

Stakeholders
Data & Digital Group

Timeline
2025

Implementation/ output
Promoting upskilling opportunities relating to data, including programmes run by *DataLab* and the AI Alliance/ Skills Development Scotland's AI planning programme

Metrics
Number of articles/ posts relating to skills opportunities.

Impact
Data literacy across the industry is being enhanced through targeted investment.

Steps
Signpost opportunities via the comms group.

ACCORD OUTCOME
Communicating Change

Outcome
The Accord Outcomes

Mission
Pipeline/ People/ Product

Commitments for Industry
All

Initiative
*Grow the Accord Network
Promote Initiatives and Increase Awareness
Measuring Success
Supporting the CLF to provide Sector Leadership*

Stakeholders
Communications Group

Timeline
2025

Implementation/ output
Engage and communicate effectively with the sector

Metrics
Engagement- Nr Social Media Followers
Reach- Nr involved in programme/ engaging in consultations
Understanding & Alignment- the programme outcomes are reflected in sector operations.

Impact
Change in the sector knowledge, attitudes and behaviours
CLF is the leadership voice

Steps
Engage across Sector Groups
Social media posts/ newsletters/ connecting sector agendas using sector channels
Annual evaluation and reporting

Transformation Board 2025

Morag Angus

Peter Reekie

Board Co-chairs

NET ZERO

- Stephen Good- BE-ST
- Gordon Nelson- Federation of Master Builders

QUALITY

- Colin Campbell- Scottish Futures Trust
- Iain Kent- Morgan Sindall

CONSTRUCTION PROCUREMENT

- Clare Paterson- Scottish Government
- Robert Ogg- Akela

PIPELINE

- Paul Dodd- Scottish Futures Trust
- John Gunn- Balfour Beatty

SKILLS

- Elaine Ellis- SDS
- Stephanie Lowe- SNIPEF

SUPPLY CHAIN

- Mary Mitchell- Scotland Excel
- John Brown- Veitch Flooring

FAIR WORK

- Fiona Harper- SELECT

DIGITAL and DATA

- Lynsey Brydson- BE-ST
- Douglas Morrison- BE-ST
- John McKinney- Build UK

MODERN METHODS OF CONSTRUCTION

- Ryan Cossar – Scottish Futures Trust
- Stephen Whiteman- Atkins Realis

COMMUNICATION

- Paula Campbell- BE-ST
- Jonathan Murray- SFT