

Building the Future Economy

Manifesto for the Built Environment



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Manifesto for the built environment

Construction is the major hidden employer in your constituency. Every parliamentary constituency in this country has thousands of people involved in designing, building, managing and maintaining the buildings and infrastructure which sustain the nation's economy and living standards. Major programmes in health, education, transport, housing and infrastructure renewal depend on construction, an industry which provides direct employment for 2.8 million people in addition to tens of thousands more in the building products industry. Investing in the built environment creates jobs, provides a major contribution to the nation's climate change commitments and results in a legacy for generations to come.

Construction Industry Council

The Construction Industry Council (CIC) is the representative forum for professional bodies, research organisations and specialist business associations within the construction industry. It provides a single voice for professionals in all sectors of the built environment through its collective membership of 350,000 individual professionals and 25,000 firms of construction consultants.

CIC seeks to raise standards, improve practice and ensure delivery. It works with government to review both legislation and policy, to remove obstacles to sustainable development and to promote a low carbon economy. Key proposals are set out in CIC's 'ten key points' at the end of this manifesto.



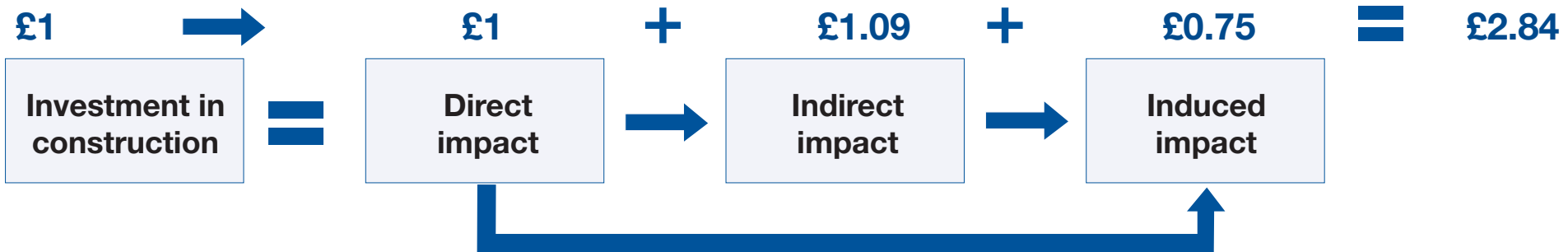
Construction matters

Elections are fundamentally about choices and after the coming election, no-one is in any doubt that tough choices lie ahead. Certain fundamentals remain - if we are to go back to a pattern of consistent economic growth, there needs to be a sustained programme of national investment. The physical infrastructure of this country underpins all the economic and social infrastructure. Recent research from the think-tank Policy Exchange, which indicates that £434 billion will need to be spent by 2020 renewing the UK's tired infrastructure, underlines the challenge. Moving on to specific measures, four other areas stand out - the transition to a low carbon economy, the school building programme, the importance of maintenance and the housing challenge.



Stimulating the economy

Investment in the built environment can spread the benefits of an economic stimulus to all parts of the UK. This point was underlined in the recent report from the economic consultants LEK for the UK Contractors Group which shows that every £1 spent on construction output generates £2.84 in total economic activity.



Direct impact - wage income and corporate profit

Wage income and corporate profit generated in the construction sector, plus spend on non-labour inputs.

Indirect impact - increase in output and income in the supply chain.

Sectors that benefit from increased construction output include manufacturing, real estate, business services (including architecture, planning and surveying), mining, quarrying and transportation.

Induced impact - including increase in household income as a result of increased employment.

Increase in household income as a result of increased employment / income in construction and other sectors leads to increase in spending and demand / output in the overall economy.

This report reveals that in relation to the total economy the following additional benefits accrue.

- Every £1 invested in a school generates around £1-2 longer term economic impact in the economy through higher educational attainment.
- Investment in construction is vital to the low carbon agenda.

- Of every £1 spent, 92 pence is retained in the UK.
- Construction provides 28.5 jobs per £1 million invested (40% more than manufacturing).
- Each £1 spent yields a return of 56p to the Exchequer – net investment is therefore 44p.

A full copy of this report is available from the UKCG's website on www.ukcg.org.uk



Transport investment

A fully functioning and developed UK transport system is a vital component for continued economic prosperity. A 5% reduction in travel time for all business and freight travel on the roads alone could generate around £2.5 billion of cost savings. While recognising the pressures on public spending there remains a strong economic case for continued investment in transport infrastructure both at strategic and local level. With significant changes in funding anticipated, a hierarchy of investment needs has to be developed prioritising: maintaining and safely operating our network; making better use of existing transport systems and then; making targeted infrastructure improvements.

Current challenges

In an uncertain economic climate, the country faces a number of crucial challenges, in relation to job creation and training, carbon reduction targets and infrastructure renewal. The savage economic downturn has already resulted in major cutbacks in privately funded construction work. This can be seen in huge falls in the numbers of all types of new buildings under construction in addition to marked declines in repair and maintenance, refurbishment and demolition activities.

While spending on some major projects such as Crossrail, the Olympics and the schools building programme is likely to continue in the short term, it is widely expected that there will be major cuts in public spending in the future.

New thinking, new methods of achieving efficiency and innovation in both technology and finance will be needed for the challenges ahead. The good news is that much can be done which is self-financing. If we pursue a sustained programme of energy efficiency within the built environment, long-term savings result which benefit all.



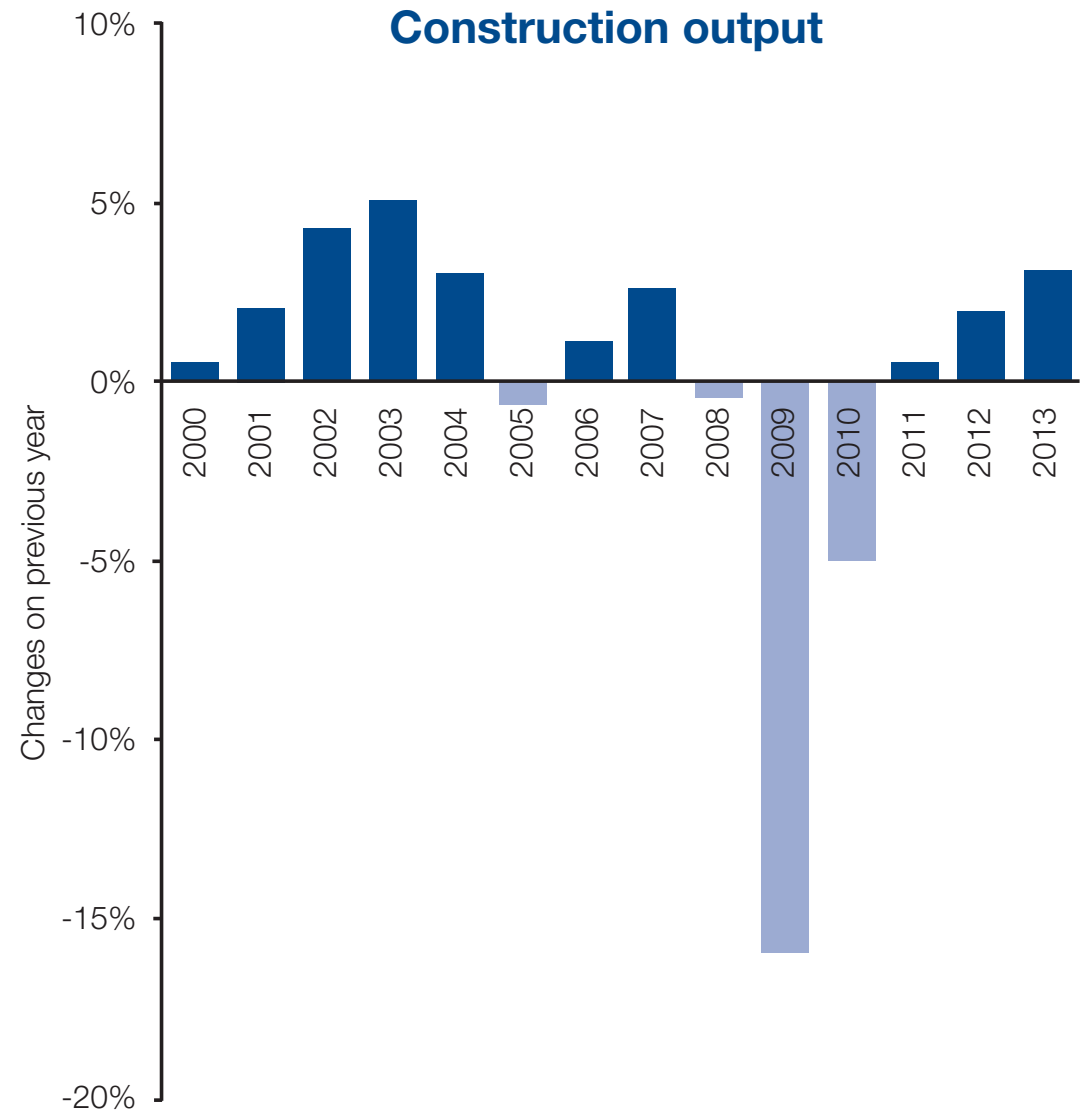


The economy

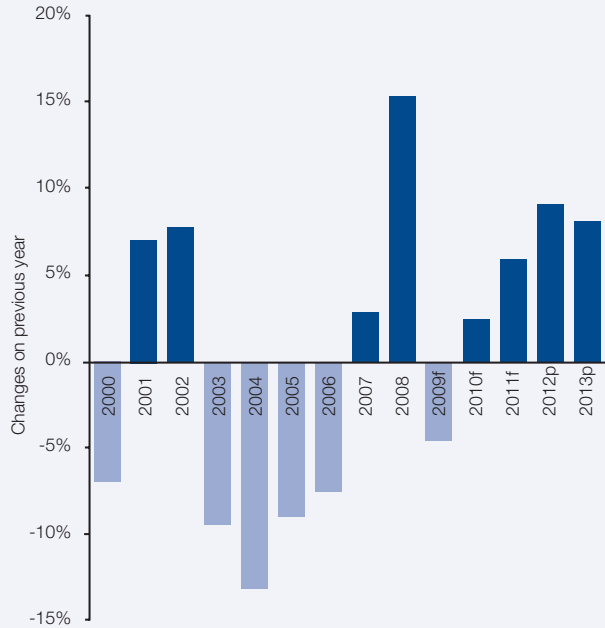
The construction industry is a major barometer of the nation's economic activity. Although recent news has been better, the economic outcome is still uncertain. Unemployment levels are now high, affecting consumer and business confidence in the medium term. Although interest rates have reached an historic low and the Bank of England's programme of quantitative easing seems to have had a positive effect, the speed and severity of current economic circumstances has had a severe impact on every aspect of construction activity.

The full extent of the downturn in construction can be seen in recent data from the Construction Products Association. These figures illustrate the following:

- the current fall is the most pronounced ever experienced in construction;
- public spending is expected to fall sharply in the medium term;
- private sector construction recovery is dependent on other factors such as credit availability and unemployment; and
- output in 2013 is predicted to recover to only 1999 levels.

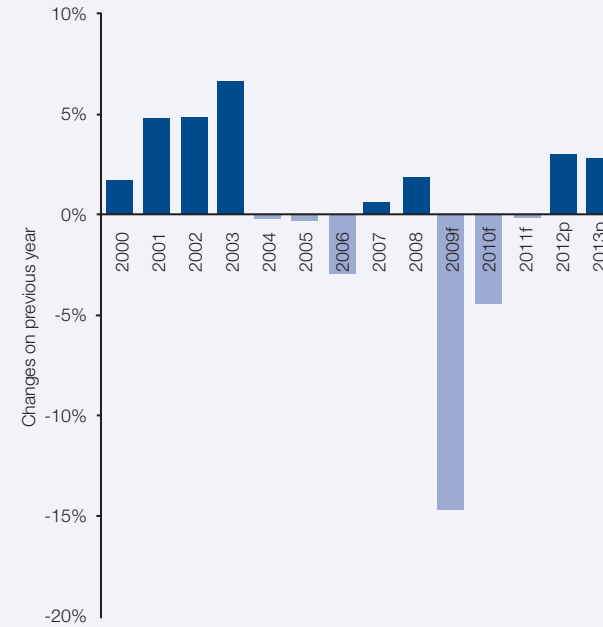


Infrastructure



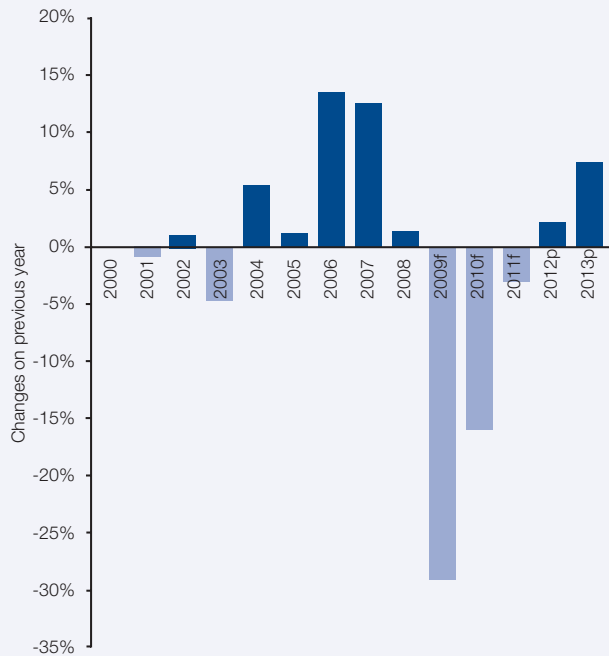
- Rail should be relatively isolated from funding cuts
- Crossrail
- Highways Agency investment in roads
- Harbours projects in the pipeline but on hold
- Energy projects will begin to have an impact

Repair and maintenance



- Fall in private housing r&m due to credit and job insecurity
- Public sector r&m to fall from 2010/11 (e.g. as Decent Homes programme ending)

Commercial



- Office building to fall over 50% by end of 2010
- Retail building to fall over 40% by the end of 2010
- PFI viability remains a concern because of poor credit availability

Public non-housing



- Health and education to drive growth in the short term
- Spending will almost inevitably fall medium term
- Olympics to partially offset falls until 2012



Housing

The credit crunch and the economic downturn have resulted in house price volatility and a sharp reduction in the numbers of new homes built in the UK.

The map on the right indicates on a regional basis, the percentage falls in the number of new houses being registered with the National House Building Council (NHBC). Throughout the UK, the number of registrations have fallen from 106,894 in 2008 to 88,083 in 2009 representing a fall of 18% nationwide. The number of homes started by house builders last year is now at the lowest level since records began in the 1950s.

This drastic fall-off in house-building affects not just jobs in the construction sector but is setting in train the possibility of a further house price 'boom' in years to come as supply fails to keep up with demand.

These numbers are stark. The Green Paper of 2007 set out a target of 240,000 as the number of new homes to be created annually from 2016. The actual number completed in 2009 was 118,000! As far back as 2004, the economist Kate Barker pointed out that one of the ways to regulate price growth would be to increase the number of new homes built.

We need to build enough homes to house our growing population, and these need to be of a suitable quality and size to allow for changing and diverse needs. To achieve this, we need a planning system that delivers, local authorities that are incentivised to provide more housing, a mortgage market that functions effectively and sustained investment in housing by councils, both for rent and in shared ownership.

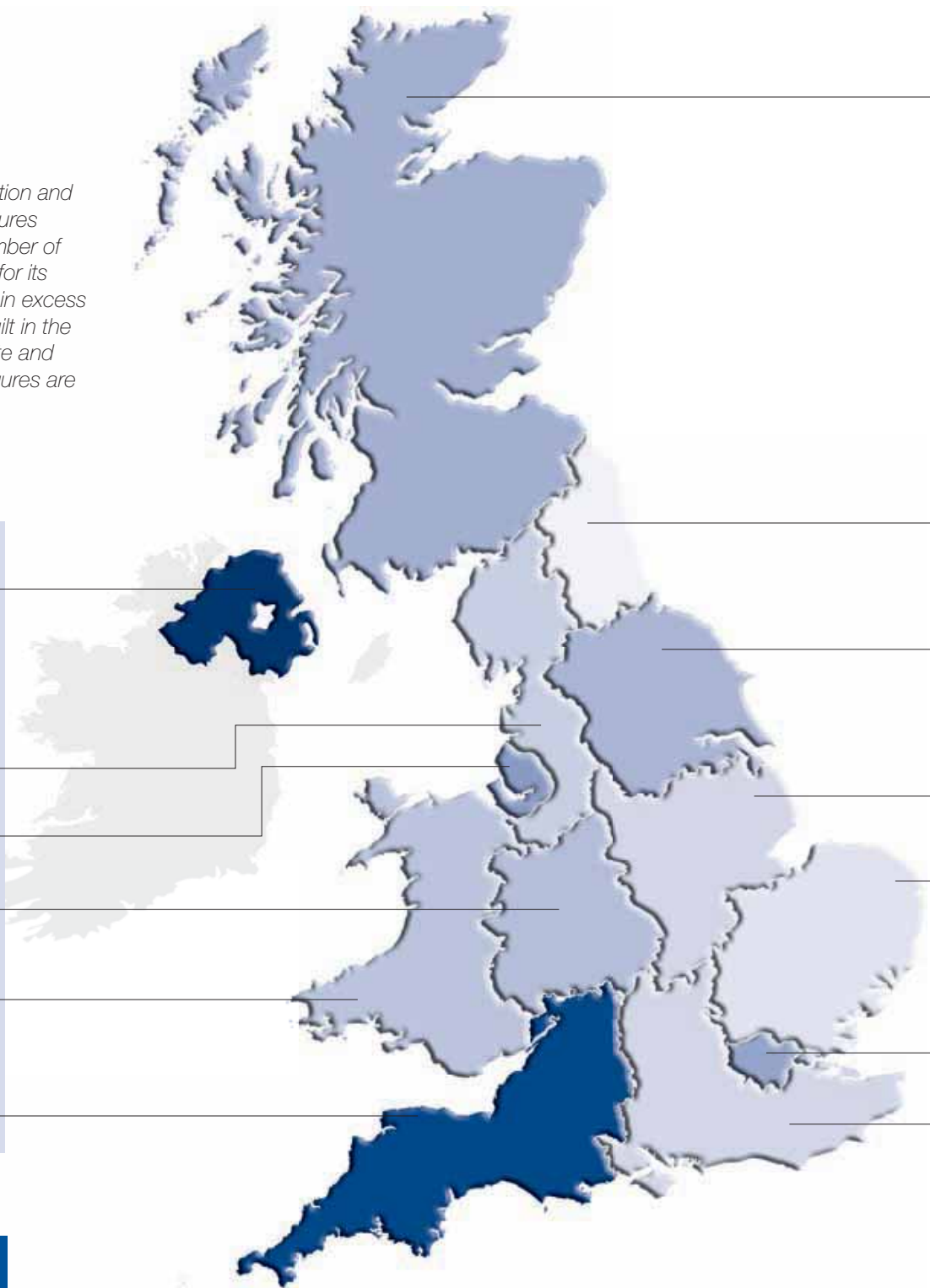
Long term

Housing is too important to be a political football; we need to think in a long-term way about how to house our population. To do that we need a strong and stable construction sector that facilitates a healthy, robust and sustainable house-building industry post-recession.



Falls in new homes registered

NHBC statistics provide up to date information on new home construction and the house-building industry. The figures relate to percentage falls in the number of new homes registered with NHBC for its ten-year warranty, which represent in excess of 80 per cent of all new homes built in the UK. These figures cover both private and public starts. The latest quarterly figures are available on the NHBC website.



Northern Ireland **18%**

North West **-16%**

Merseyside **-41%**

West Midlands **-24%**

Wales **-21%**

South West **1%**

Scotland **-30%**

North East **-3%**

Yorkshire & the Humber **-28%**

East Midlands **-13%**

Eastern **-8%**

Greater London **-36%**

South East **-13%**

Total for England **-17%**
Total for UK **-18%**



Climate change

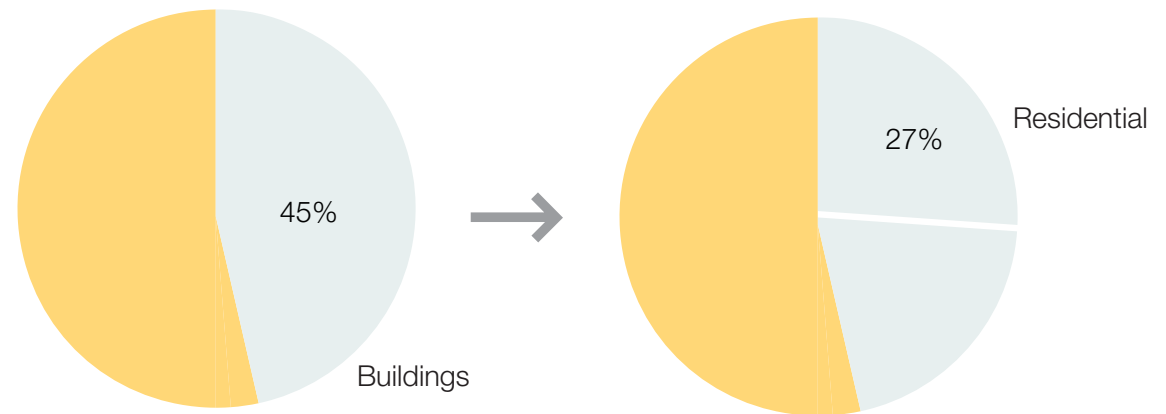
While the economic challenge is immediate, there is also a growing recognition that so too is the issue of climate change, as underlined by the Copenhagen accord.

The construction sector has a huge part to play in delivering our carbon commitments which are now legally binding targets within the Climate Change Act 2008 and the new system of carbon budgets. Energy used in buildings accounts for around 45% of the UK's carbon emissions, with the production of

building materials accounting for a further 10%. In conjunction with 'de-carbonising' the power producing utilities which are our energy supply sources, the other main pillar of the carbon reduction strategy has to be reducing carbon emissions which stem from the built environment. The major element in this has to be a massive drive to refurbish our existing stock of domestic and commercial buildings as well as tough new standards for new construction enforced through tighter building regulations.



Total UK CO₂ emissions



Refurbishing the existing stock

Given the long life of buildings, a major programme of adaptation and refurbishment will be needed to improve the energy efficiency of the existing stock. This might involve a mix of approaches such as improving insulation levels, district heating schemes and heat pumps coupled with incentives such as feed-in tariffs.

The job creation potential of refurbishing the existing stock can be gauged from a recent scheme in Yorkshire. Kirklees Council has launched a scheme to roll out home insulation across the Kirklees district. 'Kirklees Warm Zone' offers cavity wall and loft insulation free of charge to all suitable

households regardless of household income or property size, which greatly increases take-up rates.

During 2009 all 143,000 households have been visited. Some 124,039 energy assessments were carried out; 36,134 properties had loft insulation installed and 16,942 had cavity wall insulation inserted. Over 100 jobs were created directly for three years and indirectly an additional 29 jobs per year were generated.

Installations are proceeding at a rate of around 600 every week, making this easily the UK's largest insulation scheme.



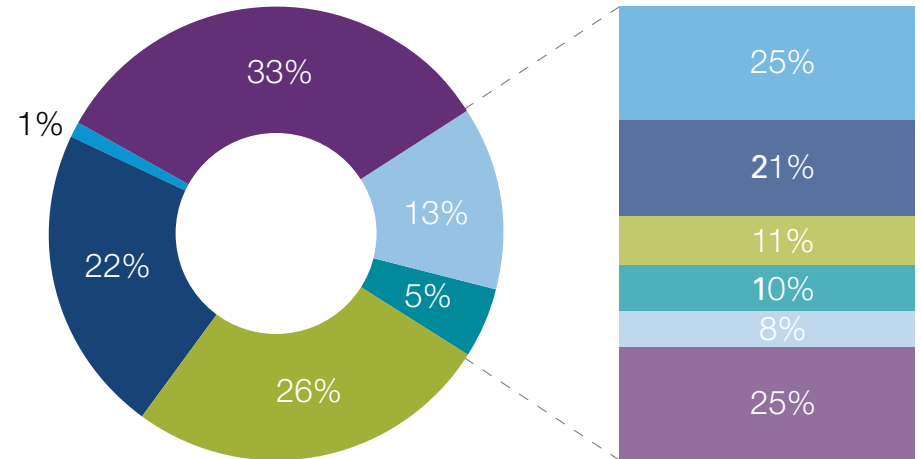


Moving forward

Good work has already been done in preparing for a low carbon future. Targets have been established to ensure that all new homes will be zero-carbon by 2016 and all new buildings by 2019. We cannot however rely on new development to ensure a sustainable future. As the vast bulk of the existing building stock will still be in place in 2050, controlling carbon emissions will require the modification of these buildings.

The scale of this challenge can be gauged from the fact that some 27% of the nation's carbon emissions come from residential sources. This is not surprising as the UK's housing stock is among the least thermally efficient in Europe. Upgrading our existing stock by improving insulation and reducing carbon emissions is therefore even more important than simply building new energy efficient homes. We need to ensure that the planning and regulatory framework supports and encourages the necessary changes.

UK Carbon Emissions for the whole economy and broken down by non-domestic building type



Source: BRE 2006

- Transport
- Commercial and Public buildings
- Industrial buildings
- Domestic buildings
- Industrial process
- Agriculture
- Factories
- Retail
- Hospitality
- Warehouses
- Commercial Offices
- Remainder
Govt Estate 3%, Other public offices 1%, Health 3%, Higher education 3%, Schools 4%, Sports/Heritage 4%, Transport 3%, Other 4%



Government must focus on how to deal with our existing buildings and communities and bring forward appropriate, costed and comprehensive proposals to reduce the use of energy, and encourage the growth of low carbon and renewable energy technologies. We must also address emissions from transport when planning new communities. High speed rail links and the electrification of the railways are examples of two ways of promoting a low energy future.

Energy generation

In the next twenty years, the UK will also need to roll out low carbon energy generation on a massive scale. Coal power stations must close along with ten ageing nuclear power plants. All but one of these has to be shut down within the next fifteen years. Coupled with the drive to produce 15% of the nation's energy from renewables by 2020, this means that government must work with the construction industry to resolve any issues that may delay this vital programme of energy generation.

Skills

Education is the key to equipping construction sector professionals and the wider public with the tools and knowledge they will need to play their part in reducing carbon emissions.

The professional organisations which comprise the membership of CIC are already reviewing their education programmes and requirements to ensure that all members have the knowledge and skills to respond effectively to climate change. These professional bodies recognize the need to work with universities and other education partners to ensure that climate change is given necessary prominence in professional education and training.

Construction relies on a work force with a wide range of skills; architects, technologists and engineers who design buildings and infrastructure; surveyors who carry out costings; and managers who oversee the building process and ensure the efficient running of the building when complete.





Even before the current economic downturn, large numbers of workers at all levels were entering the UK to fill jobs in the construction industry. The specialist skills demanded to meet the high specifications and low energy requirements of today's buildings and infrastructure require new levels of expertise which are in short supply. The announcement that the university sector will be cut by £449 million is a disturbing trend. These cuts cannot be allowed to affect the technical training that both the wider construction industry and the country vitally need.

Skills gap

The construction industry now has concerns that since fewer are joining the industry due to the current recession and the number of places for those in training or apprenticeship has been cut back dramatically, another 'skills gap' will widen in a few years time as the economy rebounds, unless there is a commitment to encourage employers to invest in training and to develop new skills at all levels. The availability of a trained highly skilled work force will be vital to the recovery once the economy improves.

The construction industry faces major challenges in the coming years, in responding to tighter building regulations and other regulatory requirements leading to tougher sustainability targets. A trained and flexible workforce is necessary to achieve these targets.

Skills development cannot simply be viewed within the national context. Construction skills in the form of design expertise as well as quality management and innovation are also a major element in the ability of UK construction firms to earn valuable overseas work. This work has grown steadily in the last twenty years and has considerable potential.

Ageing workforce

The construction industry has an ageing workforce. Many skilled professionals are due to retire and with them skills will be lost. Research by the Chartered Institute of Building has shown that many professionals are working in retirement because the skills are not available to replace their expertise. It is crucial that the industry invests in tomorrow's leaders today, to ensure an innovative future for construction and its growth.



Diversity

Just as we train for the skills needed for the future, so we need to promote greater diversity within the construction workforce. Although women comprise just under 46% of the workforce and 41% of all knowledge workers, they make up only 12% of the total construction workforce. This imbalance is reflected in the construction professions although there are higher proportions of women within landscape architecture and planning. The overall picture is much the same in relation to other disadvantaged minorities. The construction industry is disproportionately white, male and able-bodied.

CIC is working with the construction industry to promote access to construction from all sections of society to achieve a diverse and vibrant industry. Towards this end, the Construction Industry Council fully supports the Fair Access to the Professions initiative and has also recently produced a study entitled 'Building the Future: How Women Professionals Can Make a Difference'. Following on from this research, CIC has pledged to monitor data on diversity within the construction professions on an annual basis.

Planning

To succeed in infrastructure renewal and building refurbishment (especially within the context of our climate change goals), the UK needs a clear planning system that incorporates long term decision making and delivers certainty for large scale investment decisions.

Planning currently takes place at several different levels: within the UK as a whole; within the different nations; and at the regional or local level. There are separate national planning frameworks in Scotland, Wales and Northern Ireland, raising the question of why there should not be a similar National Planning Framework for England, setting out a clear vision for the future distribution of population, development and infrastructure, taking account of natural resources and constraints.

A delicate balance has to be achieved in relation to planning: mixing speed of decision making, clarity of purpose, professional expertise and a democratic input.

At a regional, sub-regional and local level we need:

- clear statements of future needs;
- predictable decision making, in a reasonable and cost-effective timeframe;
- opportunities for individuals and communities to be heard, whilst recognising that some decisions have national and strategic importance; and
- a system that inspires and facilitates innovative thinking and development.

Local areas (individually or in partnership), should also outline a vision for their future in a development plan. This will clarify for residents and investors how planning decisions will help to shape the area's future.

Major infrastructure

Critical decisions have to be taken within the next decade on where we site vital energy and other major infrastructure. The UK needs a policy framework with a clear vision on which to base these decisions.

Either the current National Policy Statements on major infrastructure (set up to guide infrastructure providers' investment decisions and to inform communities about why development is needed), or frameworks that set out similar national priorities must be implemented by the next government.



The new Infrastructure Planning Commission (which assesses major infrastructure development, delivering faster decision making and providing better community engagement), or another body that delivers similar processes and outcomes is vital to the UK's economic wellbeing and climate change goals.

Better decisions faster

Further refinement of the planning system is needed to strike a balance between speed and quality in decision-making. This can include the continued review of permitted development rights and the use of local development orders. Such refinements enable development to take place without burdening developers, local authorities and communities with making case by case decisions.

The current successful approach to Building Regulations and enforcement should be maintained, but with more integration with the planning and development team at the start of projects.



Investing in quality building

Achieving long-term value for money in publicly procured buildings relies heavily on the quality of design. Buildings need to be built to last and meet the changing demands of the future. Poorly designed buildings have short life-spans and are both financially and environmentally unsustainable. By being smarter about how we procure public buildings, by putting design at the forefront of the process, we can save money, reduce the time for procurement and produce better designed, high-quality buildings for those who are going to be using them well into the future.

This office block in Great Oak Business Park in Llanidloes in Wales is a steel and timber frame structure which is naturally ventilated using no refrigerants, cooling system or humidification. Trickle ventilation has also been employed. Heating is via an underfloor system and thermal zoning has also been accounted for with individual thermostats within each of the office areas.

The building has achieved a BREEAM (Building Research Establishment Environmental Assessment Method) rating of 74.43%. The quality of this building was recognized as it was granted the BREEAM office award for Wales.





Health and safety

Construction is a dangerous industry, one which the report from Rita Donaghy 'One Death Is Too Many' described as the most hazardous sector of the economy in which to work. CIC has contributed to the Donaghy report and welcomes the recommendation which calls for additional health and safety training for smaller and medium sized companies (SMEs), a sector which features disproportionately in the statistics.

Other recommendations in this report, such as the proposed extension of the Building Regulations so that health and safety processes should be included when considering building control applications or building warrants illustrate how the construction professions could be used to promote health and safety awareness. This extends beyond accidents. The continuing issue of asbestos exposure highlights the fact that safety concerns are a long term health matter extending beyond the workplace.

The leading role of the construction professions in designing structures which are safe to construct, maintain and decommission can never be under-estimated. Organisations such as CIC, are mounting a concerted effort to create a framework in which the right blend of skills, knowledge, behaviour and experience can be developed within organisations and individuals in the health and safety realm. The development of this 'competency-based approach' seeks to create an environment in which health and safety is paramount.

There are many facets to the health and safety story. It is not just a matter of training, behaviour patterns and legal or corporate responsibilities; it is also a question of cost. Work accidents and ill-health result in losses in time, money, contracts, equipment, materials and reputations. Whether the recommendation in the Donaghy report that there should be positive duties on directors to ensure good health and safety management will be implemented remains to be seen. The trend however is clear. The profile of health and safety issues in construction is growing steadily.

Olympic health and safety standards

Right from the beginning of the Olympic project, health and safety has been identified as a priority. Bearing in mind that construction on the Olympic site is equivalent to building two Terminal 5s in only half the time taken for that project, the excellent safety record so far is worthy of note. Some of the ways in which this record has been achieved include the following.

- The ODA ensures that principal contractors take full responsibility for subcontractors' work.
- Contractors must ensure that migrants are fully aware of health and safety standards on site.
- All new workers go through an induction before commencing work on site which includes a medical assessment.
- A condition of employment, supported by the trade unions is that all workers on site must undertake drug and alcohol testing.
- There are education and health promotion campaigns across the site and a telephone hotline, independent of any contractor, which workers can call if they have health and safety concerns.





Procurement and investment

Any investment in building or infrastructure ought to be seeking to achieve the best value possible. This means designing a building that is of a good quality which takes into account the 'whole life costs' of the building, that is the costs of running and maintaining the building or piece of infrastructure as well as the costs of building it in the first place. Good design should be encouraged through the planning system and supported by tools such as design review (i.e. a system of peer review where architects and other professionals support the planning officers and the designers of the scheme). Design quality is measurable. Systems such as the design quality index (www.dqi.org.uk) provide a method of evaluating the design and construction of new buildings and the refurbishment of existing buildings.

If an efficient planning system is an example of saving money, by promoting speedy but fair decision making, it is equally vital that the way we construct buildings, from initial design through to choosing the correct contractor needs to be carefully thought through. Procurement has been the source of much wastage of money in the past. Simply choosing the lowest bidder or the cheapest design is often a bad option.

The need for effective and efficient procurement processes is crucial for clients and suppliers. We need to cut out unnecessary costs and the best way to do this is for clients to ensure they have the skills and knowledge to procure effectively. This will help ensure best value. However, it is important that best value in procurement is a balance between cost, time and quality and not just the lowest price.

One critical factor is the necessity for Small and Medium sized Enterprises (SMEs) to have fair access to the procurement process to make talent and ability the drivers in procurement. Currently, qualifying criteria, such as turnover restrictions (in prequalification processes) and a prior track record in delivering projects are precursors to access to procurement frameworks, often to the detriment of SMEs and ultimately to the client.



Counting the cost of procurement blunders

Engaging the supply chain early in the procurement phase can help avoid delays, spiralling costs and legal disputes. “Early involvement in building up a target cost means transparency and far fewer surprises later in the job,” says Costain Commercial director Patrick Bruce. “Fixed-price lump sum bids may seem cheap at the beginning but they rarely end up that way. Cheap can get nasty.”

High profile examples of fixed-price projects that have overrun include Wembley Stadium, which opened 18 months late in April 2007. Litigation between developer Multiplex, now called Brookfield, and steel supplier Cleveland Bridge ended in September 2008. “With target cost, there is more flexibility. At St Pancras International, there was a lot of debate and compromise between the four joint venture partners but the job was delivered on time and on budget to the highest quality,” says Bruce.



Helping clients build better buildings and infrastructure

Public sector bodies are currently charged with building new schools, hospitals, roads or wind farms which many have never done before. This means that they are often not clear about what they want from a particular project, what is achievable and what they should demand from the designers and contractors. They need to be supported with client advisers, working with designers up-front to ensure that they are better advised and supported to develop and test a better brief to reflect their needs and aspirations and result in a building that lasts.

Getting finance flowing

Construction is a financially self-supporting industry that thrives on competition. Businesses range from local builders to specialist contractors forming a wide spectrum from professional practices through to international PLCs.

Liquidity, by which we mean both the amount of capital available for investment and also the ability to convert an asset into cash, is the lifeblood of the process. The liquidity provided by a smoothly flowing financial system is vital to support new projects, purchase materials, employ people, train and invest in technical innovation.

The current economic uncertainty has seen major challenges to established financing methods, such as the private finance

initiative (PFI). As we move forward, it is likely that new methods of financing will have to evolve.

Cash flow and taxation

At a more basic level, cashflow is the crucial issue for ordinary business operations. Despite campaigns, the vast majority of specialist suppliers never get paid in 30 days.

Taxation is also an area which can be used to stimulate and incentivise business activity. VAT remains a disincentive for property owners to invest in renovation and carbon saving measures.

Building prosperity

The construction industry literally builds Britain's future creating the buildings and infrastructure which will be with us for many years to come. The industry wants to work with government which is both a major client and a regulator. Government policies across the board, from the economy to sustainability, through to training and the legal framework, all directly impact on the built environment and the industry which employs millions of people sustaining it.

Construction can create jobs at all levels throughout the country, while long term savings for decades to come can be achieved by investing in sustainable community infrastructure. Only government can create the framework to do this. The Construction Industry wants to work with government in building prosperity.

Looking ahead

The built environment defines the social infrastructure of the country. The homes in the communities that we live in, our hospitals and our schools in large measure determine our quality of life.

As we emerge from the most severe downturn in decades, the new government will face a very different economic situation. Although public expenditure cuts are almost inevitable, no-one can be clear where the axe will fall and the effects will be very different when viewed from a regional perspective. As most construction activity in the country is privately funded, a key challenge in the years ahead will be to target new sources of private finance and adapt our procurement systems so that more can be delivered for less.

Good ideas are already in evidence. The DECC strategy document 'Warmer Homes, Greener Homes : A Strategy for Household Energy Management ' contains some interesting initiatives for the construction industry. These involve low technological solutions such as cavity and loft insulation for all homes by 2015 (where this is practical) and more innovative technology in the form of 'smart meters' for every household by 2020. New financial initiatives such as a 'Pay as you Save' scheme, whereby the cost of energy upgrades are attached to the home, not the homeowner, are also outlined in this report.

In ten years time, it is predicted that there will be a core of up to 65,000 people employed in the new industry of 'energy efficiency' with potentially several times that number in the supply chains.

The question of how the UK construction industry functions in a low carbon economy is currently a central focus for the new Chief Construction Adviser, a post and role that CIC strongly supports. This adaptive and versatile industry is rising to this challenge thereby benefiting everyone.

The Construction Industry Council (CIC) is based in the Building Centre, 26 Store Street, London WC1E 7BT. A full list of CIC members can be found on the CIC website at www.cic.org.uk. For further information please contact Ciaran Molloy at cmolloy@cic.org.uk



Ten Key Points

The construction industry has a central role in delivering the low carbon economy, whether this is through the refurbishment of the existing building stock or the development of new buildings and infrastructure. To deliver this low carbon economy and provide a 'value for money' return on investment in relation to the built environment, the industry in partnership with government must strive to achieve the following goals.

1. Maintain construction commitments in programmes such as education and infrastructure renewal to achieve long term national economic benefits.
2. Promote future job creation and skills development in the workforce by sustaining training and apprenticeships during the economic downturn.
3. Secure 'value for money' by properly resourced maintenance programmes, quality design and construction, and efficient procurement processes.
4. Balance speed and fairness in the planning system at all levels, from the massive changes needed to facilitate large-scale power generation through to the local level.
5. Achieve carbon reduction targets and job creation by pro-actively upgrading the energy efficiency of the existing building stock, a self financing exercise as long term savings result.
6. Support construction by means of a smoothly run financial system backed by policies on taxation which promote enterprise and growth.
7. Think in longer time frames to achieve the long term changes we need in transport, energy and sustainability, as opposed to stop/start cycles.
8. Appoint a full-time Minister of Construction and give the new Chief Construction Adviser a fully resourced office to achieve a 'joined up' approach which will back up major government programmes in housing, education, health, infrastructure and carbon reduction.
9. Promote access to construction jobs to all sections of society to achieve a diverse vibrant industry.
10. Pursue a policy of zero tolerance of fatalities and injuries.