

Transformation Action Plan (TAP)

Annual Impact Evaluation Report

April 2025 - April 2026

Scottish
Construction
Leadership
Forum

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Introduction: Construction Transformation

Programme Impact Evaluation

Report Summary

This programme report provides insights about the Construction Leadership Forum's (CLF) Transformation Board and their Transformation Action Plan (TAP) Impact.

The report outlines the completed, ongoing and planned transformation work that has been undertaken from April 2025-26.

Due to the complex and temporal nature of system-change transformation, impact remains within early stage monitoring. Details about the challenges and opportunities to enhance impact delivery and monitoring are included.

The report is separated into three Mission Areas, which are designed to provide consolidated and collective visions for the Programme. The Transformation Action Plan is led by a Board comprising of the co-chairs of 10 Working Groups who collectively deliver initiatives, aligned to the Construction Accord's outcomes. Their outputs and ambitions are attributed throughout the report.

Mission Area Impact Tables are included, which summarise how each set of activities, undertaken by Working Groups within the TAP Board, are contributing towards the CLF Accord Outcomes.

Impact Evaluation Process

This evaluation report was commissioned by the Construction Leadership Forum's Transformation Board and conducted and written by the School of Innovation (SIT) at the Glasgow School of Art (GSA).

In 2024, researchers from SIT co-designed an evaluation framework and set of tools with the Working Groups to monitor ongoing activity and outputs. Each of the Working Group co-chairs were interviewed throughout January and February 2026 to discuss their achievements, challenges and ambitions. This data was aggregated with their yearly reporting data using the evaluation framework.

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**SCHOOL OF
INNOVATION
AND TECHNOLOGY**
**THE GLASGOW
SCHOOL OF ART**

Construction Transformation: Missions & Outcomes

Mission 1: Pipeline

Creating a pipeline of construction quality by...

- Providing transparency of future pipeline
- Exploring the industry's role in delivering a net zero built environment.
- Adopting sustainable procurement practices

Mission 2: People

Boosting the construction workforce by...

- Addressing skills shortages and ageing workforces
- Driving competence to improve standards and capacity
- Increasing recruitment and retention of diverse ranges of talent

For Business and 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.

For Current and 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.

Construction Transformation: Missions & Outcomes

Mission 3: Product

Delivering high-quality outcomes by...

- Improving product quality and compliance
- Promoting life-cycle sustainability

For Customers and Users		For the Environment and Communities		
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 9 We have a sustainable quality culture fit for a safety-critical industry	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 11 We use natural resources sustainably and are a key part of a circular economy	OUTCOME 12 We are fully engaged with and contribute value to the communities in which we operate.

Impact Overview

For Business and 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.
1.1 Developing an approach for 'Procuring for Quality'	Quality Plan Guides embed quality standards into procurement . Quality plans now mandated within the Learning Estate Improvement Programme (LEIP).	CQIC dissemination incentivises investment into high quality construction across the sector.	Mandated quality plans and tender feedback recommendations support compliant and quality-led productivity .	
1.2 Providing better access to construction procurement guidance	Consolidated Procurement Reference Documents address knowledge disparities across local authorities, public bodies and contractors, which can support more aligned local supply chains and highlight the good practice available in the Scottish Government's Client Guide to Construction Projects .	The Reference Documents enable contractors to direct clients to applicable guidance, supporting more informed and consistent commissioning . Emerging data from Scottish Government on quality-to-price weighting trends could inform future incentive structures .	Accessible procurement guidance can support more inclusive growth and effective public sector commissioning.	
1.3 Forecasting the public sector construction pipeline	The Pipeline Forecast Tool tracks £18bn of projects with all local authorities on board, offering businesses, especially smaller firms, visibility of upcoming local work .	This Tool "levels the playing field" for smaller firms . The Welsh Government and UK Government are seeking to replicate the tool, demonstrating Scottish best practice innovation .	Pipeline transparency supports better investment decisions and workforce planning across the sector. The Construction Industry Training Board (CITB) may use the Tool to recast Construction Output Skills Forecasts using pipeline data, supporting targeted workforce development .	The Tool is open access with ~3,000 registered members, with six-monthly update cycle well established. This demonstrates growing digital engagement. CPN 2/2024 , issued by the Scottish Government, encourages wider engagement and use of the tool by public bodies.

Mission 1: Pipeline

For Business and 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.
1.4 Increasing opportunities for Modern Methods of Construction (MMC)		The MMC Appraisal Toolkit incentivises more efficient construction approaches ; currently being tested with live clients by Atkins Réalis.	Reframing MMC as a systems approach, beyond offsite construction, promotes more inclusive construction practices that can improve efficiency, quality and productivity .	
1.5 Embedding data literacy and intelligence across the sector		The Data Dashboard provides a live framework for industry-wide data to inform decision-making . An AI in Built Environment report outlines opportunities and best practice for AI adoption.	The National Existing Buildings Database report outlines a proposal to support better decisions on investment, retrofit and infrastructure at a national scale.	The Data Dashboard, National Existing Buildings Database proposal and AI in the Built Environment report contribute to digital intelligence infrastructure for the sector .
1.6 Exploring Sustainable Pricing Approaches	The Scottish Government Graduated Pricing Policy Note CPN 3/2024 created direct opportunity to influence how public contracts support commercial sustainability for Scottish businesses.	A Questionnaire on Graduating Pricing Uptake is building an evidence base and identifying case studies that demonstrate innovative pricing mechanisms . This is expected to inform policy development .	Graduated pricing guidance can support fairer commercial conditions that underpin inclusive and green growth.	

For Current and 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.
2.1 Identifying the models needed to boost a sustainable workforce mission		The Skills and Workforce group have conducted sector-wide research and identified 4 sector-wide ‘Boosting the Sustainable Workforce’ Missions. ‘Pathways to Productivity’ (BE-ST) research identified 4 missions, 6 principles and 13 practical levers for recruiting, developing and retaining a skilled workforce.	Pathways to Productivity identifies the flow of new entrants as at a critical inflection point, and provides a framework for increasing and sustaining recruitment into the sector.
2.2 Improving compliance and competencies across construction supply chains	A Competency Requirements Guide helps businesses understand changing legislative requirements , including post-Grenfell reforms, and supports sector-wide safety standards in relation to Competence Frameworks.	The guide equips small and micro firms with the knowledge needed to meet compliance requirements and build competency across the supply chain.	
2.3 Defining Fair Work best practice across the construction industry	A Fair Work Charter is being developed through cross-sector consensus, including trade unions and associations, businesses, local authorities and Scottish Government. It aims to define fair work in construction , covering collective bargained rates, trade union access, dispute resolution and bullying and harassment.		

Mission Impact Summary

For Customers and Users		
	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 9 We have a sustainable quality culture fit for a safety-critical industry.
3.1 Promoting the Construction Quality Charter	The Construction Quality Charter is now embedded in the Scottish Government Civil Engineering Procurement Framework, requiring tenderers to demonstrate Charter principles in practice . The Charter currently has 147 commitments, which represents around 46,000 people . A self-evaluation questionnaire and set of case studies will continue to support intelligence and evidence building about the Charter in practice .	Sector-wide Charter developed over 3 years of extensive consultation; Around this work the Construction Quality Improvement Collaborative (CQIC) maintains ongoing dissemination and brand recognition for quality improvement. Further research and targeted dissemination is planned to grow commitments beyond the current 8 of 32 local authorities.
3.2 Improving the use of Contractor Design Portions (CDP) to deliver quality	CDP Recommendations have been drawn from 382 survey responses. This work addresses how contractor-designed elements can be better coordinated with the original design, improving quality and compliance with Building Standards .	This work addresses longstanding and systemic challenges surrounding the use of CDP. It has been disseminated to 200+ people across three well-received events, building momentum for a more accountable quality culture .
3.3 Communicating construction transformation to support sector-wide adoption and culture change		Press, media and case study activity supports sector-wide dissemination of quality and transformation narratives . This can support wider knowledge exchange and uptake of innovation .

Mission Impact Summary

	For the Environment and Communities		
	<p>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.</p>	<p>OUTCOME 11 We use natural resources sustainably and are a key part of a circular economy.</p>	<p>OUTCOME 12 We are fully engaged with and contribute value to the communities in which we operate.</p>
<p>3.4 Developing a Net Zero Construction Sector Routemap and Transition Plan</p>	<p>Scoping of the Net Zero Routemap is underway, focused on A-stage (construction-related) carbon where industry has most direct influence. SME perspectives are being actively championed to improve inclusive and just transitions.</p>	<p>Life-cycle framing of the Routemap provides a foundation for addressing embodied carbon and resource efficiency.</p> <p>Cross-sector networks provide opportunities to emphasise resource use and circularity across supply chains.</p>	
<p>3.5 Improving community wealth building and social value integration across supply chains</p>			<p>SFT's 10-year social impact review provides an evidence base and recommendations for maximising community benefit from public sector construction. Work is being led by the Supply Chain group to improve supply chain-level reporting of community contributions.</p>

Looking Ahead: Delivering and Monitoring Impact

Tracking and Evidencing Impact

Much of the impact generated through the TAP Programme is cultural and systemic in nature, manifesting as shifts in attitudes, professional standards and how quality, fairness and sustainability are embedded in individual projects and programmes, legislation and procurement practice.

These impacts are inherently difficult to quantify, particularly over short timescales. Across all three missions, the outputs produced are best understood as enabling conditions for change, providing ambitious early stage innovation that requires ongoing testing and evaluation.

Engaging in Qualitative Evaluation

Tracking whether outputs are being adopted and whether they are changing behaviour in practice is a recurring challenge.

Where tools and guides have been produced and tested - such as the Pipeline Forecast Tool, the Competency Requirements Guide and the Construction Quality Charter - there is currently limited means of understanding how organisations are using them, or what difference they are making to practices.

Primary engagement methods such as surveys, focus groups and qualitative case studies would provide targeted intelligence but require additional resourcing. Similarly, for Charters, understanding whether and how organisations are evolving their practices in response will require an interactive and longitudinal approach to monitoring.

Accessing Required Data

Wider data infrastructure also presents some challenges to tracking and evidencing impact. For example, some fields in Public Contracts Scotland are optional, creating gaps that limit usability insights. Organisations are often reluctant to share quality data and, without clear assurances around anonymity, sector-wide measurement remains constrained.

There are also areas where baseline data is not available - for example, there are currently no Scottish-specific statistics on MMC uptake or standardised metrics for measuring its value - which makes it difficult to track improvements and progress over time.

Opportunities to Leverage Impact

Several opportunities have been identified to leverage the TAP Programme's impact over the next period.

Shifting from Delivery to Supporting and Advisory Roles

A consistent theme across mission areas is the shift from delivering outputs to supporting, advocating for and amplifying transformation happening across the sector and beyond the TAP Board. Some Working Groups are already operating in advisory capacities. The Quality Working Group, for example, intends to move toward a supporting role, helping other workstreams such as Building Standards and Procurement embed quality into their processes.

This could enable more effective uses of resources and enhance collaboration across sector areas.

Mission-led Objectives and Communication

Each Mission area could be developed into a refreshed model with clear short-term SMART objectives and mid-term milestones, aligned to the CLF outcomes. This could then be tied to mission-led dissemination and communications strategies for planned outputs.

A structured case study database, with two to three case studies per mission, might help to streamline delivery plans and communicate incremental transformation in tangible ways.

Where trackable tools and products have been produced - such as the Data Dashboard - engagement monitoring could be built in from the point of dissemination and aligned to mission outcomes/objectives to enable ongoing impact evaluation. In **Mission 1 Pipeline**, for example, a standard metric for MMC uptake could be defined. Tagging MMC-suitable projects within the Pipeline Forecast Tool would then create a forward-looking baseline against which uptake can be monitored.

For **Mission 2 People**, piloting the Fair Work Charter with early adopters, and working with trade associations as dissemination and monitoring channels, would allow meaningful testing and insight gathering before wider rollout. Tracking the influence of strategic outputs such as the Sustainable Workforce Missions, Pathways to Productivity research, partnership events with SFC and DWP and instances where the group's work has shifted agendas or introduced new perspectives, would provide richer evidence of value.

In **Mission 3**, presenting the Net Zero Routemap as a policy resource could strengthen its influence. This could involve identifying leverage points across the construction life cycle and highlighting where policy change or further research is needed. There is also potential to showcase Scotland's world-leading low carbon manufacturers and innovators as part of a broader narrative of Scottish construction's contribution to the green economy.

Mission Areas: Outputs and Next Steps

Mission 1

Pipeline

Creating a pipeline of construction quality by...

- Providing transparency of future pipeline
- Exploring the industry's role in delivering a net zero built environment.
- Adopting sustainable procurement practices

Relevant Accord Outcomes

For Business and 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.

1.1 Developing an approach for ‘Procuring for Quality’

Completed Outputs	
Activities	<p>Two Quality Plan Guides have been produced. One for clients and one for contractors, setting out how to prepare and maintain a quality plan; developed with input from organisations across the sector.</p> <p>New Price Scoring Guidance has been produced and issued through CPN 3/2024 to discourage unsustainable tender prices, which can have a detrimental impact on quality.</p> <p>Tender Feedback Recommendations have been presented as a recommendation to inform government procurement policy and guidance on how tender feedback is provided.</p>
	<p>Engagement and dissemination presentations to Scottish Heads of Property, Glasgow University supply chain, individual local authorities and NHS boards.</p> <p>Construction Quality Improvement Collaborative (CQIC) is an initiative with functioning website and social media presence, which disseminates construction quality innovation. This has been developed and maintained by SFT, championing construction quality.</p> <p>Mandated Quality Plans within the Learning Estate Improvement Programme (LEIP). It is now mandated that projects must have a Client quality plan and a Contractor's quality plan.</p> <p>Tender Feedback Recommendations are being analysed by ScotGov Procurement, with 6 new principles identified to be considered for potential incorporation into guidance.</p>

Contributors

Quality Working Group,
Procurement Working Group: **Sustainable Pricing** sub-group

Next Steps

Ongoing dissemination, testing and development of Quality Plan Guides.

Joint work with Procurement group. A paper is being developed that outlines "10 things that can be done in procurement to support quality project outcomes".

A Guide for Developing A Client Construction Quality Plan, CQIC



“The responsibility for the delivery of construction quality does not rest solely with the contractor and supply chain contracted to deliver the works. Organisations that are commissioning construction work have a responsibility to take leadership on the approach to construction quality and to ensure there is a focus on how construction quality is to be achieved from the outset of a project.”

*Colin Campbell
Associate Director with Scottish Futures Trust*

65% engagement rate with over
100 page views of resources

2000 impressions for the quality
plan resources on LinkedIn

1.2 Providing better access to construction procurement guidance

Completed Outputs	
Activities	<p>Construction Procurement Reference Documents have been consolidated as a resource and published on the SFT website. This provides signposting to existing procurement guidance, rules and regulations for public construction procurement.</p> <p>This output informed by recommendations made during early TAP workshop sessions, which revealed disparity in procurement knowledge across local authorities and public bodies. Public sector procurers are signposted to the Client Guide for Construction Projects and regularly updated by the Scottish Government.</p>
	<p>Addressing knowledge gaps through the Reference Document, which responds to defined needs for consistent, accessible procurement knowledge across the public sector.</p> <p>This resource has also been identified as a useful tool for industry by enabling contractors to direct public sector clients towards guidance when reviewing rules and regulations.</p>

Contributors

Procurement Working Group,
Quality Working Group

Next Steps

Data analysis of procurement trends. An analysis of Public Contracts Scotland data going back to 2019/20 is underway. This includes examining trends such as the shift in quality-to-price weighting in tender assessments that could enable baselining and future impact tracking. The draft report is due to be shared Summer 2026.

Reference Documents for Public Sector Construction Procurement



This initiative led by the Transformation Programme's Procurement Group is intended to support the transparency of future pipeline by signposting common reference documents relating to construction procurement.

TAP Procurement Working Group

'This resource has also been identified as a useful tool for industry by enabling contractors to direct public sector clients towards guidance when reviewing rules and regulations'.

TAP Board

1.3 Forecasting the public sector construction pipeline

Completed Outputs	
Activities	Construction Framework Pipeline Forecast Tool. This is an open-access tool that provides transparency about upcoming public sector construction projects across Scotland. The tool pre-dates the TAP programme but continues as a core initiative within it.
	Increase of tool usage across-sector. All local authorities are now on board with the tool and public bodies are continuing to join. They are approaching 3,000 registered members (although some filtering is needed to identify bots and inactive accounts). £18 billion worth of projects are currently recorded on the tool.
Impact & Learnings	Six-monthly update cycle: this is now well established, with submitting authorities increasingly embedding this into their own processes. Two published case studies are now on the SFT website, which demonstrate the Pipeline Forecast tool's value in action.
	Positive industry recognition. The tools value was recognised at the Scottish Construction Now Conference. The second webinar attracted 130 attendees (a significant increase from around 35 attendees during the first sessions). Targeted promotion was used to increase attendance.
	Construction Policy Note CPN 2/2024 encourages wider engagement and use of the tool by public bodies.

Contributors

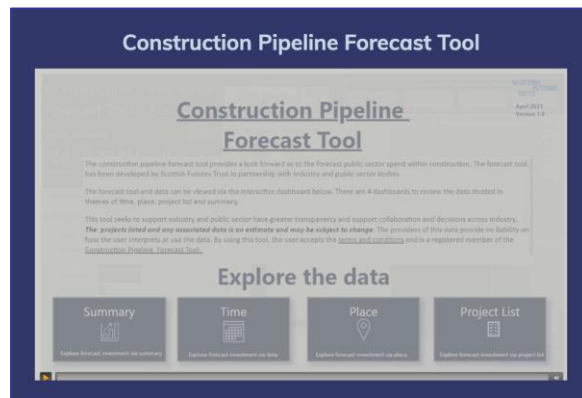
Pipeline Working Group,
Supply Chain Working Group

Next Steps

A webinar programme is operating to support user engagement with the Pipeline Forecast Tool and provide ongoing insights.

Connecting pipeline forecasting with skills mapping. The Construction Industry Training Board (CITB) are working with the Pipeline group to recast their Construction Output Skills Forecast using the pipeline tool data.

Construction Pipeline Forecast Tool, SFT



“The Construction Pipeline Forecast Tool provides a look forward as to the anticipated public sector spend within construction. The forecast tool has been developed by the Scottish Futures Trust in partnership with industry and public sector bodies.”

The Scottish Futures Trust (SFT)

“The tool is providing smaller firms, for example those without dedicated business development teams, access to pipeline intelligence that was previously only available to larger companies with the resources to compile it themselves.”

MMC Working Group

1.4 Increasing opportunities for Modern Methods of Construction (MMC)

Completed Outputs	
Activities	Developing the MMC Appraisal Toolkit. This is a structured assessment tool including both strategic factors and a set of project-level factors, enabling clients to evaluate whether MMC is viable and beneficial for a specific project at the planning stage. The Toolkit has been drafted and tested, receiving positive feedback from both public sector and supply chain members of the working group.
	MMC Appraisal Toolkit Testing. Atkins Réalis is currently testing the Toolkit internally with live clients and receiving positive results, providing early-stage validation and insights.
Impact & Learnings	Shaping sector understanding of MMC. The working group have spent considerable time on defining what MMC means within the Scottish context. This was necessary foundational work since MMC is widely misunderstood as being solely about offsite construction, when it is more accurately described as an approach and methodology that encompasses a range of techniques for improving efficiency, quality, and productivity. The group has worked to reframe this narrative.

Contributors

MMC Working Group,
Communications Working Group

Next Steps

MMC Appraisal Toolkit guidance will be developed to support users.

MMC Working Group and Atkins Réalis



Atkins Réalis

“The growth of modern methods of construction (MMC) has progressed slowly, a key issue being a lack of understanding of its benefits. As MMC only represents about 7 per cent of UK construction, most industry stakeholders lack user experience. Another challenge is that the plus points of MMC are not widely quantified. It’s only worth taking the MMC route if the benefits offer value to the project in question. The value of reduced build time and site disruption; increased predictability; and improved quality, health and safety, and sustainability needs to be quantified from the outset.”

Atkins Réalis

MMC offers a range of benefits including:

- Up to 50% reduced site programme
- Up to 70% fewer site transports
- Improved productivity
- Reduced waste
- Reduced community disruption
- Safer construction processes
- Factory quality control
- Increased predictability

1.5 Embedding data literacy and intelligence across the sector

Completed Outputs	
Activities	<p>Data Dashboard is a live tool that provides a framework for industry-wide data to inform joined-up decision making, investment and policy making.</p>
	<p>National Existing Buildings Database report is a published report detailing the benefits and feasibility of creating a national, interoperable database of Scotland's built environment.</p>
	<p>AI in the Built Environment report was produced and shared with the CLF, which outlines potential opportunities and best practice guidelines for the use of AI across the built environment sector.</p>
Impact & Learnings	<p>Existing Buildings Database Proposal could consolidate data currently held across multiple sources into a single resource to support decision-making on investment, retrofit, planning and infrastructure. The report provides an agreed definition of a National Existing Buildings Database, defining what data it might hold, what the useful application for this may be, and an indication of how this could be managed.</p>

Contributors

Data and Digital Working Group

Next Steps

Case studies will continue to be published, showcasing data and digital applications across the built environment to support wider data and digital uptake.

**National Existing Buildings Database Report,
BE-ST, Construction Leadership Forum (CLF) and
Robert Gordon University (RGU)**



“This report, named the ‘National Existing Buildings Database,’ aims to collate and assess the quality, usefulness, and validity of data currently held by a variety of building owners across Scotland. It explores how automation can assist in pulling data from an array of sources and compiling it in a central location so that complex data can be displayed in a live, legible, and useable interface.”

BE-ST, RGU and CLF

**Scottish Construction Industry Data Dashboard,
CLF and BE-ST**



“Developed on behalf of the Construction Leadership Forum by Built Environment – Smarter Transformation, in partnership with industry and public sector bodies, the Scottish Construction Industry Data Dashboard seeks to provide data sets to understand the broad and deep Scottish construction industry and related sectors in the context of the whole economy and to provide a framework for the collation and dissemination of industry-wide data sets which can inform industry decision making, investment and policy making.”

CLF

1.6 Exploring Sustainable Pricing Approaches

Completed Outputs	
Activities	<p>Graduated Pricing Policy Note. The Procurement working group contributed to the development of a Scottish Government policy note CPN 3/2024 on graduated pricing.</p>
	<p>The Graduated Pricing Mechanism tender assessment method encourages tenders to be appropriately priced to meet the specified requirements without placing unsustainable financial pressure on either the Supplier or the Client.</p>
Impact & Learnings	<p>Questionnaire on Graduated Pricing uptake was developed and deployed to public sector clients to track early use, gather feedback and identify potential case studies of its use. This includes an opt-in for case study participation.</p>
	<p>This was described as a clear "win" for the group in terms of creating opportunities to support the development of procurement policy.</p>

Contributors

Procurement Working Group:
Sustainable Pricing sub-group,
Communications Working Group

Next Steps

Continuing policy influence.
The **Graduated Pricing** policy note and subsequent policy review demonstrated opportunity for directly engaging and contributing to the development of government policy.

Mission 2

People

Boosting the construction workforce by...

- Addressing skills shortages and ageing workforces
- Driving competence to improve standards and capacity
- Increasing recruitment and retention of diverse ranges of talent

Relevant Accord Outcomes

For Current and 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.

2.1 Identifying the models needed to boost a sustainable workforce mission

Completed Outputs	
Activities	<p>Boosting the Construction Workforce Mission. The Skills and Workforce Group delivered a sector-wide survey to gather industry insights on workforce challenges, specialist skills engagement and potential solutions to inform the Mission.</p> <p>Skills and Workforce Pathways to Productivity. This research, led by BE-ST, examines how the flow of new entrants into Scotland’s construction and built environment workforce can be increased and sustained.</p>
	<p>4 Missions for Sustainable Workforce Development have been identified:</p> <ul style="list-style-type: none">● <u>Recognise</u> best practice models for recruitment;● <u>Champion</u> clear workforce models that integrate skills and training;● <u>Encourage</u> employer responsibility for workforce development;● <u>Inspire</u> collaboration across industry and public partners. <p>Clear actions for supporting Pathways to Productivity have been identified and include 6 principles for defining successful pathways to productivity; 2 fundamentals shifts for the sector to support more sustainable pathways into the workforce; clarity on the challenges; and 13 practical levers to transform how Scotland recruits, develops and retains construction new entrants.</p>

Contributors

Skill and Workforce Working Group,
BE-ST and **Digital and Data** Working Group,
Communications Working Group

Next Steps

Using the Workforce Mission and Pathways to Productivity research as a tool to inform skill reform.
This work could provide an evidence-based foundation for influencing skills reform. The timing is significant since major structural changes to skills system will happen in the next couple of years.

Boosting the Construction Workforce Mission, Construction Leadership Forum

Construction Leadership Forum

Boosting the Construction Workforce Mission

One of the biggest challenges facing the construction sector in Scotland is ensuring it recruits, trains, and retains enough new entrants to build a skilled and professional workforce.

This is not just about having enough people, but rather about ensuring they acquire the necessary competence through skills, knowledge, behaviours and experience the construction sector needs.

Failure to do so will stop Scotland from creating the infrastructure and built environment it needs to support the country thrive and meet its net zero goal.

The survey issued by the Construction Accord's Skills and Workforce Group in summer 2023 called on the sector to outline the challenges it faces, where does the sector engage with specialist skills and who may best support the sector to develop the solutions needed.

The Construction Accord Transformation Board has used this sector intelligence to create this Construction Workforce Mission to help focus attention on this critical challenge.

The Mission will:

- RECOGNISE** The sector's role for recruitment, training and retaining the workforce, including awareness of their practice
- CHAMPION** A sector investment model where the workforce is recognised and where it is trained to develop its core skills
- ENCOURAGE** An industry-led growth model where the workforce is trained to develop its core skills
- INSPIRE** A sector investment model where the workforce is recognised and where it is trained to develop its core skills

The Construction Accord's Skills and Workforce group will ensure it maintains broader representation that will allow it to champion key activities and support the Mission.

And working in collaboration with industry stakeholders, employers and public sector partners, the Skills and Workforce Group will undertake activity to support the sector address some of the barriers to workforce growth.

“One of the biggest challenges facing the construction sector in Scotland is ensuring it recruits, trains, and retains enough new entrants to build a skilled and professional workforce. This is not just about having enough people, but rather about ensuring they acquire the necessary competence through skills, knowledge, behaviours and experience the construction sector needs.”

Construction Leadership Forum

Pathways to Productivity Report, BE-ST



“Pathways to Productivity examines how the flow of new entrants into Scotland’s construction and built environment workforce can be increased and, critically, sustained. The report is grounded in a simple but urgent premise: the current models supporting the flow of new entrants into the construction industry are at a critical inflection point and, without significant investment, do not scale to meet future demand.”

Built Environment Better Transformation (BE-ST)

"As a sector, we're finally talking about the right problems... we're starting to get to the complexity that sits behind our workforce challenges

Moving away from over-simplification to a focus on the structural change needed and the many issues that link here.

Luckily, there are a lot of people who care about getting this right”

*Elaine Ellis,
Skills Development Scotland*

2.2 Improving compliance and competencies across construction supply chains

Completed Outputs	
Activities	<p>A Competency Framework Guide has been developed to help businesses (particularly small and micro firms) understand upcoming legislative and compliance requirements. This guide has been published alongside a ‘thought piece’ in Scottish Construction Now.</p>
Impact & Learnings	<p>Competency guide responds to growing needs as legislative requirements tighten, e.g. post-Grenfell priorities.</p> <p>Cross-group collaboration on the competency work. The guide has received substantive feedback from other working groups and the UK’s Construction Leadership Council, demonstrating its ability to support collaborative working.</p>

Contributors

Supply Chain Working Group
Communications Working Group

Next Steps

Partnership with Scottish Construction Now. There are plans to disseminate the Competency Framework Guide at the Scottish Construction Now annual conference.
 A communications plan is being developed to support.

Understanding Competence Frameworks: Supporting Scotland's construction SMEs, Construction Leadership Forum



“UK legislation and industry standards are increasingly requiring businesses to prove that their people are not just trained, but competent at their work as well.

Competence in construction isn't simple, especially for safety-critical roles. But a competence framework helps bring everything together in one place.”

The Construction Leadership Forum

Scottish Construction Now- Thought Piece April 2026

John Brown: Competence as a competitive advantage - why Scotland's construction SMEs must act now

23 APR 2026 |  Reading time: 5 minutes

2.3 Defining Fair Work best practice across the construction industry

Completed Outputs	
Activities	<p>Fair Work Charter is being developed collaboratively over multiple iterations and defines Fair work in the construction industry context. The Charter will address collective bargained rates, trade union access to workplaces, disputes resolution, bullying and harassment and supply chain compliance. The draft is an achievement, given the complexity of negotiating consensus across different perspectives (trade unions, trade associations, procurement bodies, local authorities, tier one contractors and Scottish Government).</p>
	<p>Diverse stakeholder engagement. The group has brought unified voices that rarely sit together to determine shared best practices: trade unions, trade associations, government procurement, local authorities and major contractors.</p> <p>The draft Charter has been through multiple iterations and reflects diverse stakeholder input and consensus. Further refinement and delivery has the potential to impact Fair Work practices across-sector.</p>

Contributors

Fair Work Working Group
Skills and Workforce Working Group

Next Steps

Charter refinement. Outstanding decisions include: whether a Charter is aimed at everyone in the sector or focused specifically on public sector contracts; which elements should be mandatory contractual requirements versus aspirational commitments; and how the Charter's requirements relate to (and sit above) statutory minimums.

Mission 3

Product

Delivering high-quality outcomes by...

- Improving product quality and productivity
- Promoting life-cycle sustainability

Relevant Accord Outcomes

For Customers and Users		For the Environment and Communities		
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 9 We have a sustainable quality culture fit for a safety-critical industry	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 11 We use natural resources sustainably and are a key part of a circular economy	OUTCOME 12 We are fully engaged with and contribute value to the communities in which we operate.

3.1 Promoting the Construction Quality Charter

Completed Outputs	
Activities	<p>The Construction Quality Improvement Charter is a sector-wide commitment developed over three years through extensive consultation. The Charter was designed for all participants in the construction process (clients, contractors, consultants, designers and supply chain).</p>
Impact & Learnings	<p>Commitment to the Charter: In total there are 147 commitments to the Charter. Together they employ around 46,000 people that are engaged in construction. Currently only 8 out of 32 local authorities and a small number of NHS boards have committed.</p> <p>The Scottish Government has adopted the Charter within the new Civil Engineering Procurement Framework. Tenderers must demonstrate how they are embedding the Charter’s principles and will be evaluated against this in practice, beyond tender submissions.</p>

Contributors

Quality Working Group
Communications Working Group

Next Steps

A self-evaluation questionnaire has been published on the CQIC website, enabling organisations that have committed to the Charter to assess if they are upholding commitments.

Testing the Charter in practice. Dumfries and Galloway Council has committed to the Charter and is actively upholding it on a live project. A case study documenting how the Charter is being applied in practice could provide insights and tangible evidence.

An engagement programme of presentations to Scottish Heads of Property, Glasgow University supply chain, individual local authorities, and NHS boards is underway. The Quality Group are working with the Chartered Quality Institute (CQI) and the Get It Right Initiative (GIRI) to disseminate this work, including via joint conference participation.

Construction Quality Improvement Charter Scotland, CQIC



CONSTRUCTION
QUALITY
IMPROVEMENT
COLLABORATIVE

Construction Quality Improvement Charter Scotland

The Construction Quality Improvement Collaborative (CQIC) shares a vision for our industry where quality is central to all decision-making to create a sustainable quality culture - a quality culture that supports the ambitions set out in the Scottish Construction Accord.

To support the vision, the CQIC is inviting businesses and organisations across the sector to commit to a Charter that is founded on key values:

Ambition
Developing a sector that believes in **continuous improvement**, is **willing to change** and is **ambitious** for the industry

Collaboration
Working together to **share knowledge, lessons learned and best practice**

Commitment
Taking **pride** in what we do, **always doing our best**, aiming for **customer satisfaction** and **taking ownership and accountability** when we get it wrong

Openness
Building an industry that is **recognised for its honesty and integrity**

Respect
Working across the industry to build **professionalism, leadership, trust and self-respect**

Every organisation or business that commits to the **Charter** is undertaking to **embed the improvement of construction quality** across their business activities to achieve a **sustainable quality culture** and to support and implement the CQIC Vision.

The Construction Quality Improvement Collaborative (CQIC) shares a vision for our industry where quality is central to all decision-making to create a sustainable quality culture - a quality culture that supports the ambitions set out in the Scottish Construction Accord.

Construction Quality Improvement Collaborative (CQIC)

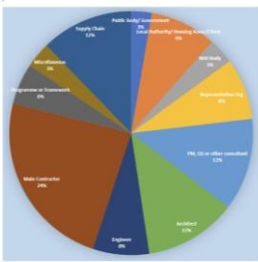


Fig 1 - Charter Commitment Categories



146 organisations committed to the charter

CQIC Annual Review

1.9K new visitors

CQIC website

3.2 Improving the use of Contractor Design Portion (CDP) to deliver quality

Completed Outputs	
Activities	<p>Contractor Design Portion (CDP) Recommendations have been developed based on a sector-wide survey that received 382 responses from clients, contractors, consultants, and designers. The recommendations address how contractor-designed elements (e.g. curtain walling, M&E works) can be better coordinated with the original design to improve quality outcomes.</p>
Impact & Learnings	<p>CDP Recommendations successful dissemination. This work was presented to around 34 people at a Scottish Government session, around 50 at the Morgan Sindall Scottish Supply Chain Awards and 120 at a University of Glasgow Suppliers Day. All three presentations received strong positive endorsement of the recommendations.</p>

Contributors

Quality Working Group
Supported by the **Procurement** Working Group

Next Steps

A **Practice Note** on 'Appropriate Use of Contractor Designed Portion' (CDP) will also be produced to support wider guidance.

The group also plan to **develop roles and responsibilities for Independent Quality Assurance**, which requires further consideration.

Contractor Design Portion (CDP) Recommendations, CQIC



“Over the last 25-30 years there has been an increasing tendency to use Contractor Design Portion (CDP) for construction projects where a range of specialist sub-contractors are required to contribute towards the overall design and construction of major buildings. However, many believe the CDP system is being used inappropriately and too late in the process. The way it is used also has an impact on how compliance with Building Standards is delivered.”

Construction Quality Improvement Collaborative (CQIC)

380 survey responses

3,311 impressions from the CDP announcement

5 presentations to industry bodies

3.3 Communicating opportunities for sector-wide construction transformation

Completed Outputs	
Activities	Providing communications and dissemination support to the TAP working groups. The Communications Working Group supports the Transformation Board and Co-chairs with their communication needs and have produced dissemination materials and case studies reflecting the TAP Programme.
	Press and media activity. Press releases are being disseminated through various sector-wide channels, e.g. Scottish Construction Now and Project Scotland, the Scottish Construction News Magazine on behalf of the CLF.
Impact & Learnings	Supporting specific initiatives. The Communications Group has worked closely with the groups leading on key outputs this year, including Procurement, Quality, Skills and Pipeline Groups.

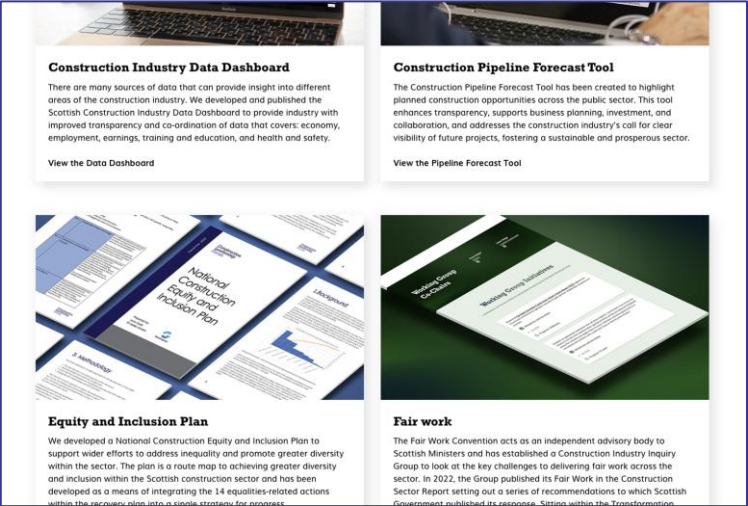
Contributors

Communications Working Group

Next Steps

Advocacy and amplification opportunities will be amplified with a focus on the core mission areas and projects led by the CLF and Board.

CLF and TAP Online Case Studies, TAP Communications Working Group



Updates and progress across the Transformation Action Plan will continue to be posted on the News section of Construction Leadership Forum website.

1853

CLF Follower on LinkedIn

11

Sector publications

3

Sector Surveys

77

CLF Accord Participants

3.4 Developing a Net Zero Construction Sector Routemap and Transition Plan

Completed Outputs	
Activities	<p>Scoping for a Net Zero Roadmap for the Construction Sector has been organised around construction life cycle stages. Strategically the scope has been narrowed: within the "A" stages (construction-related carbon) and the group has excluded transport categories to focus on areas where the construction industry has most direct influence.</p> <p>Input to the <i>Just Transition Plan</i>. This work has contributed to the development of the Scottish Government's <i>Just Transition Plan</i> for construction.</p>
	<p>The Net Zero group has begun to focus proposals for a phased Net Zero Roadmap. This presents conceptual development around the role and scope of the Roadmap. While not yet in delivery, this represents progress in defining what areas need to be addressed and what process should be used to do so.</p>
Impact & Learnings	

Contributors

Net Zero Working Group
Data & Digital Working Group

Next Steps

Network-led dissemination. Connections made through the group are leading to information sharing and policy exposure. New cross-sector connections demonstrate new infrastructure to support collaboration.

3.5 Integrating community wealth building and social value across supply chains

Completed Outputs	
Activities	<p>Delivering Social Impact from Scottish Public Sector Construction Projects Report. This report, produced by Scottish Futures Trust (SFT), reflects back on 10 years of delivering social impact and presents recommendations for future delivery.</p>
Impact & Learnings	<p>Learnings from the Social Impact report propose rationalising procurement approaches, aligning/standardising project output measures and improving the consistency of reporting at project and industry levels.</p>

Contributors

Supply Chain Working Group
Skills and Workforce Working Group

Next Steps

Community wealth building education. Engagement is being conducted with contractors' social value and community benefit teams to explore how the impact of public sector construction spend can be better understood and reported, particularly at the supply chain level. This work has surfaced a key insight that **community benefits are typically reported at the contract level**, with limited visibility of the supply chain's specific contributions.

Delivering Social Impact from Scottish Public Sector Construction Projects, SFT



“The Scottish public sector invests billions of pounds each year on infrastructure. This creates a major pipeline of work for Scotland’s construction sector. If used effectively, this investment can support the delivery of long-term benefits for communities, the economy, and the environment. This review reflects on 10 years of delivering social impact and shares learning from that experience, and recommendations for future delivery.”

Scottish Futures Trust (SFT)

LinkedIn

1346 impressions

Supported across key industry leaders

Opportunities for Future Focus

Mission 1: Pipeline

Continued collaboration with the Chartered Quality Institute (CQI) and the Get It Right Initiative (GIRI), including an annual joint conference.

Exploring procurement and quality integration could influence how quality and other technical aspects of tenders are weighted and evaluated in public sector tenders across Scotland.

Cash Flow Forecasting prompted by the UK Governments focus could see additional functionality within the Pipeline Forecasting Tool.

National and international interest in the Pipeline Tool means working with Welsh and UK governments to align data and approaches.

Case Studies showcasing best practice will help disseminate how MMC can be considered at the outset of projects.

The AI in the Built Environment report can help inform sector developments.

Mission 2: People

Connecting the Supply Chain by improving specifier education is a piece of early-stage work, exploring how to improve public sector specifiers' understanding of the supply chain's role in delivering construction projects. This responds to insights that technical specifiers feed into procurement communities but often lack wider awareness of how decisions affect the supply chain.

Cross-sector learning recognising that collective agreements (particularly in trades like electrical) represent an established, effective model for Fair Work provides a foundation for the Fair Work Charter's approach.

Mission 3: Product

Advocacy and amplification can be supported through a refreshed website that promotes the work of the CLF and activity across the sector.

Representing SME perspectives championing the needs and constraints of small contractors and SMEs and their part of/ connecting them into the net zero conversation. This includes representing Scottish innovation within low carbon construction.

Network-led dissemination via connections made across the CLF's Transformation programme are leading to information sharing and policy exposure. New cross-sector connections demonstrate new infrastructure to support collaboration.

Transformation Action Plan (TAP)

Annual Impact Evaluation Report
April 2025 - April 2026