

# **I** INFRASTRUCTURE Intelligence

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## Message from the editor



**W**elcome to the latest edition of our bi-monthly digital magazine.

As ever, it's packed with news and features focussed on some of the hottest topics facing our industry.

We celebrate the opening of the hugely popular Elizabeth line and the collaboration it took to deliver the project.

We also take our hats off to our friends at ACE on the launch of their brand new equality, diversity and inclusivity campaign

And we remind ourselves that social value has never been more vital for both the infrastructure and construction sectors and, not to put too fine a point on it, actual real people, communities and society as a whole.

Elsewhere, we couldn't help but notice that current global events are raising the very real possibility of net zero dropping down the political agenda – not a good trend when the Climate Change Committee is already saying that current programmes will not deliver net zero.

We're also pleased to dedicate our front cover to a new initiative raising the hugely important issue of domestic abuse that campaign organisers, and ourselves, hope will be taken on board across the whole industry.

In the meantime, please feel free to visit us online at [www.infrastructure-intelligence.com](http://www.infrastructure-intelligence.com) and sign up for our free twice-weekly enewsletter, packed with a mix of news, features and industry opinion.

**Rob O'Connor**

Editor  
Infrastructure Intelligence



# Mark Reynolds appointed as CLC co-chair

Industry leaders have welcomed the twin appointments of Mace group chairperson and CEO Mark Reynolds as new co-chair of the Construction Leadership Council (CLC), together with Atkins UK and Europe CEO Richard Robinson for the newly created deputy CLC co-chair role.

One of UK construction's most recognised executives, Reynolds succeeds Andy Mitchell as co-chair.

Reynolds said: "I am delighted to take on this exciting co-chair role following the great work by Andy over the last four years. During that time, I have seen first-hand how the CLC can make a real difference for companies across the whole of the industry.

"We have faced, and continue to face, challenges that no one organisation can tackle on its own, such as the cost of

inflation and impact of rising energy prices, global supply chain pressures and ensuring our collective progression to net zero.

"I am also very pleased to be working with Richard Robinson on this agenda, who will strengthen our collective leadership and capacity in his role as deputy co-chair.

Association for Consultancy and Engineering (ACE) CEO Stephen Marcos Jones welcomed the two appointments, saying: "ACE will continue to be a supporter of the CLC, working closely with Mark, Richard and other stakeholders, to ensure the views of all our members – large and small – are heard clearly by government."

[Click here to read more on this story.](#)



Mark Reynolds has been appointed as new CLC co-chair.

# 250,000 extra workers needed by 2026, says CITB



The construction industry must find more than a quarter of a million extra workers by 2026 to keep pace with demand, says the Construction Industry Training Board (CITB).

According to the organisation's latest Construction Skills Network report, an extra 266,000 workers will be required to meet projected UK construction demands.

The report comes as the CITB urges industry and government to come together in refreshing the way the industry hires and trains, making construction an attractive place for everyone to work.

Tim Balcon, CITB CEO, said: "Construction is vital in supporting the backbone of the UK economy. The industry has a lot to offer, and there is so much potential to engage in a career that sees you enter the industry as an apprentice and leave it as a CEO. The industry needs to use its many strengths to attract and retain top talent in a competitive recruitment landscape."

[Click here to read more on this story.](#)



Tim Balcon, CITB CEO.

# CCC warns current strategy will not deliver net zero

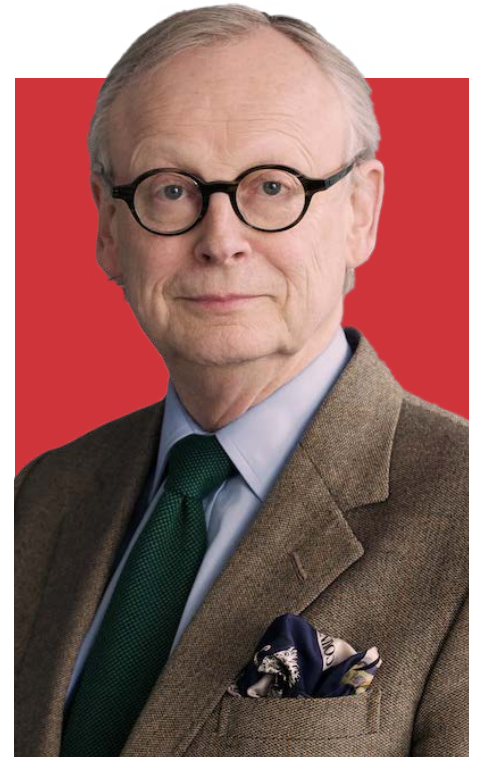
The UK government's current programmes will fail to deliver net zero, according to a hard-hitting report from the independent Climate Change Committee (CCC).

In its first comprehensive appraisal of UK's net zero strategy, the CCC finds major failures in delivery programmes towards the achievement of the UK's climate goals and warns that the current strategy will not deliver net zero.

Lord Deben, CCC chairman, said: "The UK is a champion in setting new climate

goals, now we must be world-beaters in delivering them. In the midst of a cost-of-living crisis, the country is crying out to end its dependence on expensive fossil fuels. I welcome the government's restated commitment to net zero, but holes must be plugged in its strategy urgently. The window to deliver real progress is short. We are eagle-eyed for the promised action."

[Click here to read more on this story.](#)



Lord Deben, chair of the Climate Change Committee.

# Last-ditch funding for TfL

Leading industry figures have renewed calls for a long-term funding settlement to be agreed between the UK government and Transport for London (TfL).

The calls came after the latest last-ditch, short-term funding extension – the 11th such emergency stop-gap deal in the long-running saga – was only agreed after funding was due to

come to a grinding halt on 23 June.

But the new emergency funding extension only lasts a few short weeks, until 13 July, and mayor of London, Sadiq Khan, said: "The pandemic is the only reason TfL is facing a financial crisis. If the government continues to refuse to properly fund TfL as we desperately need, TfL will have no choice but to put our transport network into managed decline."

Transport secretary Grant Shapps hit back, saying: "TfL's services are at no risk, unless you want them to be, and should not be undermined for political ends. As we have stated before, we will continue revenue support, in further temporary deals if necessary. We remain open to giving you a longer-term capital settlement. But it will require a reset of the relationship."

Railway Industry Association chief executive Darren Caplan said: "There clearly needs to be a longer-term deal and we strongly urge the DfT and TfL to negotiate a properly funded multi-annual settlement as soon as possible. Doing so will ensure that the work on vital rail upgrades can go ahead, which ultimately benefits passengers, boosts jobs and investment and ensures value for money for the taxpayer."

[Click here to read more on this story.](#)



A long-term funding deal for TfL has still to be agreed.



# All aboard the Elizabeth line

London's transformational Elizabeth line is already proving to be hugely popular with passengers, with more than one million journeys taking place within five days of the new line opening on 24 May.

The new railway is the most significant addition to the capital's transport network for a generation.

Nine brand-new stations in central London are opening and the new railway will provide new journey options and support wider regeneration and recovery from the pandemic - creating jobs, business opportunities and a huge economic boost for the country.

It will also connect London's major employment centres and increase central London's rail capacity by 10%, the largest single increase in the capital's transport capacity in more than 70 years.

Businesses from right around the UK have benefited from work connected to the Elizabeth line. Throughout its construction, the railway has had an extensive supply chain which has supported businesses of all sizes and jobs and skills creation across the whole country.

The mayor of London, Sadiq Khan, said: "This is a huge moment, not just for London but the entire country - particularly in this special jubilee year. This brand-new line is the most significant addition to our transport network in decades. It will add billions to our economy and is set to serve up to 200 million passengers each year. The Elizabeth line is much more than just a new railway - it will provide a crucial economic boost to the whole country and help to turbocharge our recovery from the pandemic."

Andy Byford, London's transport commissioner, said: "After years of hard work, this is a truly historic moment for the capital and the UK. The Elizabeth



Mayor of London Sadiq Khan and London transport commissioner Andy Byford welcome the opening of the new Elizabeth line. (Image courtesy of TfL).

line will help transform life and travel in London and the south east by dramatically improving transport links, cutting journey times, providing additional capacity and transforming accessibility with these spacious, uncluttered new stations and walk-through trains."

The Elizabeth line will be crucial to London's recovery from the pandemic, helping avoid a car-led recovery by providing new journey options, supporting regeneration across the capital, and adding an estimated £42bn to the UK economy. London is paying for most of the Elizabeth line, with nearly 70% of the total funding paid by London - made up of roughly 30% from London's farepayers, around 40% from London's businesses - combined with 30% from government.



The Queen visits Paddington station. (Image courtesy of TfL).

## 2001

A joint venture between the Strategic Rail Authority and Transport for London was set up in 2001 to promote the project. Outline design, consultation and business case development led to a scheme ready to submit to parliament.

## 2009

A development agreement between TfL and the Department for Transport as joint sponsors established Crossrail Limited and the formal start of construction for Crossrail was marked at Canary Wharf on 15 May 2009.

## 2015

Installation of railway systems such as track, power and signalling began once the tunnels were ready in 2015. Systems were also fitted into stations and other structures, then tested and commissioned as an overall system. In 2015 TfL Rail services were introduced from Liverpool Street to Shenfield, operated by MTR Elizabeth Line.

## 2017

In 2017 the first of the new Elizabeth line trains was introduced between Liverpool Street and Shenfield.

## 2021

Extensive commissioning of the railway commenced in spring 2021 when trial running began, and trial operations commenced in November 2021.

## 2022

## 1991

Since World War II, many proposals for an east-west railway under London were made and developed, culminating in the first full Crossrail scheme being submitted to parliament in 1991. That scheme did not pass the committee stage, but the safeguarded route was used for the central section of a revised scheme recommended by the Strategic Rail Authority London East West Study in 2000.

## 2005

The Crossrail Bill was submitted in February 2005. Scrutiny in parliament reinstated Woolwich station which had been dropped during development. The Crossrail Act received royal assent in July 2008.

## 2011

The main construction phase was launched in 2011. Tunnelling for the new rail tunnels began in May 2012 and was completed in May 2015.

## 2016

In 2016, the Queen visited Bond Street station and the railway was renamed the Elizabeth line.

## 2018-19

2018 saw the introduction of TfL rail services between Paddington and Heathrow. Then in 2019 TfL rail services commenced between Paddington and Reading with new Elizabeth line trains.

## 2022

The Elizabeth line opened on 24 May 2022, with full services across the entire route set to be introduced by May 2023.



# JV celebrates collaboration on major projects

**A joint venture between three major industry organisations reflects on 15 years of collaboration that helped deliver the hugely popular Elizabeth line.**

**T**rascend, a joint venture between AECOM, Jacobs and the Nichols Group, collaborated as one team throughout the delivery of the hugely popular Elizabeth line, which saw more than one million passenger journeys within its

first five days after opening on 24 May.

Working as an integrated team with Crossrail Ltd, the three industry leaders provided specialist programme management capability on all stages of the programme including the main construction

phase, integrating systems and handover.

Trascend also engaged specialist subcontractors Turner & Townsend for commercial, controls, cost and risk management support and Unipart for logistics management support.

Utilising Trascend, Crossrail Ltd was able to benefit from different expertise at each stage from one source rather than having to resource all phases separately. The agile team connected around common goals, social value and community legacy, bringing

in the right skillsets to support the wider benefits of the programme at the right time.

"The Crossrail programme is such an inspiring project, and one where collaboration has been critical to success," said Trascend's longest serving board member Kathryn Nichols. "Trascend partners had a vision to go above and beyond, working well, not just with each other, but with the entire integrated Crossrail project team, challenging and respecting one another in pursuit of common goals. Many years later, it is wonderful to see this vision come to life, with the Elizabeth line now open."

A number of individuals on the Crossrail programme have significantly developed their knowledge and careers as a result of working on the programme. Many have gone on to use these skills on other major UK programmes.

These include Jacobs programme director Andy Alder, who moved on to the Thames Tideway Tunnel, as programme director.

"The experience gained working on the Crossrail project has been hugely beneficial to my career," said Alder. "Crossrail Ltd



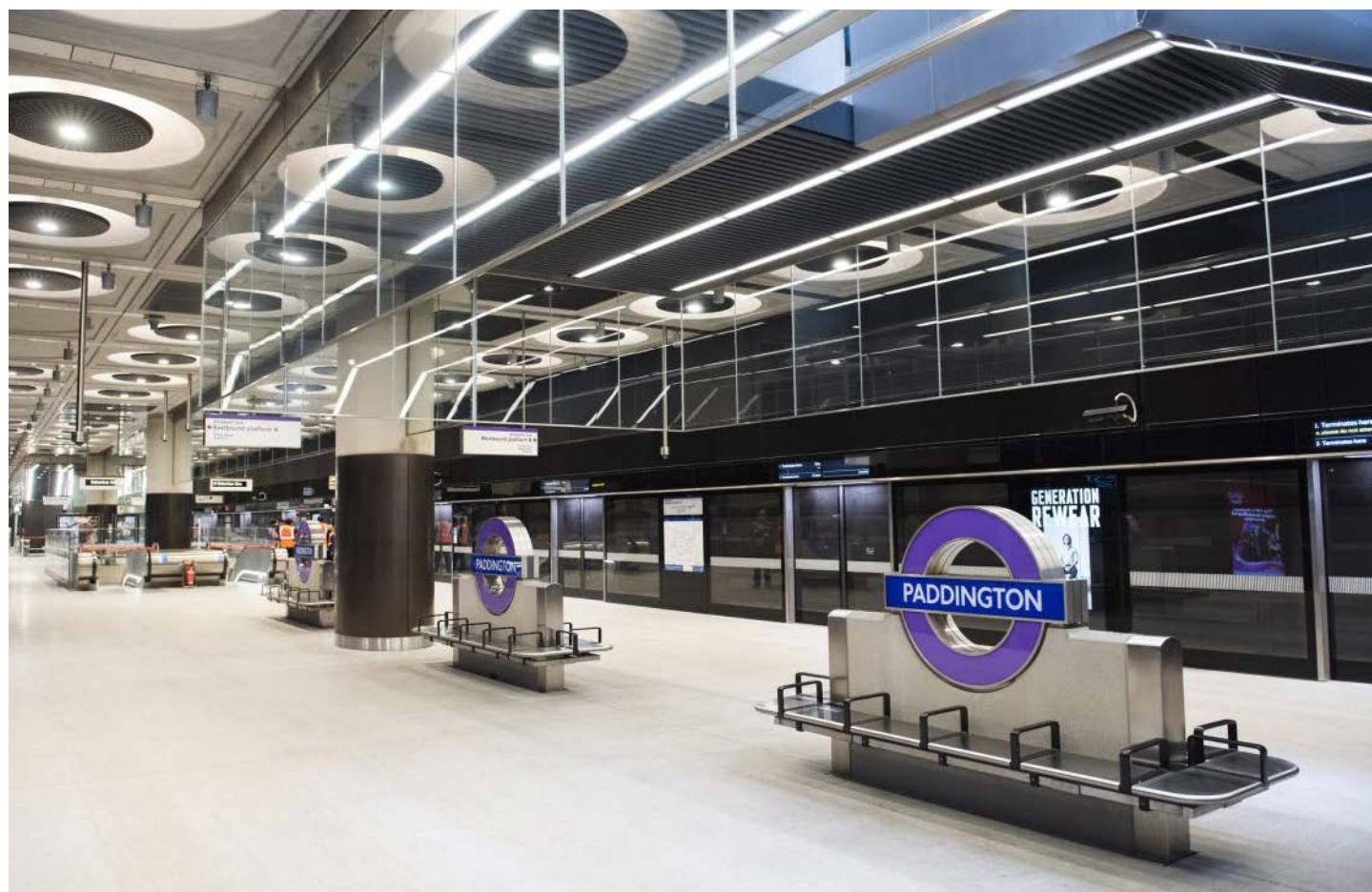
Elizabeth line Paddington station platform. (Image courtesy of TfL).

demanding the highest technical standards on major tunnelling in urban areas and excellence when protecting the assets that we worked under and near. The scale and challenges on the Crossrail project were a level above what most of the industry had previously delivered. Since working on the programme I have spent a number of years on Tideway, using learnings to inform how to implement a different project."

AECOM director John Barker said: "The Trascend joint venture offered our teams the opportunity to work on a

truly inspirational project and many of our people have developed their careers working on the Crossrail project and are now taking those skills to other major infrastructure programmes. For me, the biggest insight from my time on the scheme is how critical collaboration is to success. With infrastructure programmes in the UK growing in scale, building integrated teams that challenge and respect each other are vital for effective delivery and I have taken this approach to my current role on HS2 Phase 2B."

Nichols strategy and operations director Temi Afolabi commented: "The importance and complexity of the Crossrail programme has driven the growth of my professional skills and expertise at a rapid pace. From providing technical oversight during the testing and commissioning phases, to becoming a leader in integration, supporting the business in defining strategy - working on the programme has shown me that complex infrastructure projects require transformational leadership, whole systems thinking and effective decision making."



Elizabeth line Paddington station platform. Image courtesy of TfL.

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# Industry faces long-term inflation fears



Industry faces long-term inflation fears.

## ACE and CECA surveys reveal inflationary fears, as CLC sets out plans to minimise risk.

Three leading industry bodies have found that consultants and engineers currently share long-term fears over rising inflation and the subsequent impact on wages, energy, project delivery and client confidence.

A snap survey of members of the Association for Consultancy and Engineering (ACE) has revealed long-

term concerns over inflation, with 80% of respondents viewing it as an issue in the next 12 months and beyond.

There were also concerns around client confidence, with apprehension over projects stalling owing to material price increases. There were also worries over the impact inflation was having on the overall economy and on the pipeline of projects next year.

Commenting on the survey results, Stephen Marcos Jones, CEO of ACE, said: "Our snap poll reveals the impact inflation is already having on consultancy and engineering. Times are tough across the entire construction supply chain and our members are also feeling the pinch – whether that's in increased wage or energy costs, or in weakening client confidence.

*"There are several practical steps that could be taken to mitigate inflationary impacts. The government has already offered support to households on energy, but there is no reason equivalent support could not now be expanded to businesses. Public sector clients could also help by adapting contracts to increase day rates in line with inflation. These are just two examples of tangible support for our sector, and we look forward to sharing these ideas and more with officials over the coming weeks."*

Similar feedback was reported by the Midlands branch of the Civil Engineering Contractors Association (CECA), which said its members are reporting dramatic rises in fuel and material costs, as well as extended lead times for materials that can lead to hold-ups.

The Construction Leadership Council (CLC) is seeking to co-ordinate industry effort to minimise risk and reduce the impact of inflation where it can.

New CLC co-chair and Mace Group chairman and chief executive Mark Reynolds said: "There is no one party that can tackle this issue alone and we can't pass the problem on to others to solve. We all must work collaboratively – clients, contractors and everyone in our supply chain – to provide support where possible to limit the impact on firms nationwide."

# Levelling up bill sidesteps major planning reforms

The UK government's keenly-anticipated Levelling up bill sidestepped major planning reforms, with much more emphasis on stronger local plans and design codes.

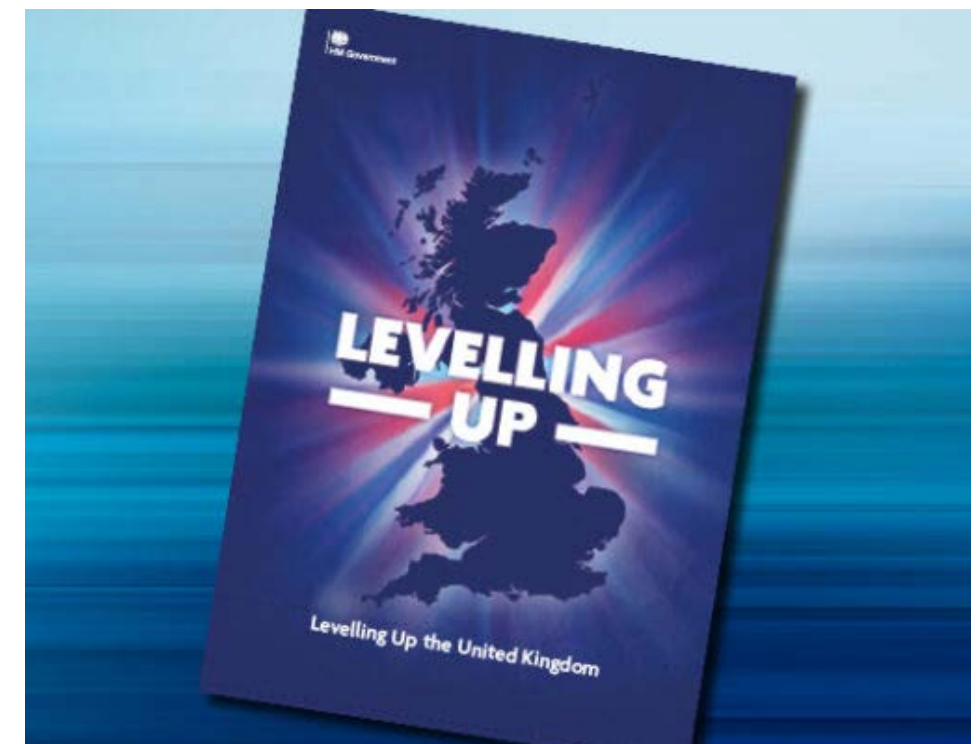
Ministers say the levelling up and regeneration bill, announced the day after the Queen's speech in May, will enshrine in law the government's commitment to long-term missions to spread opportunity, drive productivity and boost local pride in every corner of the country.

The bill will deliver new reforms to the planning system, which ministers claim will produce more local infrastructure, but industry figures have described the bill as a missed opportunity for fundamental reform of the planning system.

The measures, which ministers say have been informed by over 40,000 responses made to the government's 2020 'Planning for the Future white paper' White Paper, and inquiry by the housing, communities and local government select committee, include:

- Local plans will gain stronger legal weight and be made simpler to produce.
- Stronger protections for the environment in local plans, empowering councils to make better use of brownfield land.
- Local design codes will be made mandatory so that developers have to respect styles drawn up and favoured locally – from the layout or materials used, to how it provides green space.

Ministers say the bill will also directly give local leaders the powers they need



Levelling Up.

to regenerate their communities and transform their high streets and town centres. A new infrastructure levy will see the big developers contribute more towards better local roads, schools, hospitals and genuinely affordable housing. Communities will also receive a share of the levy revenue raised and ministers are exploring how this could be expanded.

Levelling up secretary Michael Gove said: "This bill puts in place the reforms

we need to level up. It empowers local people, not the big developers, to take back control of regeneration in their community. It shifts power out of Whitehall by giving local leaders the powers they need to tackle the blight of empty shops on high streets and to regenerate their communities. This is underpinned by a firm belief that by far the best placed people to level up communities are the people who live there."



# Broad welcome for levelling up emphasis in Queen's speech

Leading industry figures have broadly welcomed the commitment to levelling-up and regeneration outlined in the Queen's speech earlier this summer.

However, the speech also sparked a number of concerns, including a general lack of detail and clarity, a missed opportunity for fundamental

reform of the planning system, no major environmental legislation on the upcoming parliamentary calendar and a lack of initiatives to help attract the new pool of talent

vital to build the homes and infrastructure needed to level up the country. Here is an edited version of industry reaction that followed the speech:



# LEVELLING — UP —

**O**  
Opinion



**Stephen Marcos Jones, CEO of the Association for Consultancy and Engineering, said:**

*"We are pleased to see proposals for local leaders and councils to be given the powers to revitalise town centres and deliver new housing and infrastructure. In time we hope that a more holistic and equitable approach to funding, partly through the UK Infrastructure Bank, will also be developed to support this. With the planning bill not included in this year's Queen's speech, it feels as if we have missed the opportunity for more fundamental reform. Seven months after COP26, we were also surprised to note that there was no major environmental legislation in the calendar."*



**Peter Hogg, UK cities director at Arcadis, said:**

*"When considered together as a whole, these provisions risk losing the clarity of the levelling up mission that was such a vote winner for the government in 2019. The next twelve months may end up highlighting just how impossible it is for the Conservatives to protect their base while delivering on levelling up promises."*



**Caroline Gumble, chief executive of the Chartered Institute Of Building, said:**

*"The aims of the new levelling up and regeneration bill are sound, but the absence of an employment bill to support these initiatives could be a missed opportunity. Without a future pool of talent coming into the sector, any ambitions to build the necessary homes and infrastructure as part of the government's levelling up agenda will cost more and potentially reach a hard stop within a short space of time."*



**UK Green Building Council chief executive officer, Julie Hirigoyen, said:**

*"Without government action to insulate homes, there is no end in sight to the energy bill crisis and no prospect of meeting the UK's climate commitments. If the government is to achieve its ambition to transform the UK by spreading opportunity and prosperity, then the upcoming bill must ensure that the English planning system is in line with the Climate Change Act and puts us on the pathway to net zero. This will help deliver sustainable development that improves the quality of life for all communities across the UK."*



**Marie-Claude Hemming, director of operations for the Civil Engineering Contractors Association, said:**

*"We particularly welcome the UK government's commitment to simplify the public sector procurement system, which will provide greater opportunities for small businesses and drive greater efficiencies. The UK government is right to recognise that investment in infrastructure is a key driver of growth in our economy, as well as creating high-quality jobs in all parts of England, Scotland and Wales."*



**Patricia Moore, UK managing director at Turner & Townsend, said:**

*"When it comes to levelling up, whilst we expect legislation itself to focus on planning and the fabric of our communities, regional investment, R&D, skills and green jobs is what will secure long-term growth. Once again, we heard a commitment to bring forward overdue reform of public sector procurement. It may not grab headlines, but better procurement is fundamental to delivering investment in a way that meets the UK's ambitions for a more equal and sustainable society."*

This is an edited version of industry reaction that first appeared online at [Infrastructure Intelligence](#). [Click here](#) for further reaction and comment.

# Industry welcomes Value Toolkit

Industry leaders and the Construction Innovation Hub are celebrating the completion of the Value Toolkit, hailing it as a landmark moment and key to delivering the social, environmental and economic outcomes championed by government through the net zero and levelling up agendas.

The completion of the toolkit follows a successful development programme with over 200 industry partners, and the announcement includes the launch of a new BSI flex standard to underpin value-based decision-making in the sector.

The Value Toolkit is a pioneering suite of tools that will be used by industry to embed value-based decision making in the built environment sector.

A government funded industry-led initiative, with roots in the Construction Leadership Council's *Procuring for Value* report, it is now set to deliver on the ambitions of the Construction Playbook and the IPA's Transforming Infrastructure Performance Roadmap.

Working with partners and collaborating has been critical to the success and there are few corners of the sector that the Value Toolkit has not touched - from local authorities to central government departments, consultancies, contractors and specialist SMEs. The ambition is now for widespread adoption, driven by government and underpinned by industry.

Keith Waller, programme director at the Construction Innovation Hub, said: "This is a landmark moment for the Hub and our industry partners, and a gamechanger for construction and the built environment. Decision-making in construction has been historically driven by how much something



cost, or how long it took to build. The toolkit delivers a laser-like focus on project outcomes that delivers value beyond the bottom line, and positively affect communities and those who live in them for decades to come."

Association for Consultancy and Engineering (ACE) CEO Stephen Marcos Jones said: "The completion of the Value Toolkit is key to unlocking our industry's huge potential and delivering the social, environmental and economic outcomes championed by government through the net zero and levelling up agendas. It will

ensure we look beyond simplistic measures to deliver the healthy, green and productive built environment we all want to see.

"ACE and its members have been strong supporters throughout its development, and we will continue to work collaboratively with all stakeholders as the toolkit moves to its implementation phase."



Click here for further information about the Value Toolkit and how to get involved.

# ACE launches major new ED&I campaign

The Association for Consultancy and Engineering has launched a major new industry-wide ED&I campaign, [Building Inclusivity](#), which includes leading industry figures speaking at three keenly-anticipated online roundtables.

Bringing together partners including Aspirations, Building Equality and Constructing Rainbows, the campaign aims to help members create more inclusive workspaces, ensuring the opportunity for both meeting skills shortages and retaining talent is seized.

The industry-level campaign will initially focus on three key areas of inclusivity, bringing together experts industry leaders and individuals from the LGBTQ+, neurodivergent and ethnic minority communities to discuss the barriers to the creation of inclusive workplaces.

In addition to the online roundtables, expert commentary and the sharing of practical tools and advice, members will be invited to contribute to the creation of a five-point ED&I plan which will feed into an industry workplace charter at a soon-to-be-announced conference in London in October.

Stephen Marcos Jones, ACE CEO, said: "We hope that the launch of Building Inclusivity will inspire our members to create more inclusive workplaces. Individuality should be viewed as a strength as it gives us a chance to see things another way and to think differently.

"The campaign is not just about the sharing of information. We want to use this opportunity to bring members together and collaborate towards the

creation of a new cross-industry ED&I workplace charter, a sector-wide pledge which will reinforce to future talent that inclusivity is core to the way we work, while demonstrating that our dynamic industry is welcoming to all and forward-thinking.

The roundtables take place in July, September and October and are open to everyone. They will feature speakers and best-practice from members including AECOM, Arcadis, Atkins, Buro Happold, Hoare Lea, Mott MacDonald and Ramboll, plus more tbc.

Click on the following links for further information and to book your free places at the upcoming roundtables:

## Beyond Pride (LGBTQ+)

Wednesday 13 July 2022, 12.00pm

[Find out more >>](#)

## Alternative Thinking (Neurodiversity)

Wednesday 7 September 2022, 12.00pm

[Find out more >>](#)

## Overcoming Barriers (Ethnic Minorities)

Thursday 6 October 2022, 12.00pm

[Find out more >>](#)

Ongoing campaign content will be added over the coming weeks at the ACE website, and also shared on social media [#BuildingInclusivity](#).





# Social value more vital than ever for society

**Embedding social value and being able to demonstrate and measure it on projects are becoming ever more crucial for all those working in the construction and infrastructure sector.**

That was a key conclusion from the second *Infrastructure Intelligence* Levelling up and Social Value conference, which took place online on Friday 13 May 2022.

Jeremy Galpin, group social value consultancy lead at Costain, opened the event saying: "Many of the challenges the planet faces are not good. The good news is these challenges can be successfully tackled. We have seen very significant shifts in policy towards sustainable finance and investment.

"Politics is different from policy. Policy is long-term, but politics changes very quickly. But levelling up is now very much beginning to be embedded in policy. Levelling up is about improving people's lives. And, as an industry, we have a fantastic opportunity to meet the challenges faced by our planet."

## Setting the scene and assessing the social value landscape

Hannah Vickers, chief of staff at Mace, said: "We need to show how we go above and beyond in terms of leaving long-term

legacies and helping people develop careers. As part of that, I'd urge people and business to focus on things that have the most long-term impact. Focus on long term benefits and real meaningful impact."

Sheryl Moore, group social sustainability manager at Kier, said: "We should be working with communities and clients, and looking at the long term benefits and social sustainability of projects."

Sarah Daly, associate director, sustainability at Turner & Townsend, said: "We can see the importance of fully integrating everything into social value, including net zero, social and economic inclusion and sustainability. We've all got to work together to make progress."

Peter McDermott, professor of construction procurement at the University of Salford, said: "Over the last 10 years, there's been a real shifting of the dial to embed social value into public policy. We can get stuck in the language and the jargon, but the same need for social value and economic improvement remains the same across the globe."

Stephen Leo, director at Social Value Solutions and Plena Consulting, said: "Avoid generic solutions and address real challenges, whether that's on a local, regional or national basis. Look at the impact that social value can create and make it real."

Sean Keyes, managing director at Sutcliffe, said: "SME's undertake a bigger role on social value per capita than the much bigger companies. Engineering as an industry can give huge opportunities to help young people from all backgrounds

develop fantastic careers – and we're very well placed to ensure social value makes a real difference in society."

## Demonstrating lasting practical impact on the ground

Vicky Hutchinson, environment practice director, infrastructure UK & Europe at Atkins, said: "We're currently encouraging people to open up about mental health. That also helps tackle economic and social inequality – providing 1-2-1 coaching for young people from deprived backgrounds – increasing people's aspirations and boosting confidence."

Emily King, global technology leader, social value advisory at Jacobs, said: "Social value and economic opportunity is closely linked. Going beyond the numbers, strategic planning that embeds social value and levelling up is vital for any business case."

Neil Macdonald, chief executive of Thrive, said: "Social value can be a very powerful message to capture and enhance a company's ethos when it goes beyond the numbers. But looking across the sector there's been a culture of compliance, where people just do the minimum required. There needs to be a move away from a compliance culture and instead buy in to a culture that tells a positive story."

Barton Willmore partner Lucy Wood, said:

"People and communities are at the heart of social value, so integrating social, economic and environmental aspects into social value to improve people's lives is vital to tackle the challenges of our times."

Rob Wolfe, managing director at CHY Consultancy, said: "Social value should benefit deprived communities. We need to capture the real value we're creating, not just the PR led initiatives."

Verity Barr, director at BECG, said: "The pandemic really brought social injustice to the forefront and people became much more aware of supporting local communities where they live and work. We need to focus on positive human outcomes and driving change, because there's a huge value in promoting our sector and attracting new people to come and work with us."

Kerry Scott, global lead for social outcomes at Mott MacDonald, said: "An essential part of social value is working with local people and communities to find out what's important to them. We have to go beyond the numbers and have a transformative effect in the communities we work in."

Kat Brown, social impact and ESG manager at Bruntwood, said: "Considering social value at the earliest stages of any project and considering local needs should be at the forefront of any project. Social value should be at the heart of what we do,

so much so that we shouldn't need to have these same discussions in ten years time."

## Construction transforms people's lives

Summing up the conference, Peter McDermott said: "What's been demonstrated here is that social value is going to be embedded in what we do. We need to design and plan for social value, and we can't do that by lowest price bidding. What an exciting challenge the industry has here."



Click here to read an extended report and watch a recording of the online conference.

The second annual *Infrastructure Intelligence* Levelling up and Social Value conference was delivered in association with communications and public affairs specialists BECG.



The second annual *Infrastructure Intelligence* Levelling up and Social Value conference was delivered in association with communications and public affairs specialists BECG.



# Net zero drops down political agenda

New research shows widening disparity in political party attitudes to meeting net zero targets, with a new report showing that net zero is in danger of dropping down the political agenda.

**B**attle lines are already being drawn over the drive to achieve net zero ahead of the next UK general election, according to a new report from communications consultancies, BECG and Cavendish Advocacy.

Tellingly, the report shows that just over six months on from COP26, only a third of Conservative MPs indicated they would make net zero a campaign issue on the doorsteps, compared with 84% of Labour MPs.

Net zero is likely to be a key issue at the next general election, with think tank Onward recently warning that any party which reneges on the commitment would lose votes.

The research for BECG and Cavendish Advocacy, carried out by pollsters Savanta ComRes, reveals a widening disparity in party attitudes towards achieving net zero.

The polling analysis contained in the report, *What politicians think about Net Zero and the Green Economy*, also reveals a gap in MP attitudes across the UK, with around three quarters of politicians in Wales, Scotland and Northern Ireland saying they will be campaigning on net zero, compared with just under 50% of MPs in England.

Even in England there are regional differences in attitudes, with MPs in the south more likely to make environmental

issues a key campaign issue than those in the Midlands.

The UK government announced its net zero strategy just ahead of the UN Climate Change Conference in Glasgow last November, pledging to meet its climate change target by 2050. This followed the publication a year earlier of the government's 10-point plan for a Green Industrial Revolution.

Despite this commitment, 40% of MPs are not confident the country is on track to meet its green goals.

The BECG and Cavendish Advocacy report shows that confidence in the UK reaching net zero only increased by 2% amongst MPs because of COP26.

MPs also believe that few elements of the government's 10-point plan are currently on track. Confidence is highest for advancing offshore wind at 36%, with progress on 'jet zero and ships' polling at a lowly 13%.

Gareth Morgan, Cavendish managing director, said: "While COP26 appeared to create a cross-party consensus on meeting net zero targets, our research shows that consensus is slowly beginning to unravel.

"The war in Ukraine and cost-of-living crisis have completely changed the political landscape and more MPs, notably in the Conservative party, appear to be

taking a more pragmatic view on how to meet our future energy needs.

"As we edge closer to the next UK general election, it will be interesting to see what path the government takes to continue to meet its commitment to reaching net zero. COP26 raised high public awareness and expectations in the face of a climate emergency and politicians can expect scrutiny on what progress has been made on net zero when voters go to the polls."

The worsening crisis in Ukraine and the government's commitment to ending supplies from Russia prompted business and energy secretary Kwasi Kwarteng to assert that the issue is "no longer about tackling climate change or reaching net zero targets". He declared the government's priority is now about securing "clean energy independence as a matter of national security."



## The report also found that:

- MPs also believe that COP26 has had very little impact on changing public attitudes to renewable energy projects, with just 3% believing that support for these kinds of projects will increase amongst their constituents.
- However, a majority of MPs agree that a clean energy supply and generation is the key to the UK reaching net zero. Despite the rush towards 'clean' renewable energy, the report reveals a softening in views towards nuclear power, with around half of MPs being more supportive following COP26.
- Following COP26, support has risen for green hydrogen and hydro power amongst both Conservative and Labour MPs. Support for onshore wind splits opinion between Conservative and Labour MPs.
- MPs also recognise the importance of supporting households to become more carbon neutral, with 46% backing more investment in measures such as insulation, solar panels and heat pumps.



[Click here to read the full report: \*What politicians think about Net Zero and the Green Economy\*.](#)

cavendish | becg  
advocacy

## What politicians think about Net Zero and the Green Economy

Research by BECG and Cavendish Advocacy conducted by Savanta ComRes

June 2022



# You are not alone

The Skanska Costain STRABAG Joint Venture (SCS), working in partnership with HS2, has embedded domestic abuse support within its wide-ranging equality, diversity and inclusion (EDI) programme. *Infrastructure Intelligence* reports on the domestic abuse initiative adding new meaning to equality, diversity and inclusion on construction projects.

Since May 2020, SCS has been supporting employees, raising awareness, and preparing to offer roles to survivors of domestic abuse.

SCS have been guided by specialist domestic abuse support organisations, including Hestia, Hillingdon's Women Centre, the Employers Initiative on Domestic Abuse, and the Employers Domestic Abuse Covenant.

Now, prompted by the spike in reported domestic abuse incidents during the first Covid lockdown, this pioneering initiative has added another element to the HS2 contractor's EDI programme, which combines a wide range of internal initiatives with legacy-building in boroughs along the London HS2 route.

The specialist organisations have helped mould the industry-first initiative, designed to be a model across all UK construction projects. The team at SCS hope it can set a new standard for the industry to address this sensitive and wide-reaching issue.



Laura Roche, equality, diversity and inclusion manager at SCS.



HS2 workers supporting the campaign.

Laura Roche, equality, diversity and inclusion manager at SCS, said:

*"Our domestic abuse initiative has been a really valuable addition to our EDI programme. From the start, each scheme has been underscored by close collaboration with expert charities and partners. This means we have ended up with a programme that harnesses the relevant expertise while being tailored to the needs of the construction industry. We hope other organisations join our lead to make this standard practice across throughout the supply chain and across the sector."*

## Safe spaces

Safe spaces are a vital part of domestic abuse support initiatives. Consulting Hestia, a London-based charity supporting survivors of domestic abuse and modern slavery, SCS introduced a safe space across all 15 of their sites, where colleagues can speak confidentially with a trained nurse. Plans are in progress to trial a community-facing safe space on one of their sites soon.

SCS followed up their on-site safe scheme with an [online safe space tool](#) to address remote workers and core staff. Developed by Royal Mail and Hestia, the tool is now accessible from the home page of the SCS intranet and provides staff with a discreet pathway to local domestic abuse support

services. It has a quick escape function and doesn't appear in the user's browsing history.

Sue Harper, head of domestic abuse prevention at Hestia said: "Since launching the Safe Spaces scheme, we have helped establish thousands of physical locations around the country, and more and more employers are installing the online tool.

"SCS JV have been incredibly ambitious in their approach and we welcomed their enthusiasm to create safe spaces in their working environment and online. We hope other similar organisations follow their lead."

## Training and awareness raising

As well as safe spaces, the joint venture rolled out domestic abuse champion training to equip staff with the skills to detect domestic abuse warning signs and respond to sensitive disclosures.

In collaboration with Hillingdon Women's Centre, SCS arranged training for staff and developed a guidance document to empower managers and champions to follow the referral process in case of a disclosure from a colleague.

Offering training to mental health first aiders on the project also meant tapping into an existing network of people with relevant experience who are already visible as points of contact for wellbeing concerns.

## Recruitment pathways

Reflecting the legacy-building drive of

HS2, SCS has recently partnered with the Employers Domestic Abuse Covenant (EDAC), an organisation helping survivors of abuse get back into work.

SCS have begun offering opportunities through EDAC networks, and there are proposals to ringfence a certain number of roles for EDAC recruits.

Survivors of abuse can also benefit from Skanska Costain STRABAG JV's return-to-work programme, which offers opportunities for people in many situations, including those whose careers have been impacted by abuse.

James Richardson, managing director of Skanska Costain STRABAG, was keen to point out the new initiative is an extension, not a departure, from their existing EDI schemes and value-led approach to construction projects.

He said: "We strive to be a project that holds our values at the centre of everything we do, and domestic violence is an issue which challenges us to reflect on these values.

"We want to talk about how domestic violence affects people's lives, find ways to support our colleagues to stay safe and protected, and redefine what EDI best practice in the industry means.

"A positive outlook on what new initiatives can achieve and a willingness to make informed steps in the right direction can make a huge difference. Hopefully our model can offer a roadmap for others in the industry to follow."



# Bold approach needed to boost diversity



A bold approach is needed to boost and retain a diversity of talent, according to leading industry figures at a lively webinar earlier this year that addressed the reasons why women, ethnic minorities and other under-represented groups are leaving the engineering profession prematurely.

The webinar followed an Atkins report late last year that highlighted the impact of career deflection on the earning potential and progress of women, ethnic minorities and disabled employees within engineering occupations.

The report, *Career Deflection: Exploring Diversity, Progression and Retention in Engineering*, was based on new analysis of labour market information sources with the help of the Institute of Employment Studies and looked at how the impact of barriers to progress within a career in engineering are being distorted.

The report's stark findings showed that stereotyping, isolation and bias result in women leaving the profession at twice the rate of men (70% v 35%), while more than half (55%) of ethnic minorities abandon their career in contrast to (39%) of white people.

The report asserted that if current trends continue it could take until 2124 before there is the same number of women as men working in engineering occupations and it could take 50 years for the proportion of ethnic minorities in engineering occupations to reach the overall proportion of ethnic minorities in employment.

Longning Qi, principal masterplanner at Atkins, said: "It's really encouraging to see the report. We are looking at three key areas here – the position of women, ethnic minorities and disabled groups. Employee experience needs to be individualised and we need to be much more culturally aware. It's really important that people feel supported at all times in the workplace. Leadership is crucial."

Dara Jafari, regional director, Faithful + Gould, said: "If we are saying that we have an issue with women and ethnic minorities

leaving the industry, we need to ask them, don't we? We need to actually ask those people, find out why those people left, why some people have stayed, and commit to make changes and improvements. Senior leaders need to be vocal about it too. It's honestly so inspiring whenever I see CEOs and leaders come out and say: 'Hey I think we have a problem, I'm accountable and I need your help to fix it.'"

Lara Potter, director, workforce for the future at Arcadis, said: "Of course, there is also a war for talent and we need to be fishing in a bigger pond and attracting more people into our industry. At the same time, our clients and wider society are demanding more from us too. We also need to look at how the industry is perceived. Look at the IT industry and how it rebranded itself so that it's now seen as an exciting sector to work in.



We can change how the industry looks – it's in our own hands to do this."

Emma Pollard, principal research fellow at the Institute of Employment Studies, said: "The findings for women leaving in the industry are really stark. One area that came out in the report was the limited opportunities for part-time and flexible working, especially for women. This needs to change and you'd hope that it would in a post-Covid environment."

Amos Simbo, Winway Consultants director and founder of Black Professionals in Construction, said: "At the end of the day, this is all to do with how people feel in the workplace. People want to feel part of the organisation, to be themselves. It's not complicated. It's simple. People need to belong and feel part of something."

Louise Houston, inclusion and diversity specialist at Tarmac, said: "Listening to people is really important, and I mean really listening. When I looked at the report and saw that at the current rates of progress it will take 103 years for there to be the

same number of women as men working in engineering, it's really depressing. We can't simply wait that long. Let's be brave. We need to be much bolder in our outlook to address these challenges."

[Click here to read the full Atkins report: \*Career Deflection: Exploring Diversity, Progression and Retention in Engineering\*.](#)

[Click here to watch a recording of the webinar. The webinar was organised by Infrastructure Intelligence in association with Atkins.](#)

## Career deflection

Exploring diversity, progression and retention in engineering

Women, ethnic minorities and other underrepresented groups are leaving the engineering profession prematurely as a result of 'career deflection'. This webinar will look at how the construction sector can work together to improve this situation and deliver real and lasting change across the industry.

**Dara Jafari**  
Regional Director  
Faithful + Gould

**Lara Potter**  
Director, Workforce for the Future at Arcadis, Chair of ACE Future Skills Group

**Emma Pollard**  
Principal Research Fellow, Institute of Employment Studies

**Louise Houston**  
Head of Inclusion and Diversity at Tarmac

**Amos Simbo**  
Director Winway Consultants and Founder of Black Professionals in Construction

**Longning Qi**  
Principal Masterplanner, Atkins

**Friday 11 March 2022 at 11am**



# Focus on outcomes is key to improving health infrastructure

With the New Hospital Programme looking to build 40 new hospitals across England by 2030, Jacobs' *Cashfya Cazi* explains why focussing on outcomes is key to improving health infrastructure.

**H**ealth is personal and it's in everyone's interest to get right. We can't afford to waste time or energy investing in health infrastructure without clear outcomes. By viewing it programmatically, we can drive benefits at a national scale.

We now know that a well-educated, healthy and well-nourished workforce pays bigger dividends to the economy than simply investing in physical infrastructure.

While obtaining returns from the latter are quicker, investing in health and wellness builds a labour force that is more productive and transmits gains over generations.

Coming out of a pandemic that brought the global economy to a standstill, there is no time like the present to invest in equitable health opportunities for our people, building resilience in our workforce and our health care system.

The New Hospital Programme (NHP) is looking to build 40 new hospitals across England by 2030. Together with funding that had been secured for eight existing schemes, this will mean 48 hospitals delivered by the end of the decade.

This programme is a landmark in the history of the NHS and the most significant hospital building programme in a generation.

What appears at first as an ambitious goal to transform the way we deliver health infrastructure for the NHS, is achievable over a carefully considered timescale. But only when we apply lessons learnt from successfully delivering programmes of this scale in other parts of the world and across different industries too.

Using evidence-based research to identify best practice from international comparators and Jacobs' post occupancy evaluation framework to inform future investment in healthcare design, there is an opportunity to build a programme based on continuous improvement to increase benefits and reduce costs.

## Less haste and more speed

Perhaps the biggest trend we have seen is the move to less haste and more speed, with the crucial importance in getting the planning right. Whether the planning reflects how the programme is delivered, structured, and governed or scoping the right solution, the importance of building a solid foundation for both the programme and the subsequent projects cannot be underestimated.

## Collaboration is key

Bringing all stakeholders together early can bring many benefits to large-scale

health care developments, helping to solve the challenges of cost, workforce depletion, efficiency and sustainability, through standardisation of design and a programmatic approach to commercial, delivery and operational outcomes.

Having a single arms-length body tasked with the delivery of hospital infrastructure strengthens the opportunity to apply standardisation principles from project inception through to delivery.

The benefits range from integrated management systems, standardised contract template and specifications and

supply chain management to work staging and market capacity:

**Funding assessment:** a single body overseeing funding allocations can prioritise optimal distribution and support local NHS Trusts in presenting business cases.

**Embedding policy:** a central approach can better align with government policy and strategy providing more consistency, as opposed to singular Trusts interpreting policy differently.

**Standard guidelines:** using a standard set of guidelines for terminology, tools, processes, practices and sizes helps clinical service delivery, patient safety, reduced project costs and improved timelines.

**Modern Methods of Construction:** modular construction where standard units and kit of parts can be created at scale off-site, offers an opportunity to deliver significant time savings, better safety and sustainability outcomes, and drive productivity and quality efficiencies.

**Digitisation:** digital health is at the core of a more connected and integrated health care system. Integrating digital technology into hospitals in a standard way provides more efficient, consistent and aligned services, by improving communication, scheduling, medical care and accessibility within and across different facilities.

**Asset management:** a single asset manager with complete oversight of a centralised portfolio can help prioritise investment, focusing on preventative instead of reactive maintenance of the health facilities across the board. Post-occupancy evaluation could be applied as a method of continuous improvement of outcomes.

While infrastructure delivery is a key part of the programme, its success will be judged in how it supports equitable health outcomes for the community, whilst providing sustainable facilities that are responsive to changing clinical requirements and being efficient to maintain and operate. Future proofing is crucial.

Adopting all the tools available at our disposal from digital technologies, better clinical treatment, new methods of construction and materials that create more sustainable buildings with lower emissions across the supply chain, will help deliver improved health outcomes for patients and a better environment for our clinical workforce.



**Cashfya Cazi**

is European market director, health, at Jacobs.



# Consultancy & Engineering Awards: Deadline extended!

Awards take place in London on Thursday 3 November



The deadline for this year's Consultancy & Engineering Awards has been extended to Friday 15 July 2022 at 4pm, giving every company the opportunity to enter.

The awards return as an in-person gala evening ceremony at the London Marriott Hotel Grosvenor Square on Thursday 3 November 2022.

As with last year's virtual awards, the event celebrates the outstanding achievements of the industry and champions the best people, projects and companies from the world of engineering, consultancy and the built environment. Awards are open to both ACE members and non-members.

Uniquely for the industry and judged by the industry, the Consultancy & Engineering Awards provide a great opportunity to demonstrate leadership, celebrate performance, recognise and reward colleagues and shine a spotlight on partners. After two years with few opportunities for the industry to meet face-to-face, they will provide an informal environment for networking and for celebration with clients.

Nominations are now open until Friday 15 July at 4.00pm for the 11 award categories.

The online process has been further simplified this year to make it even easier to the award categories:

- Best UK Consultancy (micro)
- Best UK Consultancy (small and medium)

- Best UK Consultancy (large)
- Best Net Zero Project
- Best Digital Project
- Best Transport Project
- Best Social Value Project (sponsored by WSP)
- Best International Project
- Emerging Professional of the Year (sponsored by Mott MacDonald)
- Apprentice of the Year
- Inclusive Employer of the Year (sponsored by Building Inclusivity).

Ticket prices are discounted for those who work for ACE and EIC members, and for those who reserve a table (10 seats).

 [Find out more and enter now](#)

## Now booking! Building Inclusivity roundtables

Join the new ED&I campaign from ACE and EIC.

As profiled on page 15, ACE and EIC's Building Inclusivity campaign highlights the importance of creating welcoming workplaces.

With three roundtables exploring the challenges and solutions to creating more welcoming workplaces for the LGBTQ+, neurodiverse and ethnic minority communities, the online events are aimed at a broad range of the industry and are a must-attend for senior leadership, people experts, team leaders and emerging professionals, as well as those from the communities themselves.

Additional participants and representatives of expert organisations will be added in the coming weeks, but we welcome experts from Aspirations, Building Equality, Constructing Rainbows, as well as representatives from members including AECOM, Arcadis, Atkins, Buro Happold, Hoare Lea, Mott MacDonald and Ramboll.

**Beyond Pride, LGBTQ+, Wednesday 13 July 2022 at 12pm.**  
Exploring LGBTQ+ with panellists from Building Equality, ACE and its Emerging Professionals group. Together they will discuss how companies can go "beyond pride month" and take the positive steps necessary to creating a truly inclusive and welcoming workplace culture.

[Book now >>](#)

**Alternative Thinking, Neurodiversity, Wednesday 7 September 2022 at 12pm.**  
Exploring neurodiversity with panellists from Aspirations, ACE and its Emerging Professionals group. Together they discuss how post-pandemic working has created new opportunities to nurture a flexible workplace culture which is welcoming for the neurodivergent, including autism, Asperger's Syndrome, ADHD, dyslexia, and bipolarity.

[Book now >>](#)

**Overcoming Barriers, Ethnic Minorities, Thursday 6 October 2022 at 12pm.**  
Exploring the support of Ethnic Minorities in the workplace with speakers from members, ACE, its Emerging Professionals group and more TBA soon.

[Book now >>](#)

Book your place on the roundtables and find out more about the campaign at: [www.acenet.co.uk/inclusivity](http://www.acenet.co.uk/inclusivity)



## New member resources available

ACE has recently shared two new member resources designed to help your business make the most of your membership.

• **ACE Helplines** – the new service covers HR issues, legal matters, and R&D tax credits, accessing support from ACE's CIPD accredited HR team, as well as affiliates Beale & Co and ForrestBrown. [Find out more at our website.](#)

• **Member logos** – Demonstrate a commitment to the industry, reinforce your expertise, and showcase a dedication to providing high-quality services and advice with our new and exclusive member logo. It promotes your membership of ACE to clients and other stakeholders, building reassurance and trust. [Find out more at our website.](#)

Any questions on the above can be addressed to the membership team: [membership@acenet.co.uk](mailto:membership@acenet.co.uk)





# It's time to progress Crossrail 2

ACE's CEO *Stephen Marcos Jones* reflects on the success of London's new Elizabeth line.

While the engineers who work for our members at the Association for Consultancy and Engineering (ACE) will marvel at the scale of the project – 10,000 workers, 42km of new tunnels, 10 new stations in London and 13 years of construction – the truth is that this means little to the general public.

They will be more impressed by a completely new turn-up-and-go service which dramatically cuts journey times. Liverpool Street to Paddington is now a just a ten minute journey, while Canary Wharf and the City are only seven minutes apart. Up to 34 trains an hour will carry as many as 1,500 commuters beneath the central zone of the capital.

Official figures expect the Elizabeth line to boost the UK economy by £42bn. In London, 180,000 new homes have been or will be built along the line and a recent study by Rightmove showed that property prices close to Crossrail stations have doubled in the last decade. Through its construction, over 72,000 jobs were directly supported.

The benefits haven't purely been limited to the capital though. Across the supply chain 55,000 roles were supported indirectly. These included the £1bn contract for the design, delivery and testing of trains delivered by Alstom in Derby.

At the launch event, the prime minister outlined his view that now was the time for progress on Crossrail 2. In the same way that the Elizabeth line has revolutionised east-west travel,

this will do the same for north-south, linking Clapham Junction, Chelsea, Euston, Hackney and Tottenham. It will also mean commuters from Surrey and Hertfordshire avoiding pinch points and will free up capacity on the Victoria and Northern tube lines. The project estimates that it can unlock up to 200,000 homes along the line in London and the south east.

The project was first discussed in the 1970s and there is already a dedicated team ready to pick up the baton at Transport for London. For all intents and purposes, it's an 'oven-ready' transformative transport project which will build on the lessons learned of the Elizabeth line's construction and delivery.

Finances are – as always – an issue and the prime minister has urged London to come up with a plan featuring tax increment financing. More than this however, we need a long-term funding settlement for Transport for London to create the certainty necessary to unlock progress. We need all stakeholders to come together and capitalise on Crossrail's success for a similarly transformative north/south London route.



**Stephen Marcos Jones**  
is CEO of the Association for Consultancy and Engineering (ACE).



# Delivering more sustainable transport



*Clare Ollerenshaw* of EIC member Accelar explains a new, transformative project, TIES Living Lab.

**Living Lab**  
Transport Infrastructure Efficiency Strategy

TIES Living Lab is a collaboration between 25 partners including Government, i3P and the Construction Innovation Hub which uses data, technology and modern methods of construction within live transport infrastructure projects which deliver benefits – whether making them more productive, standardising the adoption of new technology, or maximising environmental and social value.

Funded via a grant from Innovate UK and its Transforming Construction Programme, as well as through contributions from the Department for Transport, HS2, Transport for London, Network Rail and National Highways, TIES Living Lab is supporting infrastructure project improve performance across the board.

As the environment lead on the analytical consortium, my organisation and EIC member Accelar is focusing on carbon, circular economy, biodiversity and climate resilience. We have been working with Living Lab partners to better understand what data they already collect in each environmental

theme, and whether it is possible to create performance benchmarks from that information.

The first lesson learned is that the levels of awareness of the need for environmental performance improvement within the infrastructure sector have increased exponentially. If the sector is to contribute to this vital decade of green transformation required to support the move to net zero carbon and other nature based aspirations, it needs to work harder to reduce its impact.

Secondly, we've had a clear reminder about the importance of bringing experts together to make collective progress. We've facilitated a community of practice for each of the environmental themes which are about more than just the initial data sharing and benchmarking that the project requires – it is also about shared learning, experiences, practical solutions and providing sector wide responses to the challenges of the day.

Even though carbon performance metrics are now mandatory, there is still a lot of work to do to get organisations reporting

in a way that could be usefully compared. The biodiversity community of practice is responding to the upcoming requirements to deliver 10% net gain on each project. Furthermore, partners have been working together on how they can start to measure climate resilience in a consistent way.

As well as developing a set of agreed metrics to simplify benchmarking, Accelar has been analysing Living Lab data to better understand performance drivers including cost, whole-life carbon measurement and management, and procurement.

Our final lesson learned is that we will require a whole suite of approaches and knowledge to drive improvement. Understanding which approach is best, whilst enabling interfaces between the tools organisations already use, will be critical.



**Claire Ollerenshaw**  
is associate director at EIC member Accelar.





A new report has revealed the scale of positive outcomes which nature-based solutions can deliver for the industry.

# New report reveals value of nature-based solutions

A new UKGBC report has revealed significant values and benefits of nature-based solutions across urban developments.

The UK Green Building Council (UKGBC) has launched a new report to support industry recognise and capture the significant value and benefit of nature-based solutions across urban developments.

UKGBC's report, *The Value of Urban Nature Based Solutions*, reveals the scale of positive outcomes which nature-based solutions (NBS) can deliver for the industry, as well as the wide range of stakeholders who can benefit from their implementation across cities and urban areas.

The guidance is designed to support industry to capture and better communicate the true value and wide-ranging benefits of NBS, enabling practitioners to develop a stronger business case for using NBS and unlock financial opportunities.

The UKGBC says that nature-based solutions offer an adaptation approach for our cities and built environments to become more resilient to the impacts of climate change.

However, they also recognise that delivering nature-based solutions at scale will require both public and private funds to

be committed at increased levels.

To date, the majority of global finance for nature has been provided by the public sector, coordinated by national and local governments.

In the UK a £976m spending gap has been identified for the provision of accessible green (and blue) spaces. Greater support from the private sector will therefore be critical to bridging the finance gap for adaptation.

It is primarily intended that UKGBC's guidance will be used by decision makers in the built environment, such as developers and asset owners. In addition, members of design teams can use this information to support the case for NBS on a project level.

This includes sustainability consultants, ecologists, and landscape architects. It will also be useful to local authorities with an interest in adaptation strategies and green infrastructure. Finally, financial institutions such as investors and lenders will find this report useful.

UKGBC's director of business transformation, Alastair Mant, said: "Nature-based solutions are an exceptional solution

for the challenges of our time, offering an adaptation approach for our cities and built environments to become more resilient to the impacts of climate change.

"The current lack of awareness and understanding of the benefits associated with nature-based solutions has resulted in their financial value being consistently under calculated.

"UKGBC's report seeks to challenge the dominant narratives surrounding urban nature-based solutions delivery, providing a broader framing of its benefits, beneficiaries, and value that underpins a more holistic business case."

Federated Hermes' head of investment, Eoin Murray, said: "This report is an important step to mainstreaming the integration of nature-based solutions in urban developments, and provides some simple tools to anchor nature-based solutions at the core of projects.

"From raising awareness on the multiple benefits of NBS to developing innovative finance models, this guidance encourages decision makers to explore and implement the process of NBS integration."

Troup Bywaters + Anders' managing partner, Peter Anderson, said: "We are witnessing the stark reality of humanity's consumptive approach to the planet's resources with an alarming trend in nature loss, which not only contributes to climate change but is also accelerated by its impacts.

"Our industry needs to move beyond current compliance-based thinking to a regenerative one, recognising that the built environment can be a force for positive change.

"UKGBC's guidance provides a practical framework for assessing the contribution of nature based solutions to add value to a place, the neighbourhood and our environment.

"By creating opportunity and pathways for biodiversity through our urban spaces we can play our part in reversing this decline with buildings and infrastructure that exist in harmony with nature and the environment."



Click here to download the UKGBC's report: *The Value of Urban Nature Based Solutions*.





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