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43-54 Partnership offers complete skills solution for Welsh construction

CM’s CPD Zone has generated huge interest from CIOB members as the most popular destination on our website. Check it out at construction-manager.co.uk
A call for the industry to rediscover its sense of fun and connect with the public on a more imaginative level has already prompted several major contractors to contact the Bureau of Silly Ideas (BOSI), the London-based arts organisation that put forward the idea.

BOSI founder Roger Hartley explained his thinking in an online article on Construction Manager's website last month, after presenting his ideas at a TEDx event in December. He told CM he now has several appointments to discuss potential ideas with contractors.

In the article, Hartley said: “For an industry that is dedicated towards creating place and community, it’s frustrating that one of the first things construction seems to do is alienate them through noise and disruption or by blocking people out with site hoardings. But by subtly twisting something that is normally conceived to be an inconvenience or an ignored part of everyday life on the street, you can in fact create a lot of engagement with people, encouraging them to talk and laugh with each other and projecting a positive message.”

Christine Williams, bid manager for Farrans Construction, told CM that she thought BOSI’s ideas were “absolutely brilliant”. “I’ve sent a link to the article to all our project managers to say this campaign’s gaining momentum. We’re building several schools at the moment, and while you don’t want to make sites somewhere that you want to get in to, to make them more interesting as you go past would be brilliant. “I laughed so much at the idea of fairies [in cement mixers] talking to you, it tickled me no end. When I was a child I totally thought there were fairies at the bottom of my garden.”

Hartley’s talk pointed out that the public often experience mild-to-moderate inconvenience during construction works and are expected to embrace the finished building – but the construction phase is a lost opportunity to charm, engage and put a smile on people’s faces. “It could be simple things that don’t disrupt the work of the site, like at night you lay the wheelbarrows down to look like a dinosaur,” he said.

Contractors often do implement “public engagement strategies” on public buildings, typically involving decorated hoardings, site visits and a project website. But Hartley urged the industry to go beyond the conventional approach, and draw in specialist consultants – aka artists. “It’s often done as a throw-away, or the first thing you think of. But if you can work with someone in the arts who specialises in changing perceptions, and has different thought processes… a phone call to people who think differently could be beneficial.”

Organisations he says could help the industry find its creative side include the National Association of Street Artists, which represents buskers and street performers; Xtrax, which runs an online catalogues of arts companies; and the Independent Street Artists Network.

Hartley has been involved with construction-related projects for many years, but is currently revitalising his efforts, even attending “meet the buyer” events to get a feel for how the industry works. “There are lots of issues about the number of contractors and subcontractors on a site, who takes responsibility and people being
Members sign up for new title

Around 4,500 people – or 25% of eligible members – have already registered their interest in adopting the new CIOB designation of Chartered Construction Manager.

The title is to be offered as an alternative to Chartered Builder, following approval by the Privy Council in October. However, contrary to first reports, members will have to choose between the two titles, and will not be permitted to use both.

Bridget Bartlett (pictured right), the CIOB’s deputy chief executive, said the Institute was delighted by the response to its initial campaign, which would be followed by more publicity. “It’s not surprising, but it is reaffirming that a lot of people are positive about it. As word gets out and people start using it on business cards, numbers will continue to swell.”

Bartlett added: “I also think it will be significant in motivating some ICIOB members to upgrade, now that there’s the opportunity to do the Professional Review and become a Chartered Construction Manager. I recently talked to a very senior manager at a major contractor who was ICIOB, and he said he’d just put in his PR application.”

The CIOB is inviting members to register so that it will be able to address future initiatives, services and events to the new member group. Registration is free, but a certificate confirming the new designation will be available at a cost of £25.

Further information on registering will be posted to members in March alongside ballot papers for the forthcoming Trustee elections.

The CIOB has also found that the new option was being warmly welcomed in universities running CIOB-accredited degree courses. Bartlett said: “The programme leaders [at the universities] are saying there’s an excited response from students, who can see the connection between a construction management degree and the accreditation.”

His work in the sector started when his staging of Don Quixote used a radio-controlled wheele bin. “It was really interesting seeing people’s reaction to a thing they’d ignored every day,” he says. He then approached the Arts Council for funding, arguing: “What’s the difference between a circus and a construction site – they both arrive in a place where there was nothing before, wear bright clothes and do fantastic things. But we enjoy one lot, and complain about the other.”

That led to a number of street-art events where circus performers took on construction roles. However, rather than festivals and “one-hit wonders”, he is now interested in longer-term projects.

Phillip Hall MCIOB told CM that he remembered when a site worker with a talent for singing often used to entertain the public. In response, Hartley suggested that “major companies like Mace, Balfour Beatty or Skanska probably have people within the business that like singing, or other kinds of performing, so they can look to their own internal resources to do something different on site”.

But he warned against an outbreak of self-consciously witty signage on site hoardings. “Nowadays people don’t enjoy the slogans on the back of Innocent drinks as much as they did. They don’t think, ‘here’s a bit of witty banter’, they think ‘here’s a marketing exercise’.”

Gee whizz what a building!

55 Gee Street, an office and apartment building in central London built by Morgan Sindall, was named Best Commercial Building at the Brick Development Association’s annual Brick Awards.

The eight-storey 2,500 sq m building was a D&B project for client Durley Investment Corporation, with specialist contractor Precision Brickwork. Bricks were supplied by Wienerberger.

The project incorporates features including solar panels, low energy lifts and energy-efficient ventilation.

The building also has an experimental displacement ventilation system. As part of this, the internal structure has wall panels which open and allow ventilation through the bricks without the openings being visible on the outside, allowing people to feel the outside air.
Members in line for awards
Eight make shortlist for Duke of Gloucester Young Achievers Scheme

CIOB members have been shortlisted in four out of five categories of the prestigious Duke of Gloucester Young Achievers Scheme, now in its third year.

In total eight members have made the shortlist in the Design, Project Management, Surveying, and Construction Delivery categories, the latter being a new category added this year. The fifth category in the scheme is engineering.

The Young Achievers Scheme, which is organised by the Construction Youth Trust charity, celebrates the achievements of young professionals across the industry under the age of 30. The judges look for young people who have achieved excellence in their careers so far, and have also had to overcome challenges or social disadvantage to get to where they are.

Last year, the overall winner was Kier employee and engineer Stacey Clifford, while Paul Ebbs ICIOB, a 23-year-old site manager from Southampton, won the Project Management category.

The winners will receive cash prizes and a personal improvement team.

Award nominees: (clockwise from top left) United House’s Helena Cole MCIOB; Balfour Beatty’s Harriet Bower; Vicky Turner ICIOB, also from United House; Vinci’s Marina Ryan; and Matt Burley ICIOB

CIOB News

Eight make shortlist for Duke of Gloucester Young Achievers Scheme

in Ireland stopping a local and asking for directions to Dublin. “Well” said the local thoughtfully. “I would not start from here!” It is true in most walks of life that our journey to where we want to go never starts from the ideal place. How many of us have had career paths more akin to crazy paving than some simple linear progression? It inevitably involves grinding it out somewhere and putting in some hard time to get back on track. But when it comes to doing your best for your family, it has to be done.

So it is in any major organisational change project. Sometimes the task seems so big or so difficult that the easy response is to say why bother, leave it to someone else.

A lot of the gains made in the industry since the late 1990s would not have happened if people had said that and left it to someone else. The reduction in death rates has been significant, as has been the focus on worker welfare.

I write this travelling back from Qatar, having attended a round table discussion on the working conditions of migrant workers. The overriding message that kept being repeated was that a policy of employment that did not have respect for people at the heart of it was bad for business, never mind the moral aspects.

It will take some doing, especially in a country where compliance with the law is patchy at best and where the law, when complied with, is often used to protect vested interests.

It goes back to that joke at the start — they are not starting from the ideal position, but you have to start from somewhere. What is interesting, though, is the understanding coming from some of the major clients in that they see what happens on their projects as reflecting on them as an organisation no matter how far down the chain it happens. The new framework for mandatory standards as relating to migrant workers developed by the Qatar Foundation is a good example of what’s starting to happen.

For UK companies the challenges in this area are similar to those posed by the Bribery Act: get it wrong and the reputational damage could be severe. But having been through this ourselves we do have a lot to offer in this respect.

But the stand out moment for me was seeing conscientious construction managers working collaboratively and driving the agenda for change and prepared for the hard graft.
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“Silly” can complement a sensible industry

Even if we don’t always like to think about it, the construction industry does cause the general public considerable low-level stress. Next to CM’s offices, an ongoing office development funneled pedestrians down a too-narrow walkway for months on end, planting the question “why couldn’t they have made it 50 cm wider” in thousands of heads hundreds of times. If you’re faced with that persistent annoyance, it’s easy to think “not again” next time you see a tower crane go up.

And while public-facing projects often take their responsibility to engage with the public seriously, their efforts can come over as trite and tick-boxy. A friend whose house is currently being renovated. Construction is a positive activity, and we’d like the rest of the world to feel positive about it too.

Plus, there’s the industry’s need to attract skills into the sector, a mission we often discuss in terms of “breaking down barriers”. But what if those barriers were lower because construction sites in local communities had lodged themselves in the public consciousness as places of interest, innovation, achievement, and faith in the future? That made you smile as you went past, (even if semi-reluctantly) and made a positive contribution to local life, even while construction was in progress.

That’s why the Bureau of Silly Ideas, a lottery-funded arts company, is talking sense about construction. Engagement efforts, even if genuinely meant, are often based on concepts of “value” that are of less consequence to the general public than the industry itself. But if we take a different perspective on construction – by inviting artists, performers and the creative sector to offer their takes on our industry - then we might just be able change a few perceptions as well. Elaine Knutt, editor

Feedback

Let’s embrace BIM before defeatism destroys it
Fred Mills, director, The BIM

It is disappointing to see the current inertia around BIM as highlighted in last month’s editorial “BIM, the backlash and predictions for 2014”. One sentence in particular sums it up well: “Just two years before the public sector BIM mandate, some are questioning whether it actually will usher in new efficiencies and an outbreak of industry harmony, or whether it will just boil down to a few more contractual clauses to argue over.”

These defeatist attitudes in the face of challenge irritate me. Of course BIM will just boil down to more inefficiency and litigation… if we let it. Bolting it on to “business-as-usual” in a half-hearted fashion will only ever deliver half-hearted results, breeding more inertia. Why don’t we stop making excuses and focus instead on making progress? Grasp this opportunity with both hands!

It is little wonder we find ourselves in this trough of disillusionment after last year’s peak of inflated expectations. The Government Construction Strategy aspires to things that the industry has long strived for. Their highlighting of BIM as a means of overcoming old challenges and moving focus onto delivering built assets was inspired, but has also sown confusion. The BIM acronym has taken over and become something of a monster, often used but rarely explained, a label for “the unknown” and “the different” – things people are instinctively wary of.

Worryingly, the 2016 date can even throw people as demonstrated by one chap who recently remarked to me: “Don’t worry about BIM, it doesn’t start until 2016.” The most I can muster in return to such comments these days is a perfunctory roll of the eyes.

Boiled down, BIM is a simple process that will improve how we deliver and operate our built environment. It can make us all leaner, more competitive and more profitable. We need to repair the damage those three letters have caused and re-connect people with the original vision. BIM: the journey continues, p.18
Vox pop

The Bureau of Silly Ideas wants sites to make the public smile more. Can “silliness” help improve the industry’s image?

Gerard Graham ICIOB
Procurement manager, Wilson Group and chair of Novus committee, CIIOB
Northern Centre

We’re currently refurbishing a leisure centre and I’m trying to think how we can do something fun for the local children who are likely to visit when it’s finished. Construction talks a lot about community engagement, but general engagement with the public is also important and largely ignored at the moment.

The attitude seems to be to segregate sites from passers by and most construction managers are all too happy to comply.

Rob Hooker MCIIOB
Director, Greendale Construction

Even minor efforts to make the public smile can make a big difference. As part of our restoration works at the grade II listed Durlston Castle in Swanage, Dorset, we had to install ply protection around a 3m-diameter sundial positioned on the main facade. With the nose-shaped dial it started to look a bit like a face, so our team cut out two eyes and a mouth and created a smiley face. The main coastal path runs past this part of the castle and members of the public frequently commented on the face and some said how refreshing it was to see a contractor that had a sense of humour.

Hoardings are another opportunity to have some fun: on a historical site you could get a local artist to paint a cartoon historical timeline of events there, or create caricatures of historical figures.

Lucynda Jensen MCIIOB
Project manager, Morgan Sindall

Projects need to break down barriers with the public and try to be seen as more open and welcoming. I recently heard of a project where the site opened its doors on certain weekends to allow members of the public to look at the ongoing work and meet and talk with members of the construction team.

These types of project work really well as they engage the public, let them see what’s going on behind the hoarding and by following safe, non-PPE routes through the site people feel more comfortable and able to drop by and see what’s going on.

Tony Wall
Managing director, ISD Solutions

Woudn’t it be a great idea to get the contractor or local authority to sponsor local artists’ work to be projected onto the scaffold screening, or to run a local street artist or graffiti artist competition on construction site hoardings? Or maybe we could paint all the scaffolding shocking pink and put signs up saying that “we are sorry for the convenience, but hope the pink scaffolding brought a smile to your face!”

Sean Birrane
Managing director, Lakehouse

The industry definitely needs to project a more fun image and show our human side rather than be seen as a nuisance or an eyesore. In Camden we have run competitions in local schools where children were challenged to come up with their own designs for site hoardings and the winning entries were used.

Projecting a fun public image is a great way for a firm to differentiate itself and attract new talent. It’s also great for the industry’s image and to encourage youngsters to want to join us.

Phillip Hall MCIIOB
Managing director, Hall Construction

It’s sad to say, but the fun went out of building sites around 20 or 30 years ago. It used to be a regular occurrence to have workers who would sing, dance, or play guitar for the entertainment of passers by.

I remember working on a site opposite a nursing home and one chap used to sing Elvis Presley songs every lunchtime and all the residents would come out onto their balconies to listen and applaud him.

The problem today is people take their jobs too seriously, the focus on health & safety is too stringent and there’s not enough interaction with the public.
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Denise Chevin meets three members and heads of Chartered Building Companies who put high stock on customer service, quality of work and traditional values. Photographs by Mischa Haller.

What is a Chartered Building Company?

Chartered Building Companies are an important part of the CIOB, but rather than an individual it is the organisation that is the member. Membership of Chartered Building Companies and Chartered Building Consultancies enables organisations of any size to demonstrate a commitment to professionalism and best practice.

To become a CBC, firms have to meet certain criteria, including that at least one of their executive directors is a chartered member of the institute, and approximately three quarters of their board have relevant industry chartered qualifications.

More than 600 organisations have gained chartered status. Each is able to use the official scheme logo to present itself as a properly qualified company, or consultancy, able to demonstrate professionalism and integrity.

For more information visit www.ciob.org/cbc-schemes
Patrick Burke MCIOB
Director, Burmor Construction

Burmor Construction is a testament to the resilience of the traditional family building firm. Like many other SMEs it’s been squeezed out of its usual hunting grounds by local authority frameworks. But thanks to a hefty contract win in the social housing sector, 2013 was still the Peterborough-based general building contractor’s busiest yet.

That’s not to say it’s not been through the mill during recession, says director Patrick Burke MCIOB. “Prices for building work have collapsed, so you’re doing things close to cost with just enough margin to keep things going, leaving no room for error. You find yourself having to work 10 times as hard just to make sure there are no mistakes.

“Then suddenly there are a glut of tenders as there are now – so I’m working weekends and evenings, doing three or four tenders in a month that might normally take three to four weeks each. The competition for work is still so strong.”

Old-fashioned virtues of integrity, respect for people, and a commitment to training are part of Burmor’s DNA, so Burke is proud of the fact that it didn’t lose any of its 40 employees during the recession – and the fact that the company continued taking on apprentices.

“We’ve even managed to give staff a small pay rise, it was us saying we’re committed to survive this recession and it was good for motivation and hopefully it worked. The majority of our staff have worked at the company for over 20 years, our longest serving member been here for 33 years.”

About half of its £5.7m worth of work is building new homes for housing associations, and the rest is a mixture of school and hospital work and some private residential. Plumbing and heating is separated off as a separate company and all electrics, plastering and decorating is subcontracted out. It is also building a very small number of new homes.

Burmor was started in 1978 by Burke’s father Pat and Pat’s brother-in-law (Giovanni “John” Morza, hence Burmor). They were aged 27 and 32 at the time and both had a trades background. His late grandfather Pat was also a co-founder. Burke joined aged 22 after a degree at Keele in history and politics. He trained on the job as an estimator and went to college for five years for one day a week to a get a degree in quantity surveying. He still does Bills of Quantities by hand – though he sees architects and clients using BIM as driving change that will benefit building firms like Burmor.

The company is now owned by Burke, his father, uncle and cousin. His uncle retired in November and he expects his father to retire in a couple of years. Burke says he doesn’t want the company to change too much. “We like the way the company is set up and the people we are working with,” he says. “Our goals are to get environmental and quality management systems in place and get the appropriate accreditation, which might open doors to us in terms of getting on frameworks.”

At one time Burmor won much work for Cambridgeshire County Council, and then Peterborough City Council, both of which have gone down the framework route. He says he wouldn’t be surprised if councils start to rethink these policies, because employing bigger firms ends up costing them more and the cash they spend is not recycled in the local economy.

That said, he is confident there will
always be a place for local building firms that can offer a personal service and at lower cost than the nationals.

So will there be a next generation coming into Burmor? “After you’ve worked all hours during the recession, it feels difficult to say it’s something I’d definitely want for my daughter, but hopefully it might get a bit easier now. Having a father in the industry certainly didn’t put me off, it’s a fascinating job.”

Patrick Burke Q&A

What do you get from being a Chartered Building Company?
It’s a great mark for consumers to realise that we’re not a fly-by-night operator. I think it counts for a lot. They might not understand precisely what it means but they can get the gist of it. We wouldn’t promote the fact we are a CBC on our hard hats and hi-vis jackets if we didn’t think it was a benefit.

What bit of business advice would you offer?
Building’s a complicated business and sometimes clients change things which might make the job run late, but not realise why. At these sort of times picking up the phone and having a cup of coffee goes a long way.

What would you like to see government change?
I’d like to see debate on frameworks. Are they the right way to go? And do they benefit the local economy?

Where would you like Burmor to be in five years?
I’d like to see us grow to around £7m, and see more young trainees coming into the office – and to have more accreditations.

Greendale Construction is one of those companies that can be confidently described as punching above its weight. The Poole-based Chartered Building Company combines the hallmarks of a traditional regional contractor, yet it’s perfectly on trend with where the industry is heading. Greendale is building its first Passivhaus scheme, has embraced offsite manufacturing techniques, lapped up social media and for 2014 has BIM in its sights.

Its portfolio of work mirrors its eclectic mix of expertise – from renovating historic castles, schools and car show rooms, to delivering the sort of minimalist homes that find their way on to Grand Designs. It’s not surprising, perhaps, that director and co-founder Chris Kane MCIOB was drafted on to a strategic panel which fed into the 2025 Industrial Strategy for Construction.

“Yes we were delighted to be involved with that,” says director and co-founder Rob Hooker. “All that has to happen is for some of those aspirations to be delivered. We’d particularly like to see more support for SMEs and more investment in training across the board in our industry.”

Greendale was set up by Hooker and Kane in 1990 when the market could not have been tougher. Both have a background working for large contractors, and met when they were both working for

Robert Hooker MCIOB
Co-founder, Greendale Construction
to have a directly employed workforce to deliver our projects. Building is noisy and inconvenient, and everyone wants it to end. So as a process it has to be done carefully and we pride ourselves on that. We plan our work so as to create the least disruption – out of hours say, or manufacturing offsite."

Hooker says they can find themselves stuck in the middle between “the man and a van builder” and the big national contractors, the plight of many SMEs. But he says: “I think the reason we’ve done so well is that we’re strong on marketing – social media, face to face and we have a great portfolio of referral work.”

During the past five years Greendale has been slightly cushioned from the full brunt of the recession by the continued buoyancy of the local market. “There has not been the downturn in this part of the world, it’s still a growth area and a number of large businesses have moved to the Bournemouth area, which has helped us as builders.”

Workload is split 65% commercial and public sector with the rest coming from private residential, including homes on the mega-wealthy enclave of Sandbanks. Greendale is careful, though, to limit the volume of domestic work – the emotional attachment from clients can make these projects risky ventures. “It certainly takes a special type of manager to do these jobs and a big resource of the company,” admits Hooker.

Hooker is moderately optimistic about the year ahead: “There are definitely more enquiries coming though. We are looking forward to tender margins improving, but these will not rise by more than 1%.

“A lot of good people are pricing jobs. People who can afford to build are still getting a really good deal.”

Southampton-based Horton Construction. Hooker was a contracts manager and Kane a site manager. They still share the ownership 50:50 but have recently drafted two other directors to the board, one being an FCIOB. 80% of the company’s work is within 50 miles of the office, though Greendale is hoping to expand along the M3 corridor and eastwards and is planning a new office in Winchester to help grow turnover to £15m by 2015.

“From the outset we wanted a strong accent on delivering high-quality buildings with a professional service delivering good value to customers,” says Hooker.

“We’ve grown organically to reach a turnover of 10 million and now employ 50 staff including trades people, site managers and surveyors. Our ethos is still
One of the newer recruits to the Chartered	Building Company scheme is Basestore, a specialist firm set up by aspiring young entrepreneur Liam Dower MCIOB.

The 28-year-old Dower saw a gap in the market for a high-quality construction company to service the growing demand for basement design and construction, a technically challenging field where having a CBC badge would offer reassurance to homeowners. So in August 2011 he left Laing O’Rourke with a few years’ experience under his belt and his chartered qualification to launch Basestore. It was officially registered as a CBC in February 2012.

Basements are high risk and involve specialist temporary works engineering and therefore need to be managed correctly and in sequence with the basement build. Health and safety breaches in basement construction work have certainly caught the attention of the HSE of late, which has flagged it up as an area it is clamping down on.

Dower is initially focusing on the London market, though not the type of warrens on three to four levels for billionaires’ homes in Kensington and Chelsea. He sees his market being in prime locations in places like Hampstead, Fulham or Clapham – any area really where property values make it worthwhile extending downwards. Cambridge, Surrey and St Albans are other possibilities.

“Basements are the new form of extension for those who can’t extend anywhere else. Perhaps they’ve already extended in the loft or out the back but still want more space,” says Dower.

A typical project for Basestore would be a single-storey basement to a Victorian terraced house leading outside into the back garden, with glass roof allowing natural light into the kitchen. He is also keen to offer a full building service, say, if the basement construction formed part of a larger building project.

To date Basestore has completed two projects in north London, totalling around 200 sq m each.

As well as his own expertise – a degree in Construction Engineering Management from Loughborough University followed by two years at Skanska and then three years on Laing O’Rourke’s graduate management programme – Dower also has his father on board plus a group of 10 ground workers, labourers and carpenters. Dower senior has worked in construction for 35 years, a good part of them running his own groundworks contractor. It fell victim to non-payment from a developer during 2011. The liquidation of his father’s business sparked Dower to bring forward plans to set up Basestore.

He admits it’s taken a bit of adjustment moving from a large firm with resources at his disposal to small business. For example, the administration costs associated with employing staff such as holidays, sickness, paternity and maternity arrangements and the recent changes to workplace pensions placing further demands on employers. My mother has recently had to close her retail business due in part to increasing regulatory administrative burden and costs to small business. For example, the administration costs associated with employing staff such as holidays, sickness, paternity and maternity arrangements and the recent changes to workplace pensions placing further demands on employers. My mother has recently had to close her retail business due in part to increasing regulation, rates and increased costs associated with VAT.

“What would you like to see government change?”
I would like to see a reduction in the regulatory administrative burden and costs to small business. For example, the administration costs associated with employing staff such as holidays, sickness, paternity and maternity arrangements and the recent changes to workplace pensions placing further demands on employers. My mother has recently had to close her retail business due in part to increasing regulation, rates and increased costs associated with VAT.

Where would you like Basestore to be in five years?
My aim is to have grown turnover in excess of £1m. Also, my passion is to develop property and after the completion of a number of small projects in a contracting capacity this is something I am keen to progress.
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Our two most recent innovations are the new Opus panel and sinusoidal profiled sheet.

Opus is the new plank panel that is available as part of an Elite system, a LINEAR Rainscreen and a LINEAR Rainspan system, as well as being ideal for use as a soffit plank.

Investment in state-of-the-art manufacturing machinery enables us to provide the increasingly popular sinusoidal profile on a short lead time and at a competitive price.

Innovation is always front of mind for us and it’s at the heart of everything we do. Whether through new product development, process improvement or service enhancement we’re always innovating to keep moving forward.
Ready to take to

With two years left before Level 2 BIM becomes mandatory on all public sector work, *CM* carried out a survey to determine who in the industry is on the right track... and who's standing still. **Elaine Knutt** reports.

Illustration by **Toby Leigh**
the road?

IN THE PAST TWO YEARS, the industry has undergone something of a BIM baptism. Collectively, it’s sat through multiple presentations, drunk gallons of lukewarm coffee out of those strange dispensers, and gradually come to an understanding of what BIM is, and could be in the future. But it also stands two years away from the cliff edge of the government’s BIM mandate: from April 2016, all public sector work is due to be delivered using Level 2 BIM, and the construction businesses that don’t scramble onto safe land could end up crashing to the bottom.

At this half-way point, as introduction gives way to implementation, Level 2 BIM is being specified on a growing number of live and tendered public sector projects. CM has spoken to a cross section of contractors and consultants gearing up to deliver PAS 1192:2 compliant schemes, who are finding that all those abstract acronyms – such as COBie, EIRs and PIPs – are taking on legal and practical shape. After two years on the journey, the BIM vehicle is now being thoroughly tested for road worthiness. But, not surprisingly, implementation issues are being thrown up.

Meanwhile, in late 2013 an article by barrister Tony Bingham in Building caused a stir. Bingham portrayed BIM as an arena where Tier 1 contractors could practice the black art of “risk shift”, or ensuring their margins on fixed price projects by leaning heavily on their supply chain. Although the piece seemed to have been written from the bottom of a very empty glass, it did highlight the fact that BIM is arriving in an industry riven with faultlines. With some SMEs feeling excluded from public sector contracts, at least in self rating their BIM preparedness, with an overall confidence score of 3.28 versus 2.33. But worryingly, public sector clients seem to be no more clued up on the technical requirements than the rest of us: 47% claim a poor knowledge of PAS 1192:2 (versus 53.5% of all respondents); 52.6% say they know little of EIRs (68.8%); and COBie is a hazy concept to 52.6% (55.7%).

Lack of interest
That chimes with first-hand findings of professionals working to deliver Level 2 BIM. Louise Roberts is studio director for Capita, whose BIM portfolio includes a £60m project for Manchester Metropolitan University with Sir Robert McAlpine. But Roberts says MMU is still a rarity. “A number of clients are interested in BIM but not committing to any requirement for COBie, there would need to be a parallel step change in their own FM to maximise the benefits. Yes, they are delighted by what BIM offers in terms of 3D modelling, understanding the building at the front end and integration of services etc, but Level 2 asset management appears only relevant to large institutional [public sector] clients at the moment.”

Likewise, at Balfour Beatty Construction Services, BIM director Peter Trebilcock says: “On the government side, at high level clients know exactly what they want. But at the level of local NHS trusts or MOD bases, clients will need help in defining what is required and how to request it.” He adds: “We would expect BIM experience and know-how vary from one section of the industry to another, and the threat/opportunity paradox is evident in the responses. But there are also some unexpected results that suggest the overall trajectory of the next two years is harder to predict than either the optimists or the pessimists think.

Reassuringly, in terms of the impending BIM mandate, the survey finds that public sector clients are slightly ahead of private sector clients, at least in self rating their BIM preparedness, with an overall confidence score of 3.28 versus 2.33. But worryingly, public sector clients seem to be no more clued up on the technical requirements than the rest of us: 47% claim a poor knowledge of PAS 1192:2 (versus 53.5% of all respondents); 52.6% say they know little of EIRs (68.8%); and COBie is a hazy concept to 52.6% (55.7%).
How would you describe your understanding of Level 2 BIM as it applies to your organisation?

- Non-existent: 15.9%
- Sketchy: 31.8%
- Moderately good: 25.5%
- Good: 15.9%
- Excellent: 10.9%

How would you describe your overall knowledge of the BIM process as it applies to the industry as a whole?

- Non-existent: 8.4%
- Sketchy: 37.4%
- Moderately good: 27.1%
- Good: 19.6%
- Excellent: 10.8%

All those presentations and CPD events must have been working: overall, the number of people answering moderately good, good or excellent reached 116, outweighing the 106 who answered non-existent or sketchy. But looking at this split in the separate employment categories, SMEs (11 versus 16) and private sector clients (7 versus 11) were less clued up, while large contractors over £100m (29 versus 19) and consultants (33 versus 22) were clearly motoring ahead on the BIM journey.

Comparing this graph to the one above, it’s clear that respondents had a better grasp of Level 2 BIM as it applied to the industry as a whole, rather than their specific group. But private sector clients seem to be living in a bit of a bubble, with 12 saying their knowledge of BIM overall was non-existent or sketchy, versus 4 putting themselves in the good or excellent category. The other exception to the general trend was SME contractors less than £20m, who reported slightly less confidence on BIM across the industry in comparison to its impact on their organisations.

Clear divide
As expected, the survey demonstrates a clear divide in attitudes between large £100m contractors and SMEs turning over less than £20m (see over). The reasons for this aren’t lost on the rest of the industry. "If you think of the risk involved in construction, the major contractors see BIM as a massive plus, they see a value to themselves and they see the necessity to be ready," comments Jamie Barrett MCIOB, who heads BIM-ready QS and project manager Evolution5. "But for Tier 2 and 3, I’m not sure of the support mechanisms we have for them.”

And you’re more likely to find BIM sceptics at the smaller end of the industry. One director of a regional SME contractor likened BIM to the collective delusion that meeting Part L means building energy efficient buildings. "Politicians can say ‘BIM is delivering’ just as they can say ‘Part L is delivering’. But in fact, Part L is being manipulated so that contractors achieve the SBEM results they need, without providing the optimum design.”

Wearily, he says: “BIM will be another element someone will have to stay late in..."
the office and work something out for, then you get back to the real job of putting buildings up the next morning.”

More to the point, he argues that the procurement approach is vital, since public sector clients need to adopt a two-stage tendering process (where an early initial appointment is followed by a period of design development) to realise the benefits of BIM. But while that’s de rigueur on major projects, it's certainly not typical for the £150,000 to £3m public sector work his company bids for. “For the projects we encounter, there’s a four-to-eight week tender period, then it’s get on site as soon as you can, and build it in three to 18 months. Even on frameworks you get full-on tenders, essentially they just operate as selected contractor lists. But for BIM to work, it requires early contractor involvement.”

**Procurement approach**

A key area for successful BIM is the interface between Tier 1 and Tier 2/3s, which comes in to sharp focus with COBie requirements. Balfour Beatty’s Trebilcock warns that COBie compliance will add an extra layer of work and complication. “It's a step change for the industry to manage and capture all that data. It will need specialist training and the injection of some specialist people to make sure we meet our contractual requirements. It’s certainly true that a large part of the team is not ready to provide data in COBie.”

So will main contractors adopt a “survival of the fittest” policy, working only with the subcontractors that can deliver the package, and a meta-package of BIM data for the as-built model? Trebilcock says that’s not the case: “We will look at everyone’s package size and capability. In some cases, we could use our own staff to help them extract the data from a 2D model – we have a team of experts in-house to advise and help. We will expect certain things from designers and the supply chain, and then fill any gaps ourselves.”

Adrian Speller also describes a supportive approach: “We have identified Tier 1 supply chain partners, starting with M&E subcontractors, and have been visiting them to talk through our vision and requirements, saying we’d like them to be able to view the BIM data and to...
What are the main barriers to implementing BIM in your organisation?

- The upfront costs of hardware/software/IT systems: 73.9%
- Lack of knowledge/understanding on technical issues: 60.9%
- The cost of training for management/staff: 53.5%
- Difficulty integrating working methods with clients or Tier 1 contractors: 65.2%
- Difficulty integrating working methods with Tier 2 or 3 contractors: 60.5%
- Lack of training opportunities: 27.9%
- It will increase areas of conflict with clients: 26.1%
- Understanding the legal and contractual framework: 34.9%
- IT costs and training costs as the single most common barrier (66.6%).
- SME under £20m: 60.9%
- Large contractor over £100m: 34.9%

What impact do you think BIM will have on your business over the next 24 months?

- It will help us win work: 47.8%
- It will reduce our opportunities to win work: 30.4%
- It will increase our productivity and reduce out-turn costs: 47.5%
- Getting up to speed will reduce our productivity and add to our costs: 32.5%
- It will bring us closer together with clients and supply chain partners: 34.8%
- It will create additional areas of conflict with clients and supply chain partners: 30.4%
- It will reduce our ability to win work: 22.5%

Clearly, contractors’ perspectives on the cost and practicalities of implementing BIM vary according to their size, as this comparison of attitudes between sub-£20m SMEs and larger £100m plus firms shows. Another finding from this question is that 78% of public sector clients highlight lack of knowledge technical issues, whereas private sector clients see the upfront costs of IT systems as the single most common barrier (66.6%). Medium-sized £20m-£100m contractors were particularly focused on cost concerns, with 70.6% selecting both IT costs and training costs as the largest barriers to BIM implementation.

Making allowances

Evolution5’s Jamie Barrett recognises the danger, but feels overall it is unlikely to materialise. “We entered the recession with a skills shortage in the industry – you couldn’t get good people for love nor money,” he says. “In the recession, the lack of work has masked the underlying problem. So while there is potential for people to be left behind, actually lack of capacity will mean that doesn’t happen. Everything will have to be in BIM, but there will be allowances made.”

With two years to go before the Level 2 BIM mandate takes effect, how do our interviewees view the industry’s overall readiness? At Capita, Louise Roberts is hedging her bets: “Everyone is working very hard to get where we need to be. But in terms of deadlines, I don’t think the industry is ahead of the curve – it’s very challenging.” Balfour Beatty’s Trebilcock, perhaps not surprisingly in the light of the industry’s dynamics, is more optimistic. But perhaps it’s Speller Metcalfe Adrian Speller’s view that best represents the industry’s beta projects, eventually losing from BIM — they might be working in CAD, others getting left behind. “We work with subcontractors who’s a country mile away from BIM – they might be working in CAD, but that’s probably the limit.” She fears that they’d be excluded from the majors’ supply chains and left to bid for the industry’s beta projects, eventually losing capacity and their foothold in the market.
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Listen to my body talk

You might be a confident communicator, but are your actions speaking louder than your words? Philomena Hayward suggests it might be time to get acquainted with body language.

WE ALL WANT TO be successful and in the world of business, success depends on your relationships with those around you. None of us work in a vacuum, we need to influence colleagues, clients, suppliers, peers and our bosses to achieve our goals.

So far so obvious. Clearly it is not possible to develop quality working relationships without effective communication, and yet the most important aspect of our communication is often the one we think about the least: body language.

In simple terms body language is made up of gestures, facial expressions, the look in your eye, posture and other non-verbal signals such as the tone, speed and volume of your voice. As with all communication, body language is a two-way process, your own body language reveals your feelings and meanings to others in the same way other people’s body language reveals theirs to you.

The psychologist Albert Mehrabian determined that more than 90% of our communication comes from those non-verbal signals compared to the actual words that we use. What this means is that it is impossible not to communicate and often we are doing so unconsciously. So if what we are saying is not matched by our body language we can give off a mixed message that dilutes our idea.

Think about first impressions. We form our opinions of someone we meet for the first time in just a few seconds, and this initial instinctual assessment is based far more on what we see and feel about the other person than on the words they speak. On many occasions we form a strong view about a new person before they speak a single word.

One of the most simple forms of body language we encounter is the handshake and yet it can make or break your first impression. Interestingly, both the limp, damp handshake and the knuckle cruncher are communicating the same thing: uncertainty, or even lack of confidence – one by holding back and the other by overcompensating. So a tip for making a positive first impression: face the other person, smile, your hand vertical, your arm half way from your body and a firm shake.

By paying attention to our own body language we can become more effective. Our bodies can actually change our minds and our moods. Research undertaken at Harvard has demonstrated that by holding a confident, positive position for at least two minutes, the levels of testosterone in the body (action oriented) increase and cortisol (stress hormone) decrease.

Think about a sporting example, Cristiano Ronaldo taking a free kick. He consistently uses the same posture, facial expression, slows down his breathing, looks towards the goal. As soon as he is in that stance he is ready and he doesn’t need to think about what he is going to do, it is already programmed into his mind and body. So what body language will help you when you have to give that project presentation, attend that important interview or make a key phone call? Similarly, the more you practise and

BIM bytes: An opportunity for subcontractors

The increasing prevalence of BIM is a both a risk and an opportunity for subcontractors. Handled well, subcontractors can have the most to gain from the shift in emphasis in the industry of which BIM is part.

The construction industry in general has a skills and training deficit. Subcontractors will feel the potential for loss of market share if they do not upskill to ensure that they are able to provide works and services in a BIM environment.

Equally, there is an opportunity to invest and develop BIM offerings to market and thereby gain new work. SMEs have a decision to make as to whether this particular investment in skills is necessary and profitable in the context of the supply chains of which they are part.

Part of that value-for-money decision is driven by the uncertainty about what investment is actually going to be necessary to sustain market position and what investment will be wasted: for example, which software is the Betamax and which the VHS? Again, the whole industry is in a similar position in terms of the bedding-down and standardisation of processes. However, subcontractors are arguably in a more vulnerable position because they are less able to influence project strategies and are subject to the whim of the employer, main contractor, or lead designer. That whim is most keenly felt because of the disparity in the way in which clients are procuring projects. Some clients’ procurements remain unchanged save for a simple addition of “you shall BIM”, whereas others have detailed requirements as to how BIM should be incorporated as part of the overall project and procurement strategy.

Much of this variance is down to differences in knowledge and familiarity, which again presents an opportunity for subcontractors to lead in informing project teams as to the best way to use
BIM, before clients have their own rigid requirements.

To the extent that requirements and procurements are poorly strategised, as always, main contractors will look to pass down those risks as far as possible. However, the real boon for subcontractors is that if BIM is to be properly integrated into a project there will need to be an orderly pre-construction process and subcontractors will need to be engaged early to provide input in an environment of “build it twice” (once digitally and once physically). This should give subcontractors an opportunity to add value at an early stage. Equally, the point of BIM is in part to avoid construction risks that subcontractors would traditionally find themselves saddled with.

Those that are focused solely on the risks of BIM are missing the opportunities presented by the greater collaborative working that BIM encourages.

By Assad Maqbool, a partner at Trowers & Hamlins specialising in projects and construction
Equal pay is everyone’s issue

Barbara Cahalane on what to do if you feel undervalued

IS EQUAL PAY a women’s issue? I don’t think so. Fairness does not mean everyone gets paid the same. Fairness means that everyone — man or woman — is paid fairly for the value they create.

But there are reasons why women need to pay more attention to their salary. Recent studies and data from the Fawcett Society, the Chartered Management Institute and the Office for National Statistics point to a worrying trend: women’s pay lags behind men’s (even allowing for career breaks for childcare). In the private sector women are paid about 20% less and receive lower bonuses too.

So are women in the construction industry paid fairly for the value they create, and are they paid as fairly as men in the industry? Given the traditional and male-dominated nature of the construction industry, it would be miraculous if the sector bucked the general industry trend.

If you are a woman in the construction industry, a chat about money with your manager should be on your list of financial housekeeping tasks in 2014.

We all find it hard to talk about money (again, research indicates women find it harder than men). In the public sector it’s easier. There is transparency about the salaries for various roles and usually a prescribed scale of increments to reward progression and experience accrued in a given role. Companies in the private sector, in contrast, don’t like discussing pay in public due to issues of confidentiality and commercial sensitivity in revealing who gets paid what.

How can you get around the taboos about disclosure and find out whether you are being paid fairly? The obvious answer is to ask your colleagues. The likelihood is that if you are willing to say what you earn, they will share too. But, if you want to pursue the issue formally, you will need to take a planned approach:

● Identify your peer group.
● Ask to see a pay distribution chart for that group and where you appear on it. You are not asking for names and amounts, just a general scale and the distribution with your position highlighted.

● Analyse the information. Are you where you expect to be within your peer group? Does it feel fair? If you are lower down than you expected, could it be that others in your peer group have additional responsibilities, or more experience on the job? Or do you find that your position in the distribution does not feel right given the level of your responsibilities, experience and contribution?

If it feels right, well and good. But if it doesn’t, then you need to discuss money with your manager. Before you do, it’s important to prepare well and think realistically about:

● The value you create for your company.
● A sense of what the market rate is for your role.
● The reasons why you feel your position in the distribution is unfair (with examples of what you have achieved).

If you feel you are undervalued and underpaid, but your manager does not agree, what can you do? You could ask if there are additional responsibilities you can take on to increase your value and make your pay similar to others in your peer group. Asking your manager to discuss this will cause them to think about and justify why others are paid more.

If your manager’s response is that the company has no money, then ask how can your rewards package be improved in non-monetary ways. That might be training, or more time off, or being included in a higher level of health care. Be creative.

It’s important to have the conversation. Women tend to assume that their worth will be recognised. If only this were so, we would not have such a discernible pay gap.

Barbara Cahalane is corporate communications director at BAM Construct UK

Five things to know about...

... pre-employment vetting in the social media era

1 Why it’s necessary
It’s important that employers take an active approach to researching an applicant’s background to avoid problems further down the line. Many people admit to having lied on their CV, particularly about their experience, qualifications or salary. You might think this kind of bad practice would have become less prevalent with the rise of LinkedIn and Twitter, which for many can now act as a de facto electronic CV, but it is still a real issue, says the Chartered Institute of Professional Development.

2 Know the legalities
With the recent blacklisting scandal making the headlines, pre-employment checking has been brought into sharp focus. But current issues in recruitment are far more complex than they first appear. Employers have a right to check candidates’ online profiles, but they shouldn’t go on fishing expeditions to find out details about their private lives.

Recent social media research by the CIPD revealed that two in five employers look at candidates’ online activity, but few inform applicants that this is being done. To avoid the risk of legal challenge they should be fully aware of the law on data protection and discrimination in employment.

3 Ask candidates’ permission
Employers can help to manage the risks of dishonesty by using declarations of truth and ensuring candidates give permission to allow employers to research their qualifications, experience, dates of employment, and right to work in the UK.

4 Be accurate
Employers should take reasonable steps to validate the accuracy of information accessed online. A distinction should be drawn between social media for mainly private purposes and social media for mainly professional purposes (ie employers can check LinkedIn but not Facebook).

5 When using recruitment agencies, agree what pre-employment checks are necessary and appropriate
If responsibility for pre-employment checks is outsourced, employers must recognise that they retain overall responsibility for the legal and ethical consequences of either lax or over-zealous approaches to pre-employment vetting and could suffer reputational damage where practice is poor.

This advice was drawn from new a new guide from the CIPD entitled Pre-employment Checks: An Employer’s Guide
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Getting the measure of safety culture

Bill Dixon explains how an analytical approach can improve safety campaigns

“We need to improve the safety culture on this site” is commonly heard on sites around the country. Easy words, but what do they really mean? What is safety culture, and how do we know if we have improved it? When we introduce a new safety campaign – perhaps a poster competition or commissioning a safety video for toolbox talks – do we spend our money and time to best benefit? It’s a topic I’ve been researching for the past four years as part of my professional doctorate research at Salford University.

Improvements in construction site safety are always being sought, with three distinct tranches of historical development combining to improve safety on site: technology, systems and culture.

We are all familiar with recent technological progress, such as the design and introduction of podium steps, developed after the introduction of the Work at Height Regulations 2005. Company systems have evolved to a point where their use is seen as a commonplace item in risk assessments, and a culture shift has seen workers embrace podiums as a normal site tool.

The most recent tranche, culture, hit the headlines after the investigation into the Chernobyl accident in 1986 (Cooper 2000). There is general agreement that the seven core facets of safety culture are:

- Management attitudes & commitment
- Safety training
- Communications
- Safety practice
- Risk perception
- Employee involvement
- Work pressure.

Many companies spend time and money trying to influence the safety culture in the belief that this will improve worker safety. But do these activities actually have any academic rigour?

But on a large site of say, 500 workers, a 20% uptake would lead to 100 x 46 question responses that need collating. As the main focus of the research was to produce a simple procedure for implementation on site, then manually inputting each piece of data was felt to be inappropriate. Optical mark recognition (OMR) software was used to analyse the data. The type of OMR that most of us are familiar with, from our school days, relies on a question paper and a response paper, which used to look like an A4 version of the lottery number forms. But new software that could be easily programmed to read the responses from any bespoke questionnaire was purchased and tested.

Testing of the questionnaire’s initial design has now been carried out on two busy sites in England, and the results shared with the site teams. On site, workers completed the questionnaires in an average of 14 minutes and the responses were scanned using the site’s multi-sheet scanner and saved as a PDF file in less than a minute.

The OMR software had graph reporting capability, which produces several default graphs, with the most useful showing the aggregated scores of each of the seven main facets of safety discussed above.

Capturing survey responses online was considered, but in view of the practical issues around gathering perhaps 100 responses in a short space of time, paper and pen was considered simpler.

Implementing this system would allow companies to take a snapshot of safety culture on each of their sites, allowing them to isolate the facets that need more attention and concentrate their investment in those areas.

It is hoped that this simple, accurate and cheap system will allow companies, over time, to better assess the safety culture intervention strategies they choose to implement.

Bill Dixon FCIOB is a health and safety manager, currently studying for a professional doctorate at the University of Salford while working on a major site in Shanghai.
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Southmead sees the light

Building a huge 280m long glass atrium complete with technically complex ‘wind catchers’ for Southmead hospital in Bristol required a head for heights and no amount of dexterity for Carillion and its roofing subcontractor Prater. Stephen Cousins reports.

A VISIT TO HOSPITAL can be stressful and traumatic, but what if you receive treatment in a building that’s flooded with natural daylight via numerous internal courtyards, and a full height atrium as tall as the nave of Westminster Abbey?

The importance of daylight in speeding recovery is one of the design principles pursued in the £430m Brunel building at Southmead hospital in Bristol, which is set to become one of Europe’s leading acute care hospitals when it opens its doors in May.

North Bristol NHS Trust’s brief was informed by research showing that good design can improve patient wellbeing, recuperation rates and the job satisfaction of staff. It therefore set PFI contractor Carillion strict design criteria that required the hospital to be flexible enough to adapt to changes in the way healthcare is provided; maximise access to views and light through efficient use of glazing and layout; and include excellent internal and external finishes designed to make patients feel like they are in a hotel or a private hospital environment.

“This is my third major PFI hospital and it’s a one-off in terms of the high quality of design and the specification of materials,” says Keith Hutton, project director at Carillion. “The soaring atrium is sure to create a lasting impression on the public when they first enter hospital and there has been strong attention paid to the specification of joinery and other features throughout. We considered this the right thing to do to reduce maintenance and create longer term value for money.”

It is also the most sustainable major acute hospital under construction in the...
The atrium (left) runs from four storeys at the southern end and forms the seven-storey main entrance to the north (right).
UK and designed to achieve BREEAM “excellent” rating and a carbon footprint well below government targets. The design halves the amount of energy used per 100 cu m compared to the existing hospital, plus around 20% of the building’s energy will be provided by renewable sources. The atrium and wards will be naturally ventilated and many wards will face east to exploit the warmth of the morning sun.

The 115,000 sq m Brunel building is being built on a 27-hectare brownfield site within the existing Southmead hospital grounds. The sheer scale of the hospital means there are a total of around 40-50 separate roofs.

Lower level flat roofs on the ward block feature several green and brown roofs that have been landscaped to include intensive shrubs, trees and gravels. And the roofs of the clinical block have specialised stone paving designs, including ramps and other features designed for use by patients as part of their treatment.

In its element
The new hospital comprises three main elements: patient accommodation is in ward/bedroom blocks that form three connected U-shaped elements, while clinical facilities are in a treatment block to the west, including 24 operating theatres, critical care units, MRI and X-ray rooms. These two aspects of the hospital are positioned on either side of its signature 280m long full-height atrium, which is divided into three sections as it rises in stages from four storeys at the southern end to a seven storey-high main entrance to the north.

“We designed the atrium to create a distinct split between the ward block, which is focused on a patient environment with natural ventilation, views from bedrooms and landscaped areas outside, and the high-tech clinical block, which is mechanically-cooled and ventilated,” says Chris Green, a director of architect BDP, the project’s lead designer. It produced the design alongside structural engineer TPS, and M&E services engineer DSSR. The cathedral-like atrium is designed to create a natural flow of foot traffic between the clinical and ward blocks via a continuous ground floor concourse and glazed footbridges at each floor level.

“We considered designing a low level roof over the concourse, but this would not have given the same quality of internal light as the atrium and we wanted it to be the heart of the whole building,” says BDP’s Green.

It is essentially made up of three different spaces, divided by the interlinking footbridges and three public stair and lift cores that provide the main public route from the ground floor to patients in the wards. An internal glazed facade runs the full length of the clinical block and, as part of the wayfinding
Left: the 280m long atrium divides the ward blocks and the treatment blocks and features three unusual “wind catchers”. Right: A glazed facade runs the full length of the clinical block. Far right from top: Kalzip lines the sides of the wind catchers; the bullnose elements were manufactured on site by Prater; the roofs of the clinical blocks feature stone paving designs.

CHANGE IS ON THE CARDS

There is now a requirement to complete a CISRS Operative Training Scheme (COTS) course prior to the issue of an initial CISRS Trainee Scaffolder or Scaffolding Labourer Card and also when renewing an expired Labourer card.

www.cisrs.org.uk
“The geometry of the main structural steel work made it very awkward for us to gain access with materials, and meant designing special scaffolding that could cantilever over the top of the sloping windcatchers. The accurate sequencing of work was also critical to avoid blocking ourselves in!”

The Brunel building’s structural frame comprises two different systems: the clinical block is erected around a cast in-situ post-tensioned reinforced concrete frame, and the ward block uses a structural steel frame, with waffle decking and cast in situ concrete slabs. A total 46,000 cu m of concrete and 7,000 tonnes structural steel will be used during construction.

“When doing healthcare you need all the room you can get above ceiling level for M&E and plumbing services and the clinical block’s concrete solution gave us flat softits to maximise the available space,” says Hutton. “The ward block is not so densely serviced, so we could be more flexible in terms of ceiling height and so went for the steel frame option. From a procurement angle, splitting packages in this way lessened our risk and we were able to run the two in tandem fairly seamlessly.”

Degree of movement

But a consequence of the different structural solutions used for the ward and clinical blocks was a relatively high degree of movement in the atrium roof that spans between them. Thus, the structural steelwork supporting the atrium roof is designed to accommodate +/-40mm of movement across the entire length of the building. The roof and the walls are fixed to separate steel structures that allow the roof steelwork to slide over the tops of the walls.

The wind catchers are nose-shaped and formed by two Kalzip roofs, each elevated at a 60 degree pitch from the main roof. An aluminium bullnose lip sweeps up and down each side of the wind catcher, then transitions into an identical bullnose that runs around the entire atrium roof. These transitions had to join seamlessly, but due to the complexity of the roof design and tolerance issues, Prater had to rethink its plan to use prefabricated elements, eventually electing to make them up by hand on site. In the end, it took around 10 weeks to complete each wind catcher.

Complex construction

“Initially we struggled to design the wind catchers in 3D and they became exceptionally complicated,” says Wood. “We had all the bullnose elements pre-fabricated in three or four huge sections, but we couldn’t join them together on site due to the differences in tolerances between our structure and the roof structure. As it turned out, the only way we could make it work was to make them up again on site out of aluminium.”

But that only partially solved the problem, as the client refused to accept the spray finish Prater had applied to the bullnoses, so they had to be taken apart and sent to the factory to be powder coated, then returned and reassembled. “It was a lot of hassle and cost a lot of money to put right, but the end result is fantastic and achieved exactly what the architect wanted,” says Wood.

Prater also installed around 22,000 sq m of hot melt bitumen roofing under all the flat roofing, a huge task says Wood: “It was a challenge getting the sheer volume of materials into the job and up onto the roofs. The tight site made it difficult getting deliveries in and out and there wasn’t much footprint for storage.”

Carillion’s team is currently closing out the project, installing the final fixtures and fittings and hard and soft landscaping ahead of the late-March handover. The finished building will have gone through a lengthy three years and nine months of construction, but the benefits to visiting patients are expected to last for decades to come.
THE CONSTRUCTION INDUSTRY does not have the best of track records for delivering projects to time. In the CIOB’s study Managing the Risk of Delayed Completion in the 21st Century, published in 2008, one of the conclusions was that “a high proportion of complex projects are likely to be completed more than six months late”.

In fact, the survey results showed 67% of projects completed late with 18% completing more than six months late. The CIOB’s survey also identified that records of resources used and work performed were usually inadequate for proper time management and few projects used modern methods of time control.

As a result of the survey a Time Management Working Group was established by the CIOB and I was one of the members of the group. In 2011 the group published the Guide to Good Practice in the Management of Time in Complex Projects which attempts to set out a code of practice which programmers/schedulers should work to.

However, in attempting to raise the standard of time management in the construction industry, the problem was that there were no standard forms of contract that properly addressed the management of time, the monitoring and reporting of progress and the updating of the programme/schedule.

To further reinforce the point and need for change, in a NBS National Construction Contracts and Law Survey (see CM online, 15 October 2013), nearly half the respondents said disputes had increased in the year and that the most common reason for the dispute concerned claims for extensions of time. This is a recurring theme that will probably not be a great surprise to many in the industry.

The main standard forms of contract do not specify the form in which the programme is to take or what evidence is to be kept to record progress and reasons for changing/updating the programme. To illustrate the point Table 1 sets out the main clauses relating to the management, reporting of progress and notification of delays in respect of time for the JCT 2005 and NEC3, which were in use at the time of the CIOB survey although little has changed regarding time management in the latest editions.

While it is unrealistic to replicate in full all of the contractual provisions word for word, the above hopefully highlights the different approaches between the two main standard forms of contract used in the UK. The JCT only requires a master programme to be produced and amended by the contractor. The form that this
Table 1: Clauses relating to management and notification of delays in JCT and NEC contracts

<table>
<thead>
<tr>
<th>Clause</th>
<th>JCT 2005</th>
<th>Clause</th>
<th>NEC 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.9.1.2</td>
<td>The contractor is required to provide the architect or contract administrator with its master programme. Only if required by the contract particulars is it necessary to show the critical paths</td>
<td>31.1</td>
<td>If a programme is not contained in the contract data, the contractor is to submit its first programme to the project manager for acceptance within the period stated</td>
</tr>
<tr>
<td>2.9.2</td>
<td>Within 14 days of an architect’s/CA’s decision the contractor is to provide an amendment/revision to the master programme</td>
<td>31.1</td>
<td>The NEC3 lists those items which the contractor’s programme must include, such as: start, finish and key dates, the order and timing of operations, float, and risk allowances</td>
</tr>
<tr>
<td></td>
<td></td>
<td>31.3</td>
<td>Within two weeks the project manager must accept or provide reasons for not accepting the programme</td>
</tr>
<tr>
<td>2.27.1</td>
<td>The contractor is required to provide a notice to the architect/CA of delay “whenever it becomes reasonably apparent that the progress of the works...” is delayed or likely to be delayed. The contractor is to provide details of the material circumstances including the cause or causes of delay and the relevant event. The relevant events are set out in clause 2.29</td>
<td>61 – Notifying compensation events</td>
<td>The project manager notifies the contractor of a compensation event at the time of giving an instruction. The contractor is requested to provide quotations which will include for any effects on the programme. Compensation events are listed at clause 60.1</td>
</tr>
<tr>
<td>2.27.2</td>
<td>The contractor is to provide details of the expected effects of the delay such as an estimate of the amount of time of the delay to the completion of the works or section of the works</td>
<td>32.1</td>
<td>The contractor must show on each revised programme: Actual progress Effects of accepted compensation events &amp; early warnings How the contractor plans to deal with delays &amp; rectification of defects</td>
</tr>
<tr>
<td>2.27.3</td>
<td>The contractor is required to notify of any changes to their estimate of delay and supply the architect/CA</td>
<td>61.3</td>
<td>The contractor notifies of an event which they consider to be a compensation event within eight weeks</td>
</tr>
<tr>
<td>2.28.1</td>
<td>If the architect, on receiving the above notice and particulars, is of the opinion that the contractor has been delayed due to one of the relevant events, then they give an extension of time as they estimate is fair and reasonable</td>
<td>61.4</td>
<td>The project manager notifies the contractor if they consider that no compensation is due and no adjustment to the prices, key dates or completion date is to be made. Assessing compensation events is in accordance with clause 63. In terms of time clause 63.3 states how a delay to the completion date is to be assessed</td>
</tr>
<tr>
<td>2.29.4</td>
<td>The architect/CA may subsequently give notice to the contractor of an earlier completion date to that already given</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.29.5</td>
<td>The architect/CA may fix a new completion date for the works/section up to 12 weeks after practical completion</td>
<td>61.6</td>
<td>If the project manager considers that the effects of a compensation event are too uncertain to forecast, they state the assumptions to be made by the contractor in any quotation and how the facts are known, updated accordingly</td>
</tr>
</tbody>
</table>

The Rio 2016 Olympics, masterplanned by Aecom, is typical of the type of project that could benefit from the Complex Projects Contract.

The master programme is to take is not specified nor is the level of detail to be provided. Usually the contractor will provide a bar chart (Gantt chart) showing the contractor’s activities with a critical path or paths highlighted.

Unfortunately, unless the critical path network is provided from which the schedule was produced, this has limitations for updating. From my experience, contractors are often unwilling to provide this information in a form that can be checked by the employer and their team by using proprietary programming/scheduling software. This is so that any errors in logic and float are not identified by the employer.

Progress reports and updated programmes/schedules are usually provided in PDF form by the contractor and therefore of little use for interrogating and checking their accuracy. Moreover, the contract does not require records to be kept as evidence to support progress and the reasons for a programme/schedule to be revised. When delays are notified and extensions of time requested, the contractor’s claim frequently lacks the necessary linkage between cause and effect plus a lack of contemporary records as evidence of what has happened and why. Many a claims consultant and expert witness have spent many hours trying to piece together what has gone wrong from limited records and how that has affected activities and the completion date.

So the employer and their design and project consultants are largely passive in terms of managing the programme/schedule and do not input into the creation, monitoring, reporting and management of the contractor’s programme of works.

The NEC3 is more prescriptive in its...
requirements in terms of what a programme/schedule is to contain and includes risk meetings, updating of risk registers and early warning notices into the management of time. That said, the contract does not specify the means of presentation of the programme/schedule and so the programme submitted and used to monitor and report on progress will be in the Gantt chart format with its limitations. The contract also does not require records to be kept as evidence to support progress, or the lack of it.

An alternative contract
To address the above time management deficiencies, the CIOB has produced its own contract: the Complex Projects Contract (CPC 2013). It comprises four volumes: an agreement, the conditions, the appendices, and User Notes. As it says on the tin, it is for complex projects both in the UK and overseas.

The User Notes state that it is for use on projects where "works comprise complex building and/or engineering, which cannot reasonably be expected to be managed intuitively". It is fair to say that this is not a light contract and its size, complexity and need for additional management resources, on economic grounds, would make it only viable for high value, large complex projects.

The first document is the Contract Agreement, which lists the party’s representatives, the name and address of the contract administrator and so on. However, there are some new characters on the scene:

- **The data security manager** A result of the digital age and the amount of data now exchanged in a digital format. With BIM this requirement is inevitably going to increase so a specific person is needed to manage the volumes of data and the privileges associated with access to documents/data provided electronically, in particular that related to BIM.
- **The Design Coordination Manager** Responsible for maintaining a database of contractor design submittals and for maintaining the employer’s BIM.
- **The project time manager (PTM)** An advisor to the contract administrator. A key aspect of the role is in the management of risk, employment of mitigation measures, recovery of culpable delay and acceleration. The PTM checks information submitted by the contractor concerning time related matters. In contrast to the existing major standard forms of contract, for the first time the person responsible for managing the programme/schedule is a consultant employed by the employer. The PTM also has responsibility for keeping records and evidence to support progress and changes to the working schedule.
- **The valuer** Advises on the content of the contractor’s pricing document, values activities in the working schedule, values variations, advises the employer on the predicted out-turn cost and values the works for the purposes of payment. In the UK this function will no doubt be carried out by quantity surveyors.
- **Auditor** The person named as the time management expert or such person appointed by the project time manager. The auditor examines the contractor’s planning method statement, working schedule and progress records. The auditor also ensures that the contractor’s submittals comply with the *Guide to Good Practice in the Management of Time in Complex Projects*.

The roles and responsibilities for these and others are described more fully in the User Notes but from the brief descriptions above, it is easy to see that the contract is focusing on the management of time. There are at least three completely new roles and new resources to be paid for. While many will argue the need to cut costs, these additional resources will be a relatively small percentage of the cost of delivering a large complex project.

In addition, prevention is better than cure, as the cost of the cure, ie the employment of teams of lawyers and expert consultants in managing disputes, will be far greater than good project governance, particularly in the management of time. Remember, the most common area for disputes concerns extensions of time.

Flexible friend
The CPC 2013 can be used for traditionally procured projects, partially contractor designed or full contractor design and construct schemes and so it is very flexible as to the type of project and procurement being sought.

This form of contract has features and wording in parts that will seem familiar to many practitioners and it borrows some features from other well-known standard forms of contract, such as the obligation to “cooperate in a spirit of mutual trust and fairness”. and there is the requirement for the contractor to issue early warning notices. However, there are some significant differences from the popular standard forms in terms of the way in which it stipulates how time is to be planned, represented and monitored, and progress recorded and evidenced, managed, updated and reported.

This is a contract for the 21st century and the digital age. In the User Notes it states: “The contract requires complete transparency in the submittal of information required for the management of risk.” This is to try to counter the adversarial nature and tendency to transfer risk down the supply chain without managing or mitigating that risk in a number of the standard forms of
Raising standards for green cards

Green cards are changing
From July 2014 CSCS green cards are for Labourers only. People working in other occupations need to apply for the CSCS card that’s relevant to their job. Labourers applying for or renewing CSCS green cards need to pass a specified basic Health and Safety Qualification and also pass the Health, Safety and Environment test.

To find out more about the changes to green cards visit www.cscs.uk.com/greencard-cm

To check which card you should apply for go to www.cscs.uk.com/cardfinder

CSCS is the leading certification card scheme for construction providing those who work on construction sites with a portable means of identity and proof of their qualifications and training.
contract used in the construction industry. The CPC 2013 is a contract moving towards collaboration and its drafting to accommodate BIM also reflects this.

Publication of all information is by electronic means either by submittal in the common data environment – that is the project management system to which everyone who needs project information will have access – or by email or electronic transfer via a file transfer protocol. This obviously helps with reducing physical storage space, but requires discipline in terms of electronic storage and file management, hence the need for a data manager.

Key Features

● **A dynamic time model** The contractor’s critical path network or working schedule. At Appendix D the type and version of software to be used is stated.

● **Progress records** The working schedule is updated regularly from actual progress records evidencing progress as specifically required by the contract.

● **Priced working schedule** The contractor’s tender is broken down and allocated to the scheduled activities and amended to account for variations/changes and provides an out-turn predicted cost of the works. Interim payments are made in terms of the work completed according to the actual records of progress made and the updated working schedule. From this the valuer calculates the current value of works and a contract administrator’s notice of payment due authorises the payment to the contractor.

● **Updating the working schedule** The contract requires detailed information on things such as when each activity started, the resources used, quantity of work completed, the date activities were completed and milestones achieved. The contractor produces a draft updated working schedule with a recalculated critical path showing the effect on the completion date of the project.

The contractor also has to advise on how it is to overcome any delays for which it is culpable. The project time manager then accepts, rejects or conditionally accepts the revised working schedule. If the contractor disagrees with the decision, for example it may consider a delay is due to a variation, not something that is a contractor’s risk, it must submit to the process of issue resolution.

● **Quality control** The auditor checks that the draft working schedule, draft planning method statement etc conforms with the principles of the Guide to Good Practice in the Management of Time in Complex Projects. The contractor must rectify any issues within 10 business days.

● **Early warning notification** The contractor is required to notify of any event or occurrence that will adversely affect the project. A risk meeting is convened and the risk register is updated within five business days.

● **Time contingencies** The employer’s time contingency is identified as a separate activity within the working schedule and the contractor also has to set out its time contingencies against contractor risks.

● **Risk** This is allocated between the parties and is set out in Appendix F. 15 are employer risks and eight are contractor risks with space provided to allocate additional risks between the parties.

● **Acceleration** If the employer wishes to accelerate an earlier completion or achieve a delay, the contractor may be instructed to accelerate. If the contractor fails to comply with an instruction to recover lost time for which it is responsible or achieve dates by acceleration, for which it has been paid, then the employer may impose sanctions against the contractor as set out in the contract.

● **Extensions of time (EOT)** The contractor is only granted an EOT if it can demonstrate an entitlement by showing records of performance as evidence and by calculation using the updated working schedule. Given this is updated frequently it should be used as a predictive tool. There is no need for a subjective “fair and reasonable” assessment.

● **Building information modelling (BIM)** This contract has been drafted for use with BIM as this becomes more prevalent within the industry and is timely given that by 2016 public sector projects are to be procured using BIM.

Conclusion

If the parties comply with the requirements of CPC 2013, there should be few surprises and fewer disputes, as problems will be managed and solutions found contemporaneously along with a predicted final out-turn cost. What needs to happen, though, is for a larger proportion of the industry to understand planning, scheduling, critical path analysis and how to use the software, and for employers and their advisers to take on the CPC 2013. Therein lies the challenge!
Who will you nominate for CMYA 2014?

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- Finalists can apply for corporate CIOB membership without having to undergo the professional review process.

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Members can now use Chartered Construction Manager designation

In a move which reflects the breadth and complexity of modern construction careers CIOB members can now apply to call themselves a Chartered Construction Manager as an alternative to Chartered Builder.

Full corporate members (MCIOBs) and fellows (FCIOBs) who register their interest in advance will be able to use the designation Chartered Construction Manager from March.

The decision by the Privy Council brings the CIOB into line with long-running trends in academia and industry: built environment degrees are increasingly described as construction management courses, and career options range from design to carbon reduction, costing, procurement or strategic business development.

Milestone for membership

Achieving chartered status for the designation of construction manager is the culmination of years of research and development by the Institute, crystallised by former CIOB presidents Professor Li Shirong and Professor John Bale, who set out a new broader definition of the role in 2011.

Chris Blythe, chief executive at the CIOB said the Institute is delighted that construction management has received the external recognition and validation that it so richly deserves.

"The title Chartered Construction Manager reflects the professionalism of our members and the influence they have on the built environment sector,” he said.

"Acting as an interface between disciplines and trades, professional construction managers are pivotal team players. Their contribution is critical to the successful outcome, as well as the quality and sustainability of any completed building.

"Securing Chartered Construction Manager is an important milestone for the Institute and its global membership. We expect that this internationally recognised title will attract a generation of newcomers to the sector, inspired by the variety of exciting roles on offer.”

The Chartered Builder descriptor will continue to be available, but members will have to choose whether to use it or opt for the new designation. This follows clarification of previously published information, which suggested that members would be able to use both descriptors.

From March MCIOBs and FCIOBs can use the designation Chartered Construction Manager.

Full corporate CIOB members (MCIOBs) and fellows (FCIOBs) who would like to use the new title are invited to register their interest by visiting www.ciob.org/chartered-construction-manager.
The CIOB has signed an agreement with CITB Wales, the Sector Skills Council for the construction industry to encourage more joined up working between Welsh Government and partners and employer, to provide a complete skills solution for the Welsh construction industry.

The signing took place at the Welsh Construction Skills Group (WCSG) meeting in Llandrindod Wells, and saw WCSG chair, Robert Williams of the WRW Group, Laura Clarke of the CIOB, Mark Wusthoff of Bouygues UK and chair of the CIOB Wales Branch, and Wyn Prichard, director of CITB Wales, come together to mark the new approach.

CITB Wales already has good working relationships with the CIOB and this latest move will formalise this work. The objective is to encourage joined up working and share action plans between organisations relating to the built environment across Wales, to share resources and expertise to the benefit of the construction industry as a whole. Particular areas of focus include education, training and skills, and qualifications.

Bridget Bartlett, chief operating officer at the CIOB, says the agreement signifies the strength of CIOB Wales/Cymru and CITB Cymru’s collaborative relationship. “With construction as a key priority sector in Wales, CIOB Wales has an opportunity to promote and support employers through training partnerships and members’ support,” she said.

Wyn Prichard said: “We are committed to working with the Welsh Government, employers and other bodies in Wales to ensure that we are providing the industry with the support and training it needs to make sure that we have a fully skilled workforce so that we are in the best position possible for future economic growth.”

CITB Wales has also been working closely with the Royal Institution of Chartered Surveyors (RICS), Royal Institute of British Architects (RIBA) and Institution of Civil Engineers (ICE) and hopes to sign MoUs with these organisations in the near future.

For more information about the training and business support provided by CITB Wales visit www.citb.co.uk
High on networking: young professionals enjoy multidiscipline skyscraper event

Members of the CIOB in the North West headed to a Manchester skyscraper in November for an interprofessional networking event.

More than 130 young professionals attended an annual built environment interprofessional event for an evening of entertainment, food and networking.

Sponsored by a host of professional organisations and businesses including the CIOB, ICE, the Institute of Acoustics and the Urban Design Group, the event offers an opportunity for all those in the early stages of their career to get to know their peers in the region and learn more about the partner professions they work with.

Dubbed “The Sky’s the Limit”, the event took place on the 24th floor of the CIS tower, providing attendees with access to the Co-operative Group boardroom and brilliant views over Manchester at night.

Sponsor CIC gave a presentation on its Learner Voice programme, under which industry professionals buddy up with younger professionals to provide advice and guidance. Attendees got the chance to network by forming teams of four and competing in a skyscraper themed quiz.

The CIS building in Manchester where The Sky’s the Limit networking event was held

MEMBER OFFER ON WEALTH MANAGEMENT
LEADING PERSONAL FINANCE FIRM OFFERS EXCLUSIVE MEMBER DEAL

FTSE 250 company, St James’s Place Wealth Management has formed a new relationship with the CIOB as its exclusive provider of wealth management advice.

St James’s Place Wealth Management is offering CIOB members a no obligation review of personal finances from issues such as how to minimise your personal taxation, or how to invest for growth, to how to plan for retirement, or arrange long term care solutions for parents or mitigate inheritance tax.

The company offers advice on a range of wealth management issues, from investment planning and retirement planning to protecting wealth and estate planning. Whether your family wishes to mitigate an inheritance tax liability or needs care fees guidance, or whether you or your business needs an insurance-backed solutions to protect your wealth, it is important to obtain quality advice. The right investments arranged tax efficiently are the foundation of a wealth management strategy and with people living longer and savings being squeezed, protecting your wealth and planning for the future is vital.

For more details on this new offer for CIOB members please turn to p52.

If you would like to arrange a confidential, face-to-face review of your finances, without obligation, call 0800 953 3030, email ciob@sjpp.co.uk or visit www.ciob.org.

STILL TIME TO ENTER PRESTIGIOUS YORKS CONSTRUCTION AWARDS

The CIOB’s CCIWy awards celebrate high-quality work by West Yorkshire’s construction industry supply chain including developers, designers, builders and end-users, both public and private, and also both large and small. The awards promote a range of different sectors essential to the delivery of innovative construction, from empowering communities through corporate social responsibility and investing in skills, to creating low carbon developments and being environmentally pro-active.

The awards are open to organisations, both public and private, and also individuals located in and around West Yorkshire and whose business is related to construction. This year’s award categories are:

- Committed to Renewable Technologies
- Committed to Training
- Committed to Excellence & Quality
- Committed to Innovation
- Committed to Sustainability
- Committed to Health & Safety
- Committed to a Contractor of the Year
- Committed to Collaborative Working
- Committed to The Environment
- Committed to a Project of the Year

FOR FULL DETAILS of each award category and how to enter download an Application Pack from the CIOB website or email cciwy@littlespark.co.uk.

WATCH A VIDEO about the evening on YouTube at www.youtube.com/watch?v=188LyH9Yy4c
Honorary fellowship recognises leading female engineer’s influence

Dr Phebe Mann MCIOB has received an Honorary Fellowship from Bradford College in recognition of her contribution to civil engineering and construction law and her efforts to encourage more women to enter the sector. Mann is civil engineering senior lecturer in highway and transportation, construction and planning law at the University of East London.

Mann was described by the college as a “potent role model for women in science and engineering”. Throughout a groundbreaking career, she has won numerous awards and accolades for her contributions including the 2011 Woman of Outstanding Achievement “Tomorrow’s Leader” award from WISE.

In recognition of her innovation and research work, she has also won an Innovation and Research Award from the CIOB. More recently, the Society of Construction Law commended her submission for the Hudson Prize and the Australian Brooking Prize.

Mann is the first and only woman in the UK to hold five professional engineering qualifications concurrently: Chartered Civil Engineer (CEng MICE), Chartered Surveyor (MRICS), Chartered Builder (MCIOB), Member of the Chartered Institute of Arbitrators (MCIArb), and European Engineer (Eur Ing). In recognition of her contributions, she was nominated a Fellow of the Royal Society of Arts (FRSA).

She has led the way for other women to consider, and be considered for, senior roles in the engineering industry. Acting as an Ambassador for STEM and a Talent2030 Hero, she is determined to encourage young women to pursue civil engineering careers and forge their own paths in the sector.

“The construction industry enjoyed another month of strong growth in December, according to a PMI survey. The sector looks to have provided a major boost to the UK economy with output growing at some of the fastest rates for just over six years.”  

Chris Williamson, chief economist, Markit
Novus in the East of England is entering the third year of its five-year plan which has seen the group go from success to success and become a real link between the Institute and many of the education establishments of the East of England.

Due to a very successful first two years, where Novus was launched in Essex, Herts and Cambridge, this year the group will work more in Cambridge, Norfolk and Suffolk as well as with ARU and Oaklands College, which are the main education establishments in the Essex and in the Herts area.

Relationships such as the one with ARU and Oaklands have helped the East of England Branch to achieve on average a 60% increase in student memberships.

Both institutions have been visited on a yearly basis with around 400 students attending presentations, such as the recent one on “employability” when Novus, a main contractor and a recruitment agency discussed in an open forum what the industry looks for when employing new graduates. Two students at the establishments have been elected as Novus representatives.

This year expansion into Cambridge, Colchester, Chelmsford, Suffolk and Norfolk is expected to raise student memberships by 20%.

The group has also been approached by two large construction companies looking for assistance in helping young and senior employees to become ICIoB or move up to MCIoB. To date, two employees have earned ICIoB and three others are applying for MCIoB status.

The group plans to build on its programme of events, which last year included white water rafting at the Olympic Centre, with the following events:

- Coverage of Universities and Colleges
- Site visit to the Essex Business School
- Site visit to the new Essex University Library
- CPD “How and why network?”
- CPD “Employability”
- Spring Treasure Hunt
- New Novus Challenge
- CV Writing workshop
- Interview workshops

For more details contact shill@ciob.org.uk

20,000

The number of seats the new Brentford Football Club stadium will have when it relocates to Lionel Road near Chiswick Roundabout. Willmott Dixon’s development business Regen will build the new stadium along with 910 residential apartments.

Bob English, a fellow of the CIOB, was awarded the Industry Excellence Award at The Highland Construction and Property Dinner in Inverness recently.

The event is a joint event run by local branches of the CIOB, RICS and Scottish Building.

English was chosen for his lifetime commitment to the CIOB, business and education.

A Fellow of the CIOB and a past CIOB Scottish Branch Chair and Highlands and Islands Centre Chair, he has guided many local members to full CIOB membership through the DMX and EPA routes and is still an active and valued member of the Highlands and Islands Centre Committee.

The evening raised over £8,000 for a local charity Maggie’s Highland. The event was hosted by Nicky Marr of Moray Firth Radio and guest speakers were Cllr Drew Hendry, leader of the Highland Council, and Jane McCarry, better know as Isa from the BBC sitcom Still Game.

It was the second year the dinner has been held by the local branches of RICS, CIOB and the Scottish Building Federation.
“FM is expanding and changing fast and the focus is now on what a facilities manager has to deal with. New facilities managers sometimes feel overwhelmed by the sheer scale of what FM is.”

What was the starting point?
Years of operating as a mentor for new colleagues coming into the industry made me realise there was no route map of how to set up an FM department. FM is expanding and changing fast and the focus is now on what a facilities manager has to deal with. In the past this has never been thoroughly mapped out and new facilities managers have come from diverse but linked occupations. From talking to new facilities managers I found that in the early days of employment they sometimes feel overwhelmed by the sheer scale of what FM is.

The learning process for facilities managers never ends and to get ahead and stay there sometimes requires an initial impetus. This book was designed to be that impetus.

As mentioned, this is a practitioner’s book and reflects my working life. It is therefore flavoured with a practitioner’s viewpoint in an educational establishment. I believe that the principles of FM are transferable to other areas and the tenets of FM still remain constant.

The book was written and the first draft went to the publishers who were keen to make sure that the book fitted the need of the market and that it would act as a complementary book to other FM titles, and not as a competitor to the excellent books that are out there already.

The early reviewers suggested some changes and these were duly incorporated to bolster and create a more rounded book which, although practical and based on my experience, could also be used by students of FM.

FM is a rapidly developing industry and is poised on the edge of major changes in its framework and development. Most companies are realising the importance of FM as affecting their bottom line and thus strategic FM is here to stay. I hope that my book has a part to play, albeit minor, in its future.

The book was published in August 2013 and although it is early days, is already receiving positive reviews in places as diverse as Austria, New Zealand and South Africa. A number of colleges and universities in the UK have already indicated that the book will form part of their reading list for current FM courses.

Sometimes a spark of an idea can grow and mushroom into a project that develops its own momentum and becomes more of an obsession. I am happy to say that my particular obsession has become a reality and a project I am proud to have completed.

Orders can be sent to Ian Barker MCIOB at

Ian Barker MCIOB is estates and facilities manager at University Centre Blackburn College. He recently spoke to the CIOB FM Group on the issues raised in his book.

Ian Barker on why there was a gap in the market for a practitioner’s guide to facilities management
AN innovative woodland retreat for the rehabilitation of young people with mental health issues has won an award for Best External Environment.

The Woodland Retreat, a service provided by Pennine Care NHS Foundation Trust, won the award at the Building Better Healthcare Awards 2013 for its imagination and inclusion of service users. Based in Bury, the state-of-the-art treehouse was the first mental health unit of its kind in the country and introduced young people from Pennine Care’s nearby Hope and Horizon units to relaxation and learning, enhancing the therapeutic approach.

The judges said: “We were particularly impressed with the imagination shown by the trust in recognising how a very challenging, sloping site could be redesigned to provide such a stunning, interesting and engaging space for young people.”

Established in 2008, the Hope Unit is an acute psychiatric in-patient service for young people, ensuring they receive the treatment they need in an age-appropriate environment. The Horizon unit, which opened in 2010, was developed to enhance Pennine Care’s ability to support young people with complex mental health problems. Between the two units there are 22 beds for young people aged 13-18 years, who receive treatment for a full range of mental health or psychiatric disorders.

Blending in
The aim was to create a playful, educational and sustainable place where young people with acute and intermediate mental health issues could spend time with each other, with family members and with the wider community in an outdoor environment. The patients themselves designed the space, which has been developed on wasteland.

The project’s innovation comes from the adoption of a treehouse concept to blend into the surrounding environment and otherwise disused woodland area, expanding this idea to enable activities such as gardening and the cultivation of vegetables. This encourages independence, meaningful social interaction and a heightened awareness of responsibility and care, all important to enhancing the patient experience.

Pennine Care funded the £178,000 development, helped by a £100,000 grant from the Department of Health, via the King’s Fund.

Set in the natural woodland next to the Hope and Horizon units, the Woodland Retreat includes a 40 metre wooden treehouse, complete with decked area, barbecue and allotment.

Pennine Care elected to work with Blue Forest, a specialist tree house company renowned for creating structures that reflect the environment in which they are built.

Andy Payne, Blue Forest’s managing director, says: “The space utilised was in an area of wasteland and careful thought was given in the design of the tree house to ensure that the structure is in keeping with its host environment. Key considerations included the selection and sourcing of materials, management practice, construction methods, conservation and waste management.”

A variety of different types of external timber cladding help the building blend in with its surrounding environment. The structure is raised off the ground and supported on solid timber posts. In this way the scheme required less landscaping, allowing it to be built on the steeply sloping site with little need for the removal of any of the existing trees, flora or fauna.

The building is made from sustainably sourced wood (FSC/PEFC) and felled saplings from the site were reused to construct perimeter fencing. Glulam beams have been used to create an open internal space that feels bright and spacious.

Patient involvement
The Blue Forest team offered the unique opportunity for the service users themselves to help develop the design in a practical and collaborative process. Keith Walker, specialist services director at Pennine Care NHS Foundation Trust, says that as treating young people with mental illness can be challenging it was important to find new and engaging ways to support their rehabilitation.

“The young people who use our services wanted a place that was totally different from the clinical surroundings of the ward. Many of them have had poor life experiences and we hope the retreat will help make them feel valued.”

“Parents are very pleased when they visit,” says one member of staff. “It instills a sense of reassurance that their child is being cared for in a service that values young people and cares for their needs in an age-appropriate way.”

“The young people who use our services said they wanted a place that was totally different from the clinical surroundings of the ward, which prompted the development of the Woodland Retreat,” says Walker. “Many of the young people who access our services have had poor life experiences and we hope that the retreat will help to build their confidence and make them feel valued.”

The retreat has played a key part in reducing the length of stay by 10 days, a 65% reduction in the incidents of violence and aggression and an 8.5% reduction in self-harming incidents.

“Parents are very pleased when they visit,” says one member of staff. “It instills a sense of reassurance that their child is being cared for in a service that values young people and cares for their needs in an age-appropriate way.”
Q My working hours have been reduced and I’m finding it increasingly difficult to balance my financial commitments on the reduced income. What potential sources of additional income might be available?

If you have a child/children aged under 16 (or 16-18 and in full-time education), you may qualify for child tax credits in addition to any child benefit already being paid, subject to an assessment of your circumstances and income. You might also qualify for assistance with housing costs (rent allowance) and council tax benefit.

Provided you and/or your partner are working for at least 16 hours weekly, you may qualify for working tax credits.

Further details are available here: www.adviceguide.org.uk/index/life/benefits/benefits_and_tax_credits_for_people_in_work.htm

Q I am having difficulty paying for my CIOB annual subscription, is there any help available?

The CIOB does have a concessionary rate of membership for members facing financial hardship. Details and an application form may be obtained from the CIOB website.

There are deadlines by which all applications must be received, so please don’t delay your application. The Institute will always try to help and support members in difficulty, so if you’ve any concerns please do get in touch. Please don’t risk your membership lapsing. Contact us, as we’ll do whatever we can to help you.

The Benevolent Fund can also help in other practical and financial ways, so if you have any concerns please do not hesitate to contact us.

Ways to help...

The CIOB Benevolent Fund is here to help members. It offers practical advice with employment matters, housing issues or the consequences of ill-health or early retirement. All enquiries are entirely confidential.

Contact Frank MacDonald by email at fmacdonald@ciob.org.uk or call 01344-630780

Q Despite good intentions, I have only recently progressed from ICIOB to MCIOB following a degree of ‘gentle persuasion’ from high-profile CIOB members including past president Alan Crane and chief executive Chris Blythe, together with encouragement from my colleagues on the Council of CIOB Ireland. I am extremely pleased to have progressed to FCIOB.

“My progression from ICIOB to MCIOB, involved following the Experienced Practitioner Assessed Report (EPAR) route which provides an accelerated pathway to chartered membership for senior managers with typically 10 or more years in the industry. Candidates like me, who opt for this route, are likely to have significant responsibilities for resources, finances and technology.

“The EPAR application is a two-stage process; it requires the completion of a report based on your competencies under various headings and is followed with an interview that focuses on the report. Looking back, the hardest part of that process was getting into the mindset to complete the application and actually making a start.

“Having achieved MCIOB, I then went on to apply for fellowship, which seemed like a perfectly natural progression for me. The process was relatively straightforward, requiring the completion of an application form which was then assessed and ratified based on specific criteria by the CIOB’s fellowship panel.

“It is an important achievement for me personally to achieve FCIOB. It is a globally recognised designation that clearly acknowledges that I meet the very highest level of professionalism.”

BE INSPIRED

IVAN McCARTHY
Senior contracts manager for Sisk & Son in Dublin who recently progressed from ICIOB to MCIOB to FCIOB in a matter of 12 weeks.

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MANAGE IN A MINUTE

HOW TO ASK FOR A PAY RISE

LAST AUTUMN the minister for equality Jo Swinson said women should ask male colleagues what they earn to make sure they are not being paid less to do the same job. If you feel you’re not being paid what you deserve, how do you ask for an increase?

BE PREPARED

Research what your position is worth by looking at job ads, salary surveys... and asking your colleagues. You can speak to your HR department confidentially or call recruiters to get their opinion. This helps you enter negotiations armed with evidence to back up your request.

CHOOSE YOUR TIME WISELY

Prove your value to the company, for example keep note of your successes so bosses are aware of your achievements. Also don’t leave it until after yearly budgets have been set and don’t ask if your company has just issued a profits warning or made redundancies.

MAKE SURE IT’S FACE TO FACE

Schedule a time to talk to your boss rather than snatching a moment in the canteen. Consider doing it out of the office, it’s more informal as guards are down.

IF YOU ARE TOLD NO

Don’t be discouraged if you get turned down. Ask what you need to do to move up a pay band. A pay rise may be possible after six months, send an email after the meeting to confirm this and chase the topic again after six months have elapsed.
WORKSHOPS TO UPGRADE YOUR MEMBERSHIP IN 2014

Do you want to know how CIOB membership can assist you in your career?

The CIOB is running a series of free, informal workshops on membership in various locations. The question and answer sessions are for members and non-members of the CIOB to find out about becoming an ICIOB/ACIOB and how to progress membership to MCIOB chartered grade.

The CIOB has worked with NARIC UK to gain a benchmark for its MCIOB qualification which is equivalent to a Batchelors degree. Membership delivers the recognition professionals deserve within the industry and it also provides a globally-recognised qualification.

Attendance at this workshop is essential for anyone wishing to progress their qualification. For those looking to progress membership to MCIOB the workshops will give you all the information you need on the new system and the whole application procedure. There will be guidance on how to apply, what the requirements are for chartered membership plus numerous tips to ensure your application is successful.

There is also a workshop on progression to FCIOB status being held on 20 February at The Radisson Blu Stansted, Essex. Contact mrix@ciob.org.uk for details.

MCIOB WORKSHOPS ARE BEING HELD AT:

Wolverhampton 18 February 6pm
Contact: jwebb@ciob.org.uk
Nottingham 11 February 6pm
Contact: jnewton@ciob.org.uk
Stansted 12 March, 6pm
Contact: sbriggs@ciob.org.uk

For other workshop events go online to the CIOB website and search under "events".

Following the switch to a new process for the Professional Review in 2012 this workshop will give you all the information you need on the new system and the whole application procedure. There will be training on how to apply, what the requirements are for chartered membership plus numerous tips to ensure your application is successful.

Q Why did you choose a career in construction?
I have always had a “problem-solving” methodical mindset and from an early age was interested in the formation of structures. I studied at the University of Ulster where I graduated with a BSc (Hons) in Construction Engineering and Management, followed by a Masters in Computing and Information Systems.

Q What’s the best advice you’ve ever been given?
"Moderation and variation.” I think this is good advice. My dad also had a saying: “A wise man learns more from a fool than a fool learns from a wise man” I’ve always liked that one. Listen and learn from everyone is how I interpret it.

Q What’s the most embarrassing moment at work?
When we were conducting refurbishment of a live Belfast city centre office building I did a walkthrough with the client on completion. It was getting late on a Friday afternoon when we got as far as signing off the final snags in the female changing room. I said: “Let’s go in, I’m sure there’ll be nobody in at this time”. Wrong!

Q What would you have done if you hadn’t worked in construction?
My brother is a captain of a Boeing 737 for Ryanair flying out of Pisa. I have taken flying lessons and really enjoy the aviation industry. I did contemplate following his career choice.

Q How do you relax when you’re not at work?
I teach modern jive at a dance class and take the beginners section. It’s completely unrelated to my day-to-day work and a great way to break up the working week. I am also in a running club and will run the London Marathon in April. I also belong to a sailing club in my home town of Dundrum in Co. Down where we race Lightning class boats.

Q What’s your most rewarding moment?
I thoroughly enjoy the commercial side of my role and getting out and about to meet clients and suppliers. I also really enjoy my role as chair of the Novus Ireland Northern Centre. Arranging and attending events with other like-minded people is a great way to know what it is going on in the industry and also to learn about business development opportunities. The worst part of the job is that it is difficult to plan far ahead. You never know when you might be about to submit another important tender.

Q Why did you choose a career again what would you do differently and why?
I would have pursued CIOB membership and Novus membership sooner as I recognise the benefits it brings. I also think when young it is good to get experience working in a large firm, although it’s more rewarding to work in a smaller firm. I have no regrets and am very happy that I work in a progressive SME construction company where I feel part of a winning team that is growing and developing together. We are aiming to get the Investors in People accreditation in 2014 which I plan to project-manage.
MEMBER BENEFITS

TRAINING

Introduction to the PSSC

- New short course from NEC eLearning to give you clarity on how and when to use the PSSC
- Ideal for all those interested in embarking on, or already procuring a small-scale or low-value project
- Created in partnership with the APM
- An introductory level course
- A succinct single-module, taking less than one hour to complete
- Online so that it can be taken at a time and place that suits you
- Created by the NEC for NEC3, offering NEC3 certification on completion
- The same expert delivery and peer reviewed content as any other NEC training course
- Pause, skip and rewind options allow you to move at your own pace
- £50 per enrolment.

Visit neccontract.com/elearning for more details. Or contact us with your questions: nec@neccontract.com +44 (0)20 7665 2446

LEARNING

How well do you know the NEC3?

- Do you know the risks of amending, or of not amending, the NEC3 form of contract? Seventy construction professionals who attended the Hill/CIOB Masterclass in London in November now do, along with the challenges presented by lawyers and the risks presented by the language used in the NEC form.
- In Oman, the subjects studied took a more international form, as attendees discovered the sheer volume of projects planned for the sultanate, and learned how best to deal with the local standard contract form, which has remained almost the same since the late 1970s.
- Over 70 attendees heard from world-leading experts in law and construction.
- In 2014 the Masterclass plans to head to new destinations as well as visiting some regular haunts. The first will be Riyadh in the Kingdom of Saudi Arabia, followed by locations as varied as Rio de Janeiro, Dubai, London and Ankara.
- Special discounts are available for CIOB members.

For more information contact Stuart Wilks at Hill International on 020 7618 1200 or email stuartwilks@hillint.com

RESOURCES

Build on your foundation of knowledge

- View more than 1,700 BRE publications with an easy and powerful searching interface, and benefit from the unrivalled expertise and insight of BRE, the UK’s leading centre of excellence on the built environment.
- BRE Connect Online provides a huge resource for architects, designers, consultants, surveyors, planners, local authorities, contractors and suppliers, giving you immediate access to all new and published BRE titles and more for an annual subscription of £399 + VAT.
- You get access to:
  - 700 books, reports and guides – research, innovation, best practice and case studies
  - 250 Digests – authoritative state-of-the-art reviews
  - 600 Information Papers – BRE research and how to apply it in practice
  - 150 Good Building and Repair Guides
- Clear technical advice, practical guidance and solutions from a source you can trust
- - illustrated practical guides, in-depth building process work
- - Specify IT (Silver) – a searchable database of more than 90,000 construction product catalogues from 5,000 suppliers and over 50,200 drawings from over 80 manufacturers
- - Abstracts of 26,000 documents from over 475 other construction publishers (including BSI, TRRL, CIBSE and CRIA)
- - In 2014 we are adding more than 50 new titles worth more than £1,000.

Call now on +44 (0) 1344 328038 to find out more or arrange a free trial

OFFER

Wealth management review for members

- Tax, investment, retirement… managing your personal finances properly is key to achieving your lifestyle and financial goals. A new offer for members will help you do that
- FTSE 250 company St James’s Place Wealth Management, through Partners Martin Capel Smith and Michael Ison, is delighted to have formed an exciting new relationship with the CIOB as its “exclusive provider of wealth management advice”.
- St James’s Place Wealth Management through its national network of partners can meet and consult with CIOB members, conducting a no obligation review of your personal finances.
- Whether you are looking to minimise personal taxation, invest for growth, plan for your retirement, arrange long-term care for parents or mitigate inheritance tax, St James’s Place can help you and your family achieve your lifestyle and financial goals.
- Investment Planning The right investments, arranged tax efficiently, are the foundation of a successful wealth management strategy.
- Retirement Planning With people living longer and savings being squeezed, strategic retirement planning is a key part of an overall wealth management solution.
- Protecting Wealth Protecting the wealth of our clients’ families is a vital element of our service. St James’s Place is a specialist in providing insurance-backed solutions to protect individuals, as well as companies and the people who own and manage them.
- Estate Planning As we live longer, inter-generational planning is becoming a key element in wealth management. Whether your family wishes to mitigate an inheritance tax liability or needs care fees guidance, it is important to obtain quality advice.

- If you would like to arrange a confidential, face-to-face review of your finances, without obligation, please call 0800 553 3030, email cio@sjp.co.uk or visit www.sjp.co.uk/cio
- Advice is provided by representatives of St James’s Place Wealth Management (which is authorised and regulated by the Financial Conduct Authority) for the purpose of advising solely on the group’s wealth management products and services.
- For more details, visit sjp.co.uk/products.

St James’s Place Wealth Management is authorised and regulated by the Financial Conduct Authority.
**Eastern Centre**

**Student Site Visit to the Medical Business Innovation Centre**
- 6 February, Time TBC, Anglia Ruskin University
  - Contact: sbiggs@ciob.org.uk
**Networking/Pub Quiz**
- 11 February, Time TBC, Venue TBC
  - Contact: mrbx@ciob.org.uk
**Asbestos Awareness**
- 12 February, 7.30pm, Anglia Ruskin University
  - Contact: mrbx@ciob.org.uk
**Building Regulations Update**
- 19 February, 7pm, NHBC offices, Milton Keynes
  - Contact: sbiggs@ciob.org.uk

**Help! Fire!**
- 19 February, 6pm, Brome Grange Hotel, Eye
  - Contact: mrbx@ciob.org.uk

**Changing Face of Modular Construction**
- 19 February, 6pm, Holiday Inn Histon
  - Contact: mrbx@ciob.org.uk
**Fellowship Workshop**
- 20 February, 6pm, Radisson Blu Hotel Stansted Airport
  - Contact: mrbx@ciob.org.uk
**Supper Evening – Queen's Gate Before and After**
- 21 February, 7pm, The Bell Inn, Stilton
  - Contact: mrbx@ciob.org.uk
**BT Openreach The Big Build — Fibre Optic and After**
- 20 February, 6pm, Radisson Blu Hotel
  - Contact: mrbx@ciob.org.uk

**Northern Centre**

**Annual Dinner**
- 11 February

**Eastern Centre Committee Meeting**
- 11 February

**New members always welcome.**
- Contact: mcoleman@ciob.org.uk

**Northern Centre Annual Dinner**
- 21 February
  - Contact: khalligan@ciob.org.uk
**North Western Centre AGM**
- 24 February, 7.30pm, City Hotel, Derry
  - Contact: mcoleman@ciob.org.uk

**London**

**Arbitration in the Construction Industry**
- 5 February, 6pm, Trowers & Hamlin's, London EC1Y 8Y2
  - Contact: melliot@ciob.org.uk
**Professional Review Workshop**
- 17 February, 6pm, The Union Jack Club, London SE1
  - Contact: melliot@ciob.org.uk
**Principles of Acoustics**
- 20 February, 6pm
  - Contact: melliot@ciob.org.uk

**Scotland**

**Aberdeen Centre**

**Topical Seminar**
- 6 February, 5.30pm, Aberdeen Council, Woodhill House, Aberdeen
  - Contact: keith@ciob.org.uk
**Annual Dinner Dance**
- 22 February, 7pm, Invercarse Hotel, Dunoon
  - Contact: neil@ciob.org.uk
**EAST OF SCOTLAND CENTRE**

**Health and Safety Update**
- 25 February, 5.45pm, Heriot Watt University, Edinburgh Chadwick Building, Room G34
  - Contact: wm@ciob.org.uk

**WEST OF SCOTLAND**

**Site Visit to CCG OSM Timber Kit Manufacturer**
- 5 February, 6pm, Cambuslang, Glasgow
  - Contact: wm@ciob.org.uk

**SOUTHEAST**

**Novus Pub Quiz & Networking Evening**
- 5 February, 7pm, Neill Bull Pub, West Malling
  - Contact: blawrence@ciob.org.uk
**Amendments to the NEC3 Suite of Contracts**
- 11 February, 7pm, Hadlow Manor Hotel, Nr Tonbridge
  - Contact: blawrence@ciob.org.uk

**SOUTH EAST**

**Novus Pub Quiz & Networking Evening**
- 5 February, 7pm, Neill Bull Pub, West Malling
  - Contact: blawrence@ciob.org.uk
**Speaker: Alfie Moore, Comedian**
- 16 May, 6.45pm, The Point, Lancashire County Cricket Club, Emirates Old Trafford
  - Speaker: Alfie Moore, Comedian

**North West**

**Refurbishment – How To Make It a Success!**
- 10 February, 3pm, Senate Room, Durham Castle
  - Contact: dthorpe@ciob.org.uk
**Legal Event**
- 11 February, 6pm, Venue bbc
  - Contact: dthorpe@ciob.org.uk

**Yorkshire**

**BIM Construction and Assembly - BuildSydneyLive, Leeds**
- 5 February, 5.30pm, Leeds
  - Contact: fs@ciob.org.uk
**Building Regs Update**
- 12 February, 8am, Sheffield Hallam University
  - Contact: fs@ciob.org.uk
**Yorkshire Branch Chair’s Dinner**
- 18 February, 6pm, Wolverhampton Racecourse
  - Contact: fs@ciob.org.uk
**Yorkshire Branch Student Challenge**
- 29 February, 4pm, NIA Birmingham
  - Contact: fs@ciob.org.uk
**An Introduction to Environmental Management Onsite**
- 27 February, 6pm, Ramada Encore NEC, Birmingham
  - Contact: fs@ciob.org.uk

**CIOB Member Benefits**

**FEBRUARY TO MARCH 2014**

**Sporting Event for the CIOB Networking Group**

**CIOB 2014 50th Anniversary**

**Annual Dinner Dance**
- 7 March, 7pm, Thistle Atlantic Tower
  - Contact: hyorke@ciob.org.uk

**North West Annual Black Tie Dinner**
- 16 May, 6.45pm, The Point, Lancashire County Cricket Club, Emirates Old Trafford

**Speaker: Alfie Moore, Comedian**
- Cost: £65 + VAT per person, corporate tables of 10 available
  - Contact: hyorke@ciob.org.uk

**West Midlands**

**Professional Review Workshop**
- 4 February, 6pm, Sixways Stadium, Worcester
  - Contact: jwebb@ciob.org.uk
**The Olympic Legacy: Occupational Health Programme**
- 6 February, 6pm, Ramada Encore NEC, Birmingham
  - Contact: jwebb@ciob.org.uk
**Rights of Light**
- 12 February, 6pm
  - Contact: fs@ciob.org.uk
**Hotel Zest – Wolverhampton Racecourse**
- 18 February, 6pm, Wolverhampton Racecourse
  - Contact: fs@ciob.org.uk
**NIA Extension Works – Site Visit**
- 25 February, 4pm, NIA Birmingham
  - Contact: fs@ciob.org.uk
**Demolition – BS5187:2011**
- 13 February, 6pm, Sixways Stadium, Worcester
  - Contact: jwebb@ciob.org.uk
**CIOB Membership Workshop**
- 18 February, 6pm, Wolverhampton Racecourse
  - Contact: fs@ciob.org.uk
**NIA Extension Works – Site Visit**
- 25 February, 4pm, NIA Birmingham
  - Contact: fs@ciob.org.uk
**An Introduction to Environmental Management Onsite**
- 27 February, 6pm, Ramada Encore NEC, Birmingham
  - Contact: fs@ciob.org.uk

**CIBSE**

**AWS 2014**
- 6 February, 6pm, Ramada Encore NEC, Birmingham
  - Contact: fs@ciob.org.uk
**North West Annual Black Tie Dinner**
- 16 May, 6.45pm, The Point, Lancashire County Cricket Club, Emirates Old Trafford

**Speaker: Alfie Moore, Comedian**
- Cost: £65 + VAT per person, corporate tables of 10 available
  - Contact: hyorke@ciob.org.uk

**CIOB Member Benefits**

**SPORTING EVENT FOR THE CIOB NETWORKING GROUP**

**CIOB 2014 50TH ANNIVERSARY**

**ANNUAL DINNER DANCE**
- 7 March, 7pm, Thistle Atlantic Tower
  - Contact: hyorke@ciob.org.uk

**NORTH WEST ANNUAL BLACK TIE DINNER**
- 16 May, 6.45pm, The Point, Lancashire County Cricket Club, Emirates Old Trafford

**Speaker: Alfie Moore, Comedian**
- Cost: £65 + VAT per person, corporate tables of 10 available
  - Contact: hyorke@ciob.org.uk

**NHBC**

**Building Regulations Update**
- 12 February, 7.30pm, Glyndwr University
  - Contact: hyorke@ciob.org.uk

**Birmingham**

**Professional Review Workshop**
- 25 February, 6.30pm, The Cottons Hotel, Knutsford
  - Contact: hyorke@ciob.org.uk

**CIOB Regional Event**
- 20 February, 6pm, BAM Site Offices, City Park, Wolverhampton
  - Contact: hyorke@ciob.org.uk

**DEMOLITION – BS5187:2011**
- 13 February, 6pm, Sixways Stadium, Worcester
  - Contact: jwebb@ciob.org.uk
**CIOB Membership Workshop**
- 18 February, 6pm, Wolverhampton Racecourse
  - Contact: jwebb@ciob.org.uk
**NIA Extension Works – Site Visit**
- 25 February, 4pm, NIA Birmingham
  - Contact: jwebb@ciob.org.uk
**An Introduction to Environmental Management Onsite**
- 27 February, 6pm, Ramada Encore NEC, Birmingham
  - Contact: jwebb@ciob.org.uk

**Yorkshire**

**BIM Construction and Assembly - BuildSydneyLive, Leeds**
- 5 February, 5.30pm, Leeds
  - Contact: fs@ciob.org.uk
**Building Regs Update**
- 12 February, 8am, Sheffield Hallam University
  - Contact: fs@ciob.org.uk
**Yorkshire Branch Chair’s Dinner**
- 20 February, 7pm, Leeds
  - Contact: spiers@ciob.org.uk
**Professional Review Workshop**
- 11 March, 8am, Sheffield Hallam University
  - Contact: spiers@ciob.org.uk

**To find out more about events in your area go to www.ciob.org.uk/regions or look for your electronic news and event updates from your CIOB branch or CIOB centre. To receive information from the CIOB visit www.ciob.org.uk and log on to the members’ area to input/update your details and preferences.**
ON HIS CAREER

I got my start in construction as a young boy in the US watching my architect father draw pictures that would eventually become structures. My first job in the business was as a draftsman during my summer breaks until I was in high school when I was sent into the field as a labourer. Father thought one should learn the trade from the ground up — literally. After a brief stint in the army and foreign study in the former Soviet Union in the early 1970s, I decided to pursue a career that allowed me to experience the world outside of the US. I obtained a BA in International Affairs and went to work for, of all people, my father, who was designing and building projects in the developing world. This gave me exposure to Libya, Nigeria, Jordan, Saudi Arabia, Nicaragua, India, to name a few, all by mid-20s!

When my father passed away, the family company was acquired by another, and I joined Stone & Webster Engineering Corporation to assist them in entering the industrial power market. The big company structure and procedures were in stark contrast to what I had been used to. Luckily for me, SWEC’s training programme laid an outstanding foundation for on-the-job training. Developing and implementing a strategy to enter a new market for a major E&C firm was one of the most challenging and rewarding experiences of my life.

When my boss at SWEC left to join Hill International, I was pursuing an MBA at SWEC’s suggestion, but the challenge of joining a fast-growing, entrepreneurial company like Hill was so appealing that I jumped at the opportunity. That was 30 years ago! My career really took off when I joined Hill International and met its founder Irvin Richter. I found the freedom and flexibility he provided to be intoxicating.

ON HIS HIGHLIGHTS AND REGrets

The highlight of my career has been, and continues to be, the extraordinary people I have met along the way and the amazing team of professionals with whom I now have the honour of working. My only regret is that my father passed away at such an early age that he was unable to witness or participate with whom I now have the honour of working. My only regret is that my father passed away at such an early age that he was unable to witness or participate in a career that he was so gracious to provide for me.

ON ADVICE TO YOUNG MANAGERS

As quickly as possible, build your confidence and recognise and use your strengths to your advantage. With confidence comes the ability to be innovative and with innovation comes change for the good. Embrace change, seize opportunity while you are young, gain as much experience as possible and take a few chances along the way.

"Embrace change, seize opportunity, gain as much experience as possible and take a few chances along the way"
BUILDINGS ESTATES AND CONSERVATION MANAGER
£Negotiable | West Midlands

The historic Shakespeare’s Houses are places of international cultural significance, welcoming over 800,000 visitors every year from around the globe. The Shakespeare Birthplace Trust is looking for an individual to fill this new position. The individual will be responsible for managing the day-to-day activities associated with the building conservation and maintenance programmes for the five historic houses and other operational properties of the Trust.

You will possess experience of historic houses conservation and general buildings maintenance, hard FM and be conversant with the management of construction works. You should be able to demonstrate a sufficient depth of knowledge and skills in building or property management and should have a working knowledge of fabric, structure and engineering services in buildings.

You will possess excellent interpersonal skills and management experience, be well organised and able to think strategically, tactically and operationally about the property services function. You should have a good understanding of the special requirements of working in nationally significant Grade 1 listed historic buildings.

To apply please send your CV and a covering letter (outlining your knowledge, skills and experience that are relevant to the role) to jobs@shakespeare.org.uk or HR Department, The Shakespeare Birthplace Trust, The Shakespeare Centre, Henley Street, Stratford-upon-Avon, CV37 6QW.

The closing date for applications is Friday 7th February 2014.
Specifiers’ pages

TO SHOWCASE YOUR PRODUCTS ON THESE PAGES, CONTACT TOM PEARDON ON
T: +44 (0)20 7490 5595 E: tom@atompublishing.co.uk

WASHROOM WASHROOM SHAPES UP WITH FITNESS FIRST
Leading washroom manufacturer, Washroom Washroom has demonstrated its flexibility for producing bespoke design, during a refurbishment project for Fitness First, which features its stunning Luminoso range manufactured in vibrant blue for the first time in the UK.
The recent project to refurbish the South Kensington branch of Fitness First, one of the largest private health and fitness clubs in the world with over 80 clubs in the UK alone, is expected to be rolled out to half the UK branches over the next two years as part of a large scale refurbishment programme. Overseen by Admiral Construction as main contractor with Antarchitecture leading the design, Washroom was tasked with refurbishing the shower and changing room facilities.
www.washroom.co.uk

LEVOLUX RAISES THE ROOF
62 Buckingham Gate is a landmark office development with a tilting, prism-like glass façade, topped by a state-of-the-art Roof Screening solution, courtesy of Levolux. The solution comprised Aerofoil Fins, Ventilation Louvres and PV integrated glass panels, all applied at roof level. The PV panels generate 27.8MWh (mega watt hours) of electricity per year.
T 020 8863 9111
E info@levolux.com
W www.levolux.com

GEZE GOES GREEN WITH ISO 14001
The UK’s leading door and window control system manufacturer, GEZE UK, is demonstrating its green credentials by achieving ISO 14001. ISO 14001 is the world’s most recognised environmental management standard. To achieve it organisations need to measure their impact on the environment and set goals to improve their performance.
www.geze.co.uk

A GIANT STEP FOR HYDROTECH HOT MELT
Alumasc’s Hydrotech Hot Melt Waterproofing System has been used on the roof of the new National Trust Visitor Centre at the world-famous Giant’s Causeway in Northern Ireland.
 Created by architects Heneghan Peng, the brand new Visitor Centre is part of an £18.5m investment in the UK. The tried and trusted Hydrotech system which has had zero product failures in over 50 years of use worldwide was specified by main contractor Gilbert Ash and installed by GBS Roofing of County Down. Covering a total of 1800m², Hydrotech provided seamless waterproofing ideal for highly detailed schemes such as this.
For further details on Hydrotech structural waterproofing please visit www.alumascroofing.co.uk

SENIOR’S SYSTEMS COMBINE TO STUNNING EFFECT AT WORTHING HOSPITAL
A new Clinical Block at Worthing Hospital has benefited from innovative Hybrid casement window systems and aluminium entrance doors from manufacturer Senior Architectural Systems and also incorporates Senior’s own glass, ensuring the use of a complete system.
The £8 million building, which provides a new outpatients department, 24 consultation rooms and three treatment rooms on the ground floor, also has two 19-bed wards on the first floor and room for offices in its roof space. Specifying Senior’s glass system, with ClimaGuard A+ coating, in conjunction with the company’s Hybrid system ensured the smooth logistical running of the project, not to mention a host of cost and time savings due to the specification of a complete system.
www.seniorarchitectural.co.uk
A NEW CIVILS SERVICE FROM JEWSO

Jewson has expanded its offering to include a dedicated civils service for the construction industry. The UK’s leading supplier of sustainable timber and building materials now has 43 specialist branches supplying civils contractors, ground workers and utility companies nationwide.

All Jewson branches currently offer a basic civils and drainage product range. However, new specialist branches stock a further enhanced range of civils products and materials from leading trade suppliers including Wavin, Polypipe, FP McCann, ACO and many others.

Furthermore, Jewson has invested significantly in dedicated staff. Every Jewson civils branch benefits from an in-house specialist as well as a team of experienced Civils Development Managers, based regionally. The teams, further supported by three dedicated Civils Sales Offices, work together to support customers with the necessary expertise and guidance.

For further information please visit:

http://blog.jewson.co.uk
or follow us on
@jewson for future updates

RESILIENT WEATHER PROTECTION FROM ARCO

Freezing temperatures, heavy rain and buffeting winds are conditions commonly experienced throughout the winter months. However, whilst most of the population take shelter indoors, there are those that must continue working outside and it is essential that they remain protected. Committed to keeping people safe and well this winter, Arco, the UK’s leading safety supplier, introduces a new winter weatherwear layering system, designed to keep workers warm, dry and comfortable.

Thermal comfort is essential to worker productivity and studies have shown that wearing multiple layers is more effective than one thick layer. Layering clothing effectively traps heat close to the skin and can be easily and quickly removed if conditions change. Arco’s layering system ensures workers get the best results from their garments and comprises of three individual layers: a base layer, a mid layer and an outer layer.

www.arco.co.uk/weatherwear

HIDDEN INTERLOCK MAKES ASHMORE THE DESIRABLE TILE

Marley Eternit’s Ashmore interlocking tiles have been specified for a gated community of luxury apartments and duplexes on one of the most desirable roads in Royal Windsor, as sales of the product continue to grow.

Kebbell Homes chose the Ashmore tiles for 18 Bolton Avenue because they give the appearance of a traditional double lap plain tile but offer the cost and time saving benefits of an interlocking tile.

Michael Winn, commercial manager from Kebbell Homes, comments: “Windsor is known for its historic character, so it was important that Number 18 fitted into the traditional style of homes found on the leafy Bolton Avenue. We wanted to create impressive architecture with a classic and elegant facade echoing that of the town’s established buildings.

www.marleyeternit.co.uk

THE CONTINUITY CLOSER - TACKLES A REAL GAP IN THE MARKET

Take a look at partial fill cavity insulation and the gaps where the insulation should tightly abut a cavity closer.

L1A Building Regulation 3.9 states there should be no reasonably avoidable gaps at the edges of elements such as those around window and door openings. (Page 19, 2013 edition).

The Continuity Closer is the only closer with a shaped insulating core that wraps over the gap, blocking the heat loss path.

The Continuity Closer projects and protects - something an ordinary closer cannot.

Suitable for first and second fix applications, the Continuity Closer provides a known quality of build. First time – every time.

Mind the gap using the easy compliance Continuity Closer from Cavity Trays of Yeovil.

www.cavitytrays.co.uk
THE GLOBE THEATRE on London’s South Bank has harboured a well-kept secret since it opened in 1997: space next to the foyer that was used for rehearsals and education projects was always intended as the site for a Jacobean playhouse.

The new facility, which complements the Globe’s open-air auditorium and fulfils Globe patron Sam Wanamaker’s original vision for the complex, finally opened last month.

The theatre is a reimagination of what a 17th century theatre might have looked like, and was designed by architect Allies & Morrison. The 350-seat, £7.5m theatre drew on sketch designs by 17th century architect John Webb that were recently discovered in Oxford’s Bodleian Library.

The wood-panelled theatre was inserted into the existing brick chamber by London-based Virtus Contracts, which embarked on the programme in November 2012.

The auditorium is an intimate space with the audience sitting in a tight horseshoe round the stage. The entire space is lit by candles hanging from candelabra, which can be raised or lowered.

Modern facilities, including a ventilation system that can distinguish between candle smoke and a fire, are fitted within a circulation corridor between the theatre and its brick shell.

The new theatre’s green oak frame was completed by the same contractors who built the main Globe auditorium. The frame is supported by oak columns that form a semi-circle around the playhouse. The painted ceiling was inspired by a similar ceiling at Cullen House in Banff, Scotland.

Last year Virtus also completed works to remodel the theatre complex’s foyer space, from which visitors will access the new playhouse.
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At CM, we are always trying to improve our coverage of the industry for CIOB members. As well as making the magazine content available online, we have introduced a growing range of enewsletters to provide the latest in news and industry insight.

In response, some CIOB members have suggested going 100% digital and opting out of receiving the print magazine.

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