

The Chartered Institute of Building

The Chartered Institute of Building (CIOB) represents for the public benefit the most diverse set of professionals in the construction industry.

The CIOB's role is to:

- Promote the importance of the built environment.
- Lead the industry to create a sustainable future worldwide.
- Encourage leadership potential.
- Set the highest standards in quality, safety and qualification.
- Create an industry where excellence prospers.

We have over 40,000 members around the world, and are considered to be the international voice of the building professional, representing an unequalled body of knowledge concerning the management of the total building process.

CIOB members are skilled professionals with a common commitment to achieving and maintaining the highest possible standards. Chartered Member status, represented by the designations MCIOB and FCIOB, is recognised internationally as the mark of a true professional in the construction industry.



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UK Policy Handbook



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Introduction

Today's construction industry is complex and is challenged by many important issues. We must consider those challenges as well as anticipate those that will affect our future.

The Chartered Institute of Building's UK and international policy handbooks express the values and beliefs of the Institute on a wide range of topics. Their purpose is to guide our work and the work of our members for the benefit of the public.

The handbooks are supported by a series of policy statements with more detailed information on relevant issues.

All CIOB policy is developed in consultation with members, in particular CIOB ambassadors, and staff.

‘No player in the industry is immune to the impacts of globalisation’

Globalisation

Construction is one of the major UK industries with a turnover (in 2006) of over £114 billion, accounting for nearly 9% of Gross Domestic Product (GDP). The industry employs nearly 3 million people and exports over £7 billion of goods and services annually. In Scotland alone construction employs around 250,000 people, has a value of over £12bn, contributes 10% to Scotland’s GDP and recruits 4,000 apprentices per year.

The Chartered Institute of Building (CIOB) encourages the consideration of the UK construction industry in the context of a global marketplace. Advances in information and communication technologies have made the world smaller, and large construction organisations are becoming more internationalised as goods and services are sourced from around the world.

The CIOB believes that no player in the industry, regardless of size, location or speciality, is immune to the impacts of globalisation. It presents new challenges, risks and opportunities for construction professionals, who will increasingly have to compete on the basis of their knowledge and skills.

UK designers, civil engineers, contractors, component and product manufacturers have a worldwide reputation for working overseas, providing high-tech solutions to environmental, transport and building projects. Both the industry and government must work together to promote UK goods and services internationally.

The CIOB has a significant presence around the world, working to establish, promote and maintain standards of excellence in the construction industry. The Institute sets the pace on a global scale for the education and professionalism of those who manage the construction of the built environment. We continue to promote best practice and ensure that CIOB membership is widely recognised around the world. This includes establishing links with other recognised bodies internationally.

The CIOB believes there should be a better understanding of construction in an increasingly globalised world. This requires a greater level of government statistical intelligence and analysis on the global impact of UK construction. Equally, the impact of global trends and drivers on UK industry needs further consideration.

We recommend and support:

- Consideration of the UK construction industry in the context of a global marketplace.
- Promotion of UK goods and services internationally.
- Promotion of UK construction professionals’ knowledge, skills and innovations in a global marketplace.
- The highest standards of excellence in construction management.
- A greater level of government statistical intelligence and analysis on the global impact of UK construction production.

‘CIOB supports a zero tolerance approach to unsafe and unhealthy practices’

Health and Safety

The Chartered Institute of Building (CIOB) recognises that health and safety of the workforce is crucial to the success of the construction industry and supports a zero tolerance approach to unsafe and unhealthy practices.

The causes of accidents and extent of ill-health in the industry are well known. In 2006/07:

- 32% of all worker deaths in the UK were in the construction industry.
- There were 77 fatal injuries to workers in construction, a 28% increase on the previous year.
- 23 deaths (30%) were due to falls from a height and 16 (21%) were due to being hit by a moving or falling object.
- Reported major injuries to employees rose slightly to 3,711, compared to 3,706 in 2005/06. The most common kind of accident was a slip or trip.
- 90,000 people suffered from an illness which was caused or made worse by a construction related job.
- The combined estimate of the number of days lost (full-day equivalent) due to workplace injury and work-related ill-health is 2.8 million, equating to an average annual loss of approximately 1.3 days per worker.

Initiatives have been established in the UK to improve health and safety. These include:

The Construction Industry Training Board (CITB) – ConstructionSkills Health and Safety Test, taken by over 300,000 people every year, is designed to ensure everybody working in construction has a minimum level of health and safety awareness. Passing the test is an essential part of qualifying for the major card schemes such as the Construction Skills Certification Scheme (CSCS) and affiliated initiatives. For more information go to www.citb.co.uk/healthsafety/thehealthsafetytest.

Constructing Better Health (CBH) is the industry-backed occupational health scheme for construction. For more information go to www.fitbuilder.com.

The CIOB believes that it is the responsibility of all participants in the construction process to promote and implement the highest standards of care, and to adopt a policy of zero tolerance of unsafe and unhealthy practices. All workers should be trained and competent to undertake the job they are employed to do, and should be involved in health and safety discussions that affect them.

The CIOB also maintains that good site and welfare conditions are a prerequisite for a safe working environment and much still needs to be done to improve site conditions. Project overheads and preliminaries should be adequate enough to ensure well organised and safe working conditions.

The Institute recognises that occupational health with regard to stress, depression and anxiety are real issues for many employers and employees within the industry. The CIOB believes that guidelines and self-training should be provided for managers to control employee stress and assess risks to mental health in the workplace. In addition, training for individual staff in preventing, recognising and managing personal stress, as well as guidance on support services should be provided. Poorly organised management processes and inferior site conditions are also known to contribute to stress, depression and anxiety issues.

- **Guidelines** – www.city.ac.uk/hr/policies/stressguidelines.html
- **Training** – www.city.ac.uk/sd/stressinitiatives.html
- **Stress initiatives** – www.city.ac.uk/hr/dps/policies/stress_appa_jan05.pdf

The CIOB maintains that accountability for health and safety should lie at the highest level within organisations. It should be led from board level, and the irresponsible should be criminally liable both individually and corporately. That said, everybody within an organisation must be committed to health and safety regardless of their level. In the UK The Institute has actively supported the implementation of the Corporate Manslaughter and Corporate Homicide Act 2007.

It has been shown that migrant workers with low English language skills or with vulnerable employment or residency status are exposed to greater risk in the workplace. The CIOB supports the provision of adequate health and safety training for all migrant workers.

We recommend and support:

- A zero tolerance approach to unsafe and unhealthy practices.
- Industry and non-industry refusal to go onto sites which are unsafe.
- Continuing Professional Development (CPD) in health and safety.
- Industry backed initiatives that work to improve construction's health and safety record (including CSCS).
- The provision of adequate health and safety training for all migrant workers.

‘Global warming is one of the most serious challenges facing the world in the 21st Century’

Sustainable Development

The Chartered Institute of Building (CIOB) recognises global warming as one of the most serious challenges facing the world in the 21st Century. We believe that innovation is key to reducing emissions, or increasing their capture or sequestration.

With 50% of the UK’s global warming problem being apportioned directly to the buildings we live and work in, the CIOB believes that sustainability is critical in all aspects of the built environment, from planning through to demolition and the re-use of construction materials. The CIOB believes that many of the solutions can be sought at the source of the problem. We encourage the government and industry to focus on the de-carbonisation of our energy supply. If this can be achieved, de-carbonisation of all building stock will follow, as the industry moves to innovate and respond to the changing market.

It is important to promote the construction of new zero carbon buildings (both domestic and non-domestic) but equally, technologies that also allow the industry to make significant gains to become more energy efficient, by upgrading existing stock for example, should be considered. The public sector procures about 40% of non-domestic construction in the UK. The CIOB would therefore like to see greater emphasis from government on the use of sustainable material, equipment and techniques, including the measurement of existing and new building stock through best practice providers like BRE Environmental Assessment Method (BREEAM).

The CIOB believes a great deal can be achieved through education, training and continuing professional development (CPD) at all levels of the industry’s workforce. We also recognise the importance of regulation to ensure the best interests of the public and society are met. Key improvements can be delivered across energy, water, biodiversity, waste and materials, through improvements in procurement, supply team integration, design, simplification, innovation and the people agenda.

The CIOB is a member of the Society for the Environment and able to award the Chartered Environmentalist qualification.¹

We recommend and support:

- Implementation of the UK Strategy for Sustainable Construction as a way to co-ordinate and prioritise industry and government action.
- The UK’s Climate Change Bill as a key process in establishing the policy framework towards delivering a low-carbon economy.
- The development (implementation and measurement) of agreed national targets and initiatives for government and industry to drive change.
- The use of innovative solutions to reduce the carbon footprint of activities within the construction sector.
- A greater focus on moving towards the decarbonisation of our energy supply.
- A greater focus on upgrading existing stock.
- The reduction, and ultimately elimination of waste in construction through the mandatory use of site waste management plans - including improved design, procurement, and greater re-use and recycling of resources.
- An industry which facilitates water conservation and enhances wildlife habitats.
- A committed, skilled and adaptable workforce working in an environment of zero accidents and incidents.
- The Chartered Environmentalist qualification.
- CPD in sustainability and the built environment.
- Site Waste Management Plans (SWMPs).

¹ The Society for the Environment represents the primary environmental disciplines and champions the culture of a sustainable environment by nurturing and harnessing the resources, knowledge, expertise and achievements of its constituent bodies.

‘The continuous pursuit of excellence in Construction Management is key to greater collaboration, satisfaction of the client and delivery of successful projects’

Management

The Chartered Institute of Building (CIOB) has led the promotion and development of management best practice in construction for over 50 years and it remains at the core of the Institute’s professional qualification. This extends from site and corporate management, through to project and facilities management.

The CIOB considers that the continuous pursuit of excellence in construction management is key to greater effective collaboration, the continued satisfaction of the industry’s client requirements, and the sustained delivery of successful projects in the 21st Century.

The progressively expanding and competitive global market place has reduced the construction industry’s resources, causing its clients to demand increasingly efficient and technologically complex solutions. These solutions are often required in shorter time scales and tighter financial constraints, whilst simultaneously satisfying the industry’s responsibility to the environment and society. The CIOB recognises these challenges and believes that the industry is in a strong position to continue to meet these aims and satisfy the client’s expectations.

CIOB research has demonstrated real concern with the quality of time management on construction projects. The research demonstrates the need for systematic project planning and control, and the use of all available technologies, in order to minimise delays and risks to clients, contractors and other parties.

The CIOB supports the development of a code of practice for the management and control of time on construction projects. The Institute also recognises the need for education and training to raise the standards of planning and programming/scheduling.

We recommend and support:

- Promoting best practice in management processes.
- Greater training and educational focus on business skills, including human resource management, financial management and legal studies.
- Further onus on information technology skills.
- The use and promotion of effective time management tools.
- The development of a code of practice for the management and control of time on construction projects.
- Continuing Professional Development (CPD), training and education to raise the standards of planning and programming/scheduling.

‘CIOB plays a leading role in the development and continual improvement of educational standards’

Education and Training

The Chartered Institute of Building (CIOB) plays a leading role in the development and continual improvement of educational standards at a national and international level.

The CIOB accredits a range of courses including Masters, Bachelor Degrees, N/SVQ, HND and HNC qualifications. The CIOB requires that core standards in the construction education of its members are met to ensure relevance and application to meet the needs of an ever-developing industry. This framework consists of Construction Technology, Construction Environment, Specialism and Skills.

Higher education provides the foundation for management careers in construction. The CIOB accredits university courses in construction management which provide the core curriculum for fast-tracking management careers. However, The Institute recognises that managers in the construction industry come from a range of built environment disciplines and looks for a higher level of management education to be made available within these other programmes.

The CIOB believes that the industry should also be attracting graduates of non-cognate (non construction-related) disciplines into construction. The CIOB Graduate Diploma Programme (GDP) offers non-cognate graduates the opportunity to achieve the appropriate professional development and in turn the potential for management careers in construction.

The CIOB also offers a vocational route to becoming competent construction managers. With an ever-increasing demand from various stakeholders to produce competent, qualified construction professionals, vocational education is a core element of The CIOB’s future development.

The CIOB seeks a greater level of engagement between industry and higher education with industrial placement becoming standard practice for students studying these programmes.

Management in construction is a demanding career requiring heavy financial investment in projects. It is therefore essential that the industry attracts the highest calibre students into higher education and retains them as professionals in the industry.

The CIOB also recognises other routes into a career in construction. The CIOB supports the Construction and Built Environment Diploma designed for students aged 14–19 years old, and apprenticeships as routes into the industry. Students and experienced practitioners are also offered CIOB membership.

All CIOB members are responsible for maintaining their professional qualification through Continuing Professional Development (CPD). CPD is the process of regularly assessing current and future skill and knowledge requirements relevant to your responsibilities, then planning and implementing an ongoing programme of training and development to address these needs.

The achievement of professionalism at all levels within the construction industry is at the core of CIOB work. Our members have achieved the CIOB educational requirements designed to reflect industry needs and provision.

The ultimate requirement in the industry is for professionally qualified people, who are competent, to manage construction processes.

We recommend and support:

- Greater interaction between industry and education.
- Development of new programmes to support industry’s changing needs.
- Industrial placement becoming standard practice within education in construction.
- Ongoing training and personal development.

‘Innovation is a key driver of competitive advantage for the construction sector’

Innovation and Research

Innovation is a key driver of competitive advantage for the UK construction sector and of society’s need for an efficient and sustainable built environment. As construction projects evolve with growing complexity, it is clear that innovation and research will become increasingly vital in the future.

The Chartered Institute of Building (CIOB) believes that in an increasingly knowledge-driven global economy, greater investment is needed to support innovation and assist effective transfer and exploitation of existing knowledge.

While there is often a view that innovation is the industry’s responsibility, the CIOB believes that there are also important implications for the national economy; for the delivery of public projects; and for maintaining the UK’s competitive advantage.

The CIOB believes that improvements could be made to the Research and Development (R&D) tax credit system to maximise its benefits to the UK economy. Existing taxation advantages for R&D tend to be cumbersome and do not apply to much of construction, such as providing a unique innovative design, or new material.

Construction companies are increasingly turning to innovation and new technologies to solve some of today’s biggest problems. However studies have shown that one of the main barriers to innovation is a fear that new technology would not be widely applicable or recognised in the industry. There is therefore an important role for industry in realising, emphasising and communicating the benefits of innovation, such as cost savings, increased productivity, efficiency and quality.

The CIOB continues to recognise its role in facilitating dialogue and collaboration between practitioners, researchers, policy makers and education providers. The Institute maintains that new solutions to construction challenges occur only when individuals are inspired to think in new ways and such inspiration should be a primary goal for all professional bodies, government and industry alike.

We recommend and support:

- Greater investment - to support innovation and assist effective transfer and exploitation of existing knowledge.
- A review of the existing R&D tax credit system.
- Better promotion of the benefits of innovation throughout all levels of the industry.
- Professional bodies that facilitate thought-leadership, inspiration and continual improvement within the construction industry.
- Further collaboration between government, education providers and the industry to innovate, progress and research.

‘With construction output increasing at such a rate around the world, the ability of the industry to meet demand in the long-term is becoming an even more significant issue’

Industry Capacity and Availability of Resources (including Skills)

With construction output increasing at such a rate around the world, the ability of the industry to meet demand in the long-term is becoming an even more significant issue. Key drivers of the industry’s capacity to meet this demand are labour and skills, and the availability of raw materials.

Labour and skills

Skills shortages are currently widespread within the construction industry, particularly within senior/middle management and craft/trade positions.

Skills shortages raise particular concern when considering the growing demand for construction around the world and the ambitious UK government targets that have been set for the industry. For example, UK targets include the construction of 3 million new homes by 2020 (equating to 240,000 new homes a year from 2016). There are also ambitious national construction programmes underway including Building Schools for the Future, the 2012 Olympics and Crossrail.

To meet this demand, the UK construction industry must attract and train around 88,000 new entrants every year for the foreseeable future.

The Chartered Institute of Building (CIOB) would like to see a strategic approach taken to the education and training of the construction workforce. This should be based on projections of industry demand and recruitment to universities and colleges.

Apprenticeships will have a key role to play in closing the skills gap. Both industry and government have a responsibility to promote and incentivise UK and international apprenticeship programmes.

Professional institutions like the CIOB should facilitate the coming together of industry and education through the support of education and training programmes, which meet the requirements of a changing industry and are fit for purpose.

We recommend and support:

- Government and industry working together to promote and incentivise apprenticeship programmes.
- A strategic approach to the education and training of the construction workforce.

Availability of raw materials

The long-term availability of raw materials is a significant issue for the global construction industry.

China and Europe do not have the raw materials to cope with large increases in demand. There is likely to be inflationary pressure on material supply in the future driven by availability. This presents an issue of long-term supply that needs to be considered, especially in relation to the delivery of UK public sector projects.

The availability and cost of materials has serious implications for contractors on long-term fixed price contracts, resulting in contractors being unwilling to commit to future long-term contracts without significant risk premiums being built into their bids. The problem is most pronounced in longer, more complex projects, such as healthcare, the Olympics, Crossrail, the Building Schools for the Future programme, and other large projects that are of national interest.

The CIOB believes that a key way to address this capacity problem is to promote innovation, research and development in the sector. This is the responsibility of the industry but there are also important implications for the national economy and for maintaining the UK's competitive advantage.

We recommend and support:

- Promotion of innovation, research and development in the construction industry.
- A review of the existing Research and Development tax credit system.

‘The provision of suitable housing of an adequate standard is a basic human need’

Social Construction Issues

Housing

The Chartered Institute of Building (CIOB) believes that the provision of suitable housing of an adequate standard is a basic human need that must be achieved for all sections of society. For those whose housing needs cannot be met by the mainstream housing market, accommodation may be supplied through affordable housing provided by Housing Associations [Registered Social Landlords – RSLs] and Local Authorities. New affordable accommodation for both rent and sale may be developed directly by Housing Associations, or as part of private developments under local planning policies [section 106 provision]. However, need and demand both substantially outstrip the current levels of supply.

The CIOB supports the redevelopment of sites in existing urban areas in preference to new greenfield development, but recognises that greenfield sites are required to meet the targets for new housing. Sustained action is required to tackle imbalances and inequality in housing provision, through the renovation and improvement of substandard accommodation, improvement to meet the Decent Homes standard, and where appropriate, the removal of redundant homes by demolition.

The CIOB promotes high standards in all construction-related aspects of the provision of affordable housing.

We recommend and support:

- The redevelopment of existing urban areas in preference to the development of greenfield sites.
- The conclusions of the Barker Review for increasing housing supply, and measures to increase the investment in and supply of good quality affordable housing.
- Residential developments to provide for a mix of tenures and dwelling types with affordable housing fully integrated into, and visually indistinguishable from, areas of privately owned dwellings. Large monotenure developments should be avoided.
- The use of off-site manufacturing techniques and other modern methods of construction to speed up construction on site and to improve building performance.
- Greater incentives and legislation for more energy efficient and environmentally sustainable buildings.
- The delivery of all new dwellings to the higher levels of the Code for Sustainable Homes, and the improvement of the environmental performance of existing housing stock.
- The use of smart housing and technology and other innovative products.

Equal Opportunities

The CIOB believes that women and ethnic minorities have an equal contribution to make in construction and the industry is currently missing a significant opportunity by not heavily promoting itself to these groups.

Many industries, including the construction industry, harbour discrimination in pay through unequal pay systems. The CIOB recognises the positive contribution that women make within the industry and calls for women to be paid at the same rate as their male colleagues.

Almost 200,000 women work in construction which makes up just 10% of those employed within the built environment. Construction was one of the industrial sectors highlighted by the Equal Opportunities Commission in its report 'Free to Choose: Tackling Gender Barriers to Better Jobs', which looked at what it calls 'almost no-go areas' for women.

Only 3% of the construction workforce is currently represented by ethnic minorities. Both women and ethnic minorities should be considered to support diverse recruitment, especially considering the current skills shortages and demand for construction. The CIOB supports large scale construction projects such as the 2012 Olympics target which is aiming to recruit workers from the local community, such as Black and Asian minorities as well as women.

The CIOB believes the problem can be tackled in schools and in the earliest careers guidance given to pupils to eradicate stereotyping.

We recommend and support:

- The Construction Industry Training Board (CITB) 'Positive Image' initiative.
- Tailored construction careers advice for women.
- Promotion of careers in construction to attract more atypical recruits.

Migrant workers

The UK construction industry is increasingly reliant on migrant workers to combat skills shortages and meet construction demand. The CIOB believes that these workers should be treated fairly and recognises that the Construction Design and Management (CDM) Regulations 2007 ensures the health, safety and welfare of everyone involved in the design, construction and management of projects.

In order for the industry to utilise migrant workers to their full potential, English language training must be considered. This is essential if a migrant worker has experience in management, but may have been overlooked due to language barriers.

The CIOB recommends the ConstructionSkills Toolkit aimed to support the effective integration of migrant workers. The toolkit provides employers with advice on various issues such as health and safety, education and qualifications, employment and recruitment laws.

We recommend and support:

- Training for migrant workers.
- Fair treatment towards migrant workers.
- The ConstuctionSkills Toolkit for migrant workers.

Corruption, Transparency and Ethics

‘Corruption cannot be overcome without political commitment’

The Chartered Institute of Building (CIOB) recognises that the construction industry is a particularly susceptible environment for corruption in both the developing and developed world, as construction projects usually involve a large number of participants in a complex contractual structure.

Bribery in relation to the award of contracts is the most visible form of corruption, notably when contracts are for major works. However corrupt practices can be found at each phase of a construction project; during planning and design, in the award of contracts, during the construction process and during the operation and maintenance of projects after construction is finished.

The CIOB maintains that corruption cannot be overcome without political commitment. It is estimated that more than US\$4 trillion is spent annually on government procurement worldwide.

The CIOB recognises the importance of protecting the public from those that operate under the illusion of being qualified, competent, and experienced in construction. The CIOB promotes the use of trades people who are members of the credible trade associations and professional bodies. The Institute also actively supports the industry initiative ‘Trustmark’ as a source for finding competent companies who provide quality workmanship.

The CIOB belongs to the construction industry’s ‘Anti-Corruption Forum’.²

We recommend and support:

- The development and implementation of industry-wide anti-corruption mechanisms.
- Transparency International’s ‘The Integrity Pact’.
- Transparency International’s ‘Minimum Standards for Public Contracting’.
- International financial institutions blacklisting companies known to be corrupt.
- The CIOB will investigate any complaints against its members and if the complaint is proven, will discipline members with the potential penalty of excluding them from membership.

² The Anti-Corruption Forum, led by Transparency International is an alliance of UK professional institutions, business associations and companies with interests in the domestic and international infrastructure, construction and engineering sectors. The purpose of the Forum is to promote industry-led actions which can help eliminate corruption.

‘CIOB supports best practice in the conservation of our global heritage’

Heritage and Conservation

The Chartered Institute of Building (CIOB) supports best practice in the conservation of our global heritage, which over time requires proper maintenance and will be altered and regenerated due to a change of use.

The CIOB believes that to ensure the world’s historic buildings are not lost forever, greater numbers of people need to be trained to carry out appropriate maintenance, and sympathetic repairs are implemented using both traditional and new scientific methods and materials.

The CIOB recognises the need to increase our understanding of the character of places, including the value and significance people attribute to them. The Institute calls for greater levels of targeted international research to identify priorities and provide the basis for informed decisions.

We recommend and support:

- The promotion of management best practice in building conservation.
- The promotion and development of conservation projects and maintenance management accreditation of companies and courses.
- The development of conservation management through links with education and practice.
- Continuing Professional Development (CPD) in conservation techniques.
- Reform of the heritage protection system.

‘The UK Building Control system and the planning system should be more closely intergrated to ensure a seamless approach for consumers and building professionals alike’

Building Control and Standards

The Chartered Institute of Building (CIOB) acknowledges that the building control system in the UK has been central to the delivery of buildings which are safe, healthy, sustainable and accessible for everyone.

The Institute supports regulations that are ‘functional’ rather than prescriptive, to preserve the freedom and ability of designers to innovate. We also support regulations that are evidence-based, and designed to achieve a particular positive goal, or to avoid a very negative effect.

The CIOB believes that the UK building control system and the planning system should be more closely integrated to ensure a seamless approach for consumers and building professionals alike.

The CIOB believes that changes must be made to the building control system to ensure it is fit-for-purpose in the future, and makes a direct contribution to tackling climate change. The Institute is actively involved in the Government’s 2008 review of building control.³

We recommend and support:

- The UK building control system as a means of delivering safe, healthy and sustainable buildings.
- Regulations that are functional rather than prescriptive.
- An integrated and seamless approach to building control and planning.
- Changes to ensure the building control system to ensure it is fit-for-purpose in the future.

³ ‘The Future of Building Control: Consultation paper’. Communities and Local Government (March 2008)

