



The Chartered Institute of Building

submission to the

Department for Business, Energy & Industrial Strategy (BEIS)

on the consultation on

The Recognition of Professional Qualifications and Regulation of Professions

23 October 2020

The Chartered Institute of Building
1 Arlington Square
Downshire Way
Bracknell
RG12 1WA

e: policy@ciob.org.uk

t: 01344 630 881

Evidence for the Business, Energy and Industrial Strategy on The Recognition of Professional Qualifications and Regulation of Professions

Introduction

The Chartered Institute of Building (CIOB) is at the heart of a management career in construction.

We are the world's largest and most influential professional body for construction management and leadership. We have a Royal Charter to promote the science and practice of building and construction for the benefit of society, which we have been doing since 1834. Our members work worldwide in the development, conservation and improvement of the built environment.

At the CIOB, we are one of the few professional institutes that offer nationally recognised qualifications in England and the devolved nations. We accredit university degrees, educational courses and training. Our professional and vocational qualifications are a mark of the highest levels of competence and professionalism, providing assurance to clients and authorities who procure built assets.

Professionalism at all levels and stages within the construction industry is at the core of our work. We play a leading role in the development and continued improvement of standards in the industry at a national and international level. We recognise the challenges facing the built environment, such as skills shortage in the professions, the ageing workforce and the complexity of developing policy that improves coordination, design and the overall decision-making process, and we work with government and industry to outline and implement solutions.

We welcome the opportunity to respond to this inquiry and are happy to be involved in the debate as it develops.

Full Response

Please let us know anything you think we need to understand regarding how effectively regulations work within the sectors in which you have interest or expertise.

Construction is a highly regulated sector due to the inherent health and safety risks, and the need to provide quality workmanship. Regulations are needed to protect workers as well as protect those who will be using built assets upon completion.

Although the industry has regulations for work undertaken on a project, many professions in the built environment are not regulated in law. This means that many professional organisations, such as the CIOB, regulate the profession through award of titles and post-nominals conferred by chartered bodies. Becoming a member of one of the CIOB is completely voluntary, and those who want to practice in the UK are not required to seek membership of the respective professional body in their field.

Employers in the UK typically recognise those individuals who are chartered as highly competent and professional. When it comes to professional qualifications, it is important that employers have the confidence that the individual they are hiring have received a qualification that provides them with the competency and high standards needed to perform well at their job. Furthermore, the qualification demonstrates the individual has undergone assessments to prove that they are capable in the profession.

The new Building Safety Bill is set to bring forward new regulations and standards for the built environment, which will have a positive impact on the industry. From this, a new building safety regulator will be introduced, and will aim to implement a new regulatory regime for high risk residential buildings, oversee performance systems of all buildings and promote competence among industry professionals; specifically building control. Once the bill has been implemented and the new roles have been created, we suggest a review should be undertaken to understand how effective it is and areas to improve.

Please let us know anything you think we need to understand regarding the extent to which the regulatory system is proportionate and/or offers good value for money (for all stakeholders) within the sectors in which you have particular interest or expertise.

It is difficult to assess the value generated from being a professional purely in financial terms. We know that being a chartered member can have added benefits when it comes to tendering as many in the public and private sector will specify for membership to a professional body to ensure the individual is skilled and competent. Additionally, having skilled and competent workers, with the most up-to-date knowledge, will often lead to less faults. Less faults means less money spent on repairs during the project lifecycle, and so this can be spent in other areas which adds value to the project.

As mentioned, becoming a member to the CIOB is not regulated in law and individuals are not required to seek membership to work in their field. However, membership to a chartered body is widely recognised in the UK due to the professional qualifications, Continuous Professional Development (CPD), and rules and regulations a member must adhere to. As a professional body, we set technical and ethical standards that members must adhere. In addition, all members are expected to carry out CPD to enhance their knowledge and skills throughout their professional career. Members are therefore often perceived to be highly competent and dedicated to being a professional in their field.

To better understand the value of professionals and professional bodies for the UK construction industry, the CIOB produced a report titled: [*Understanding the value of professionals and professional bodies*](#). The report examined the social and economic value of a professional and professional bodies and highlighted five key areas in which it adds value: productivity, social mobility, governance and ethical standards, policy formation and international.

In short, professional bodies allows people to enter the industry regardless of their social or economic status, through a variety of membership routes. Members undertake professional qualifications and CPD to develop their understanding of best practice and the latest advancements in the industry, which helps improve productivity and innovation. Corruption and bribery remain too familiar in construction to the extent that people are often hesitant in hiring or contracting out work. Membership increases trust to deliver to high standards that are acceptable socially, economically and ethically. Their connections and value within an industry can help to understand the issues, lean against wrongdoing, provide support for those who are unwillingly being drawn into unacceptable behaviour and discipline those who transgress. From an international perspective, professionals have huge opportunities to supply services and knowledge in global construction markets who have less developed core of professionals. This has an indirect impact on the UK as this increases the UK's 'soft power' internationally and increases openings for UK firms to operate in overseas markets.

Please let us know anything you think we need to understand regarding how effectively the regulatory system serves public interests within the sectors in which you have particular interest or expertise.

There is currently a lack of regulation in the construction industry for professionals and we do not feel as though the current system, where membership is voluntary, helps to serve the public interest. This is due in part to how easily it is for individuals to work in construction trade roles. Currently there are only voluntary licensing schemes, such as TrustMark, which are available for people to use and does not deter cowboy or incompetent builders. The home improvement sector, for example, has seen numerous cases of rogue traders which has led to poor workmanship and lack of trust in the sector. It is, however, more difficult for an individual to gain access to a construction site unless they have a [CSCS](#) card which provides proof that individuals working on construction sites have the appropriate training and qualifications for what they have been hired to conduct.

Professional bodies such as the CIOB work to improve standards at a membership and industry level but also operate with the public interest at heart. This means that professional bodies do not represent the narrow commercial interests of an individual or organisation and instead create an agenda that supports the best interests of the industry and the public. We have a code and high standards our members must meet which reflects the need to be ethical and professional. Further information about this can be found on our website: www.ciob.org/about/governance/royal-charter.

Questions for Regulators

Current Regulation of Professions

- 1. Please tell us in which nation(s) you are a regulator of a profession:**

As a chartered body we operate in the UK as well as internationally.

- 2. Please state the sector(s) you regulate within.**

Construction

- 3. Please state the profession(s) you regulate.**

We are a chartered body for professionals who work in management or leadership roles within the built environment.

- 4. Please outline the rationale for regulation within your sector. Listed below are some no exhaustive possible rationales for regulation you may like to consider in your answer. In each instance, please explain their importance to regulation within your sector**

The CIOB was granted a Royal Charter in 1980 and our objectives are to promote the public benefit of the science and practice of building and construction. We develop educational standards in construction to improve the professionalism and competency of those working in construction. To further understanding of the built environment the CIOB produces and supports research in key areas of public and member interest.

5. Please outline any evidence you have on the consumer protection impacts provided by your regulations.

N/A

International Recognition

6. Please outline your process(es) of recognising someone with an international qualification.

The CIOB offers professional membership as either a Chartered Construction Manager or Chartered Builder. In order to obtain chartership in one of these professions, we require applicants to either have a bachelor's degree, an NVQ at Level 6 or 7, or an SVQ at Level 9 or above, in a built environment subject. If an individual does not have the qualifications but does have the experience, we have an alternative route that they can take to achieve membership.

For overseas applicants, we will ascertain if they have the equivalence of a bachelor's degree at a valid and accredited learning institution. For this we use the UK National Recognition Information Centre (NARIC) database, which we pay a subscription fee to use, often we will also send a small number of qualifications to UK NARIC to gain further information before deciding. If an applicant does not have a bachelor's degree, they can present their professional qualifications that they have received. This will require us to perform independent research, which we will be conducted online and often without full information or verification.

In addition to this, if the documents have not been sent over in English, we require someone to translate it which is done internally and externally depending on the length and volume of the documents and the language it has been written in. To ensure the information we have received is correct and translated appropriately we will liaise with the applicant during this process.

7. Please outline any additional steps and their resource implications that you face in processing applicants with international qualifications?

For individuals who are overseas, the application requires more contact and research to understand if we have the right documentation and information to process it. To ensure the high professional standards of our membership, we conduct further research into the content of the qualification they have received, and we can use existing memberships of other professional organisations in their own country to help us process the application. To improve the process for future applicants we will often retain the information we have learned about an overseas institution and the country's education system structure for future use.

If they have obtained a qualification from a programme not conducted by a university, we conduct further research into the content, structure, and validity of the course to determine whether we can accept their application. The most significant resource implication involved is time of staff and any subscription fees needed to determine whether we can accept the application.

8. With reference to any of the additional steps outlined above, what would you suggest are the priorities for the UK Government in considering future ways to recognise international qualifications?

We believe that the Government must remain within the European Higher Education Area (EUEA), to ensure that any applicant who comes from one of the 48 countries are compatible and are quality assured, thus making the application process less resource intensive. Additionally, it is important to note that the CIOB are not regulators of those working as a professional in the built environment. However, if future bills require registration and qualifications then the CIOB would need to obtain more information from overseas applicants on the quality and validity of the individual's training to ensure they meet UK standards.

9. Do you require legislation to give you powers to make changes to your international recognition routes?

No. As we are not regulators for our industry it means that we have a process internally for our boards and membership to decide on international recognition routes.

10. What level of dialogue do you maintain with your international counterparts? Please outline the benefits and challenges to cooperation.

As a professional body we continue to have contact with other professional and trade bodies representing construction managers around the world. Cooperation with other countries are generally for professional reasons rather than for legal recognition of qualifications. As the UK has no licensing, there is no incentive for other countries to provide recognition within their systems.

One of the barriers we have identified is that there are different terminologies around the title of a construction manager and the requirements for fulfilling this role in different jurisdictions. This can often cause difficulties with recognition; some countries will have full legal licensing requirements and others will only have professional recognition in place. For those with licensing, such as Australia, there are different requirements depending on which state or province you are in, which makes recognition even more complex.

11. What are your priorities for supporting UK professionals on your register to have access to their profession in other countries? Please outline any Government support that would help.

In Europe, membership to the CIOB is not accepted or recognised and this is similar in other countries such as Australia, Canada and the United States of America. The problem with Construction Management is that the job title is not recognised in other countries and many in the profession are seen as Engineers, especially in Europe. In Australia, the rules are incredibly strict regarding qualifications and competencies, making recognition as a CIOB member extremely difficult.

Additionally, the construction industry is in high demand for skills and new talent entering the sector. One route to the sector that will be lost is the Erasmus programme. Erasmus helped to provide free movement and education exchange between universities and institutions, which improved recruitment into the industry. Without this programme, there will be a loss of movement for learners and educators which will add difficulties in recruitment to our industry and we will see a loss of training and knowledge sharing which is important for improving innovation in this sector.

We are working on expanding our communications with governments and university establishments in other countries to have CIOB members recognised in their countries and to ensure that competency is not an issue.

12. Do you have any provisions for the recognition of professional qualifications held by refugees residing in the UK? If yes, please detail what these are and why you have implemented these provisions. If no, please detail why not.

Currently we do not have a separate process for those who are refugees residing in the UK. This is because we have not had someone approach us on this issue. However, as we are not a regulator this means that our process does not have to be rigid and we can create a more accommodating process for them.

One existing process that could help those who are refugees is the two routes to membership. The first route we have gone into detail earlier in this consultation where we require applicants to demonstrate that they have the necessary qualifications. The second route, is if the person cannot demonstrate they have the qualifications but can demonstrate their experience then we can take them through the Chartered Membership Programme, which provides them with some formal learning and ensures that they have the knowledge and competencies to become a chartered member.

Developing Professional Standards and Regulation

13. Please describe the process by which UK professionals gain qualifications to enter the profession, including detail on the types of education and training they must undergo and how long it takes to complete them.

There are several routes to becoming a professional in Construction Management. There are many construction management degrees available at undergraduate level, usually classified as Bachelor of Science (BSc) which should cover topics on project management, the built environment, managing costs and relevant construction legislation. All courses that are accredited by the CIOB will cover the essentials needed to graduate in Construction Management. Another route to becoming a professional is through studying for a foundation degree in construction management, which typically lasts two years and are equivalent to two thirds of a BSc degree; a Higher National Diploma in a built environment subject would be similar. Both would require that an applicant undertake further study prior to seeking membership.

If an individual wanted to obtain an accredited construction management qualification but did not study it at undergraduate level, they can undertake a postgraduate course in Construction Management or Construction Project Management. This will take 12 months to complete. They may also undertake a construction related National Vocational Qualification (NVQ or SVQ) at levels 6 or 7 if they in an appropriate role at the time. Such qualifications also give access to Chartered membership.

14. Please describe the process you offer for professionals who have gained the relevant UK qualifications to be brought onto your register.

The CIOB considers many factors when an individual is applying to be chartered: education, professional experience, membership with other professional bodies and academic achievements. Those who have a level 6 degree and approximately 3 years of relevant professional experience (or 5

years if their qualification is not related to the built environment) are able to undergo Professional Review for Chartered Membership.

We have two routes to Chartered membership if they do not meet one of the above criteria: Chartered Membership Programme or Professional Development Programme. The Chartered Membership Programme is for those who have not gained a Level 6 degree, but who have experience. This programme provides candidates with four modules designed to give them the specialist knowledge and skills required to manage construction projects effectively. Those who have achieved Level 6 but do not have the requisite experience can join the Professional Development Programme, which helps candidates assemble a portfolio of work to show they meet certain key competencies across 12 specific units which covers all the aspects of the Professional Review, including project planning and managing health, and safety and welfare in the workplace amongst others.

15. How often do you review your processes and standards?

In line with our regulated qualifications, we review our standards on a five-yearly basis, or more often if there is significant change within the industry. The qualifications are written to incorporate most minor changes to help future proof them for the five-year period and our professional standards have a similar process.

When we are conducting a review, we will use a variety of ways to ensure the voices of our members and those in the industry are heard. We do this through membership surveys, consultancy with institute members and board members along with providers of training as stakeholders, paid expert consultants, working groups of members, Annual Members' Forum meetings and workshops at this event.

Changes recently have been made to qualifications based on outcomes of recent public reviews and on changes in the construction industry. For example, the increased digitalisation of the industry, funding changes and alternations of the education sector and the introduction of apprenticeships to name a few. We continue to monitor any changes in the industry and legislation wise to ensure that both our qualifications and standards are up to date.

16. Thinking about key changes that have been made to your qualification processes, what has been the cause for this change?

There have been several causes for this change; consultation findings, new legislation and membership.

As stated earlier, we will use consultancies to gather information on both the construction and education sector, and one was on providers in the education sector regarding the size of qualifications. The review of qualifications was in light of new guidance from regulators which looked at the total qualification time and the credit size. We therefore had to take this into account within our own qualification process to reflect the wider education industry.

New legislation also drives changes in our qualification processes. For example, the Hackitt Review and the Draft Building Safety Bill are two important policy changes for the built environment and with the Future of Building Control this has opened up new roles in the sector with the Building Safety Manager that we will need to account for. In addition, the review has flagged up issues in the industry that need to be addressed and as a professional body who provides professional qualifications, we need to be aware of any updates and implications this has on the industry.

As we continue to consult with our members and professional bodies, we also consider current issues within the industry. Recent examples of this includes the recent drive to improve quality and ethics in construction, general legislative concerns around working conditions and modern slavery as well as increased awareness of issues for those using build assets and the clients. To understand where these issues lie, we conduct an internal review which focuses on data of members and where applicants are showing weaknesses within the assessment process.

17. Do you feel that the current standards you set, against which applicants are assessed to enter onto the register, are a fair reflection of the level of skill, training, education, and experience required to practise their profession? Please explain your answer.

Yes. We require that they are qualified to degree level and that they should have significant experience of working at a professional level prior to applying for Professional Review. The standards are set and assessed by fellow professional members and so are a fair reflection of what is required of a chartered construction manager/builder.

18. Please detail any principles of regulation you follow (e.g. proportionality and transparency) and how you uphold them, and whether they support you in your duties as a regulator.

At the CIOB, we are governed by our Royal Charter. Meaning that we have a role to set standards to which members are committed to. Due to this we must do things in a certain way meaning that we are managed by a board of trustees and informed by various governance committees to help ensure that we do things properly and to a high level of standards.

Our qualifications are recognised by UK qualifications and assessment regulators in England, Wales and Northern Ireland (Equal, Qualifications Wales and CEA respectively). To ensure that our membership assessment processes are to the same high standards as our qualifications we run this through the same department.

19. Please detail any requirements you may place on the professionals you regulate and why they are necessary. If you do not impose any requirements, please justify your reasons for not doing so.

For the most part professions in the construction sector are not regulated in law and therefore there are no specified minimum competencies legally established. As a chartered body we help regulate the profession through the award of chartered membership allowing individuals to have awards and post-nominals to demonstrate that they are a professional in that sector. Becoming a member is voluntary and as such there is no restriction to working in the industry if you are not a member of a professional body such as ourselves.

Those who do become members of the CIOB must abide by the [rules and regulations](#) and must undertake CPD as a stipulation of renewal of annual membership. We feel this is necessary to ensure that as a professional they are committed to improving their knowledge and competency and are at the forefront of their profession.

20. Please describe the process by which you determine your application fees. Please set out any principles or guidelines you adhere to when determining fee amounts.

Typically, we adjust our fees based on inflation. Where they are newly introduced or new processes are implemented, the fees are worked out on costs of assessors and time, with consideration to the fees charged by other Professional, Statutory and Regulatory Bodies (PSRBs) in the sector.

Benchmarked against these, we try to avoid large jumps in fees, and we are transparent about any changes to these throughout every process.

Qualification fees overseen by Regulators may not be increased by more than inflation without justification, so this is rarely done, and changes are made to fit into the existing fee regime in the majority of cases.

21. Please detail any changes that you are considering for your sector to ensure the profession you regulate stays relevant to current challenges. Does current regulation allow for you to make these changes?

We are introducing new qualifications for building control professionals and those who will be involved in building safety management which will be in line with the changes coming in as a result of the Hackitt Review and the Building Safety Bill.

22. Please detail any steps you take to help make sure that your standards and processes are adaptive, support innovation and promote social mobility.

The role that professional bodies play within social mobility is complex. Our routes to membership aim to open up people's ability to enter the sector and through promoting education, career choices this enables individuals to gain the knowledge and understanding of what it takes to work in construction. The CIOB prides itself on the number of its members that start their careers in the trades who work progress to become a construction manager.

All of our qualifications and standards are devised in the same ways, to make sure that they are adaptive and we are specifically encouraging of descriptions of innovation – this is one of the standards within the Professional Review for members at both MCIOB and FCIOB and is also encouraged in our regulated qualifications.

The construction industry is a motor for social mobility, and to reflect that we have qualifications at all levels from level 3 to level 7 and our routes to membership has a focus on mobility.

Our Site Supervisory and Management qualifications, along with our Chartered Membership Programme are specifically written to support those moving from a trades/skilled background, and often lacking formal qualifications, to roles in management. We contribute to the development of qualifications and apprenticeships for 14-19 year-olds to support development of new entrants to the industry and encourage professionalism at all levels.

We work with various cross-industry committees to ensure that our standards address these issues, working with industry professionals, representatives of professional bodies and standard setting bodies along with other awarding organisations, regulators and licensing bodies. Our Education and Policy departments are closely linked, allowing for easy communication from and to government bodies regarding training, innovation and encouragement of social mobility.

We regularly respond to policy issues such as social mobility through research and examination of the industry to highlight hidden prejudices that prevents people entering the industry. In 2016, we published a report entitled [Social Mobility and Construction, Building routes to opportunity](#) which highlighted the importance of increasing social mobility and produced a set of recommendations for construction, government and professional bodies. Since that report we have taken steps to tackle the recommendations.

There has been a move to anonymise applications and to provide a level playing field to remove the possibility of discrimination on the basis of protected characteristics and to increase support for all candidates to meet the standards. We have provided more accessible routes to membership among those working within construction and we are in the process of introducing mentoring schemes which we anticipate with further member's knowledge and career prospects.

Continuous Professional Development

23. Please detail any continuous professional development that is required for professionals to remain on your register.

CIOB members are professionals and must ensure that they remain professional and competent by undertaking CPD. We have developed a CPD portal which contains a core of material from our Construction Manager magazine, webinars, local hub CPD sessions and a variety of materials developed by CIOB for members benefit.

We currently do not have a compulsory set of hours for CPD, but we do expect our members to have spent a minimum of 20 hours per year on CPD which they can record on the membership portal. We will complete an audit of our membership and if found to not have completed CPD they will be referred to the Professional Conduct Committee for disciplinary action.

In addition to CPD, members can also undergo a certification scheme where they must present a portfolio of work evidence in order to demonstrate their competency in a particular area, for example conservation. This would require the member maintaining a CPD and job record that is examined every 5 years.

Diversity and Inclusion

24. Do you collect data on the diversity of both your UK and international applications? For example, on gender or ethnic background.

We do collect age, gender and ethnic background data which is used solely for identifying trends across the institute and not for individual identification of candidates or members. The information is not available through the membership database and is not used to determine an applicant's status.

25. Please outline any steps you take to eliminate unconscious bias from your recognition process.

All our Professional Review applications are submitted anonymously to the assessors with no identifying personal details included for example photos, names, addresses, etc. This helps to remove unconscious bias from the process.

We have also implemented a new HR process that encourages staff to undertake a quality, diversity and inclusion in the workplace training course. This course aims to develop staff's understanding of equality and diversity, how the law impacts this, what needs to be done to tackle remaining prejudice and how to promote equality, diversity and inclusion within the CIOB. We do not anticipate that this training affects the application process as it is submitted anonymously but we expect that this will have a wider impact.

26. Please outline any steps you take to support job creation in the profession you regulate.

The built environment continues to see skills shortages across the sector and so the CIOB's focus is to bring skilled individuals into the industry and retain them. We continue to push for a consistent pipeline of work in the sector that prevents the cyclical boom and bust nature of construction. We believe that public investment must be tied to training and job creation, by investing in the different regions within the UK, this will help to boost construction employment and encourage people to enter and stay within the industry.

In order to attract talent into the sector we focus our efforts on the 14-19 age group, a key age for making career choices. We regularly talk to the Department for Education (DfE) as they consult with us on their plans for technical education. Our objective is to help develop new qualifications that are respected by employers, enable students to make informed career choices and improve their employability.

In recent years we identified the use of gamification as an opportunity to attract young people into the sector. In 2016 we launched 'Craft Your Future', aimed at 12-14-year olds. This featured four freely available Minecraft Education Lessons, that can be downloaded by teachers anywhere and accessed via the Minecraft Education Platform. Students taking the classes encounter a variety of problems that reflect construction challenges in cities today. The lessons take place in Newtown, a specially created virtual city in Minecraft, to design, plan, collaborate and build solutions that develop a sustainable future for all its citizens. Exercises also include real life scenarios like the challenge of restoring Battersea Power Station.

Minecraft is being successfully used in schools to teach computer science programming, chemistry, physics, architecture and even introducing some of the world's most famous artists to young people through games like Tate Worlds by the Tate.

Schools in the UK and overseas are using these lessons, and they work equally well for construction employers who get involved in schools to showcase what a career in construction is like.

For more than a decade we have offered students the chance to learn new skills and to win mentoring from industry leaders through the Global Student Challenge. This is open to students based anywhere in the world who is studying a built environment bachelor's degree level course. In teams the students will manage their own virtual construction company, testing their strategic, marketing and financial skills. We also work in collaboration with My Kinda Future to reach more than 4,000 UK schools and colleges to help them learn more about the construction industry and how projects impact society.

27. Please outline any steps you take to attract a diverse workforce to the profession you regulate.

It is well documented that the construction industry struggles to attract a diverse workforce. We acknowledge this and attempt to encourage people at the career decision stage to think about construction and breakdown barriers for those wishing to become a member. Our work on assessments for membership is run in the same way we regulate our qualifications. We work hard to avoid bias and indirect discrimination to all groups which is reflected in our processes. The CIOB has a global membership with representatives around the world and this ensures we are always mindful of being inclusive in our communications and offerings.

Equality, diversity and inclusion is central to the CIOB's corporate plan under our Talented Community theme. We are currently recruiting for an Equality, Diversity and Transformation Lead to help further develop attracting a diverse workforce to the profession both in the UK and globally.

To help us identify and work on issues that cover diversity and inclusion, we have a Diversity and Inclusion special interest group. The group aims to engage with employers and industry bodies to identify and address the barriers to recruiting a diverse workforce and it aims to help the industry appeal to a broader population as a career choice. Using the group, and other experts in construction, the CIOB also responds to government consultations where applicable to ensure the issue is not overlooked from a construction perspective.

Additionally, we use raising awareness campaigns on important dates such as International Women's Day and utilise our social media reach, partnerships and members to do this. Diversity is an issue we continue to work on, and we are frequently posting articles in our leading Construction Manager and Global Construction Review magazines to put this high on the sectors agenda.