

# Actions Not Words:

How will we deliver the quality built environment  
we deserve?

21st January 2026

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## **Actions Not Words: How will we deliver the quality built environment we deserve?**

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The arguments about why we need to improve delivery are well made and what needs to be delivered is clearly set out in the 10 year infrastructure strategy. How do we deliver that strategy? How do we ensure that the assets we build and manage meet the fundamental needs of society, the economy and the environment?

In the 2026 Constructing Excellence Annual Conference we will be focussing on the all-important '**How?**'

Our established background in sharing best practice demonstrates that improvement comes about through sharing and collaborating to drive meaningful and lasting change. We want the delegates to come away inspired about how they can build on the insight from the day and make meaningful changes in their own organisations, projects and roles.

<b>09:15</b>	.....	Registration & Networking
<b>10:00</b>	.....	Welcome & Introductions: Alison Nicholl
<b>10:15</b>	.....	Fireside Chat with Ian Shapiro and Fergus Harradence
<b>10:40</b>	.....	Panel 1: How do we define what we want?
<b>11:30</b>	.....	Coffee
<b>12:00</b>	.....	Panel 2: How do we set up for success?
<b>12:45</b>	.....	Roundtable Discussion: How do we collaborate to harness the potential of AI
<b>13:00</b>	.....	Lunch
<b>14:00</b>	.....	Keynote: Melissa Zanocco UKRI
<b>14:15</b>	.....	Panel 3: How do we deliver success?
<b>15:15</b>	.....	Next Steps
<b>15:30</b>	.....	Close

# Actions Not Words: How will we deliver the quality built environment we deserve?

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## How do we define what we want?

- How do we articulate to the market what we actually value from our built environment.
- How do we define the outcomes we want from our assets?
- How do we implement value-based decision-making across programmes and projects?
- Who is leading the way at working collaboratively with the supply chain to deliver on outcomes?

**Chair:** Phil Wilbraham, BRE Trust

### Panellists:

Kingsley Clarke, SCF  
Kiae Small-Warner, BRE  
Hayley Binns, Crown Estate  
Steve Sheasby, GLA  
Professor David Mosey, Kings College London

## How do we set up for success?

- How do we select delivery mechanisms that will maximise outcomes
- How do we procure for those outcomes?
- How do we engage with the market to ensure we get the best for project outcomes?
- How do we set up for success?

**Chair:** Lucy Howard, Turner & Townsend

### Panellists:

Emma Raspin, Burges Salmon  
John Fotherby, Kingsfield Academy  
Adrienne Turner, SCF  
James Bromley, Baylor

## How do we deliver on that success?

- How do we maximise productivity?
- How do we deliver successful projects?
- How do we embrace technology and innovation?

**Chair:** Vince Lydon, McLaren Construction

### Panellists:

Alex Small, Tata Steel  
Angel Georgiev, PlanRadar  
Leanne Coleman, Assystem  
Aaron Burke, MTX Contracts  
Jack Cook, F. Parkinson & G4C Co-Chair

# Our Speakers

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## Host



### **Alison Nicholl** Head of Constructing Excellence

Alison has a background in knowledge transfer, driving innovation and change into the construction sector both in the UK and overseas. Alison is currently Head of Constructing Excellence, where she works with its members and wider movement to drive positive change in the built environment. Alison has a passion for transforming the construction sector into a more innovative, inclusive, and sustainable industry.

## Speaker



### **Fergus Harradence** Deputy Director, Infrastructure, Construction & Rail- Department for Business & Trade (DBT)

Fergus Harradence leads for the Department for Business & Trade on sponsorship of the infrastructure, construction, logistics, airports and water sectors. Since joining the Civil Service in 2000, he has worked in a number of Departments in a range of economic policy roles, including trade policy, export promotion, innovation and corporate tax. His current responsibilities include DBT's policies to help improve the productivity and environmental performance of the construction, airports and water sectors, including through decarbonising buildings and construction operations, strengthening the logistics sector and supply chains in the UK, and managing the relationship with the construction sector through the Construction Leadership Council.

# Our Speakers

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## Speaker



**Ian Shapiro**  
Chief Executive Officer, BRE  
Group

Building sustainable solutions in the built environment. Ian is responsible for BRE Group's strategy and performance. BRE has been a global leader for over 100 years. A profit-for-purpose business wholly owned by a charitable trust, BRE is using digital products and services to solve the built environment challenges of tomorrow. Before joining BRE Group, Ian was the CEO of Reall, a non-profit organisation that invests in and develops sustainable, affordable housing solutions in urban Africa and Asia. A leader in the built environment, Ian was an advisor to the United Nations Under Secretary General and Executive Director for UN Habitat, and is a non-executive director at WHG, a housing association providing affordable homes for rent, shared ownership and sale in the UK. In his earlier career Ian held leadership positions at Crown Agents, Restless Development and the UK government's Foreign, Commonwealth and Development Office.

## Speaker



**Melissa Zanocco**  
Challenge Director: Growth  
Mission, UKRI Research and  
Innovation Missions Accelerator  
Programme

Melissa Zanocco OBE is Challenge Director: Growth Mission for the UKRI Research and Innovation Missions Accelerator Programme. Previous roles include Capital Projects and Infrastructure Advisory at Accenture and Head of Programmes for the Infrastructure Client Group (ICG). She is one of the instigators of Our Vision for the Built Environment, and is committed to transforming the built environment sector to produce better outcomes for people and nature. She has been involved in, or is currently active on, many industry initiatives including UN, WEF, Construction Leadership Council, Green Construction Board, Royal Academy of Engineering, Project 13 and Digital Twin Hub. She is also a member of the UN Women UK community, including as part of the voluntary delegation to the Commission on the Status of Women 2025.

# Our Speakers: How do we define what we want?

## Chair



**Phil Wilbraham**  
Chair, BRE Trust

Phil is semi-retired and is now a Non-Executive Director of Keltbray, Epsom and St Helier NHS Trust and Wilson James. He is also Chair of BRE Trust and Chair of Trustees of the BAA Pension Scheme.

In his executive career, Phil joined Heathrow in 2003 and became Expansion Programme Director in 2017 accountable for delivering Heathrow's third runway along with the infrastructure to support it. Previously as Development Director, Phil was accountable for all the Capital works at Heathrow. As Eastern Campus Programme Director, Phil, was accountable for the delivery of the airport's new Terminal 2. Before this, Phil led the completion of the £4.3bn construction of Terminal 5 and prior to that he led the £350 million Terminal 5 Landside Development Project.

Phil was previously Director of Civil Engineering with TPS Consult, where he was involved in private and public sector schemes from feasibility stage through to design, construction and completion. This included working for BAA on Terminal 5 and many other projects at Heathrow, Gatwick and Stansted, as well as with many other clients. Phil has also worked both overseas and in the UK as a civil engineer for DHV and Mott MacDonald.

## Panellist



**Kingsley Clarke**  
Head of Southern Construction Framework

Kingsley is a leading figure of the South West public sector construction industry. His primary role is the Head of Southern Construction Framework (SW) which during his tenure has brought more than £2bn of South West public sector construction to market. Kingsley represents Devon County Council as the operational lead within SCF and sits on the Joint Working Board.

As the recently elected Chair of National Association of Construction Frameworks (NACF), he represents a core group of Local Authority-led public sector frameworks. He is also Chair of Constructing Excellence in the South West (CESW), and a Director of Joint Contracts Tribunal (JCT) representing Local Government.

SCF is a construction framework operated jointly by Devon and Hampshire County Councils. Not only does SCF work hard to be a beacon of good practice in procurement, it also endeavours to raise the standards of the construction industry as a whole. Kingsley has taken a lead role in supporting both Health & Safety and Carbon initiatives.

Having worked on schemes ranging from small primary school extensions, St Sidwell's Point leisure centre, Exeter College's Institute of Technology, and the University of Bristol's Temple Quarter Enterprise Campus, he brings significant experience and knowledge to the discussions today about the future of the construction sector.

# Our Speakers: How do we define what we want?

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## Panellist



### Kaie Small-Warner

Director of Research and Impact,  
BRE

Kaie Small-Warner, Director of Research and Impact at BRE, uses her expertise in sustainable business models, project management, and research in the energy and construction sectors to shape and scale the impact of BRE's activities. Throughout her career, she has led UK, European and Caribbean programmes on sustainable and circular solutions for the built environment. She developed BRE's corporate sustainability strategy to 2030, champions colleague engagement on sustainability topics, and works with all business areas to enhance and demonstrate outcomes and impact, as summarised in BRE's impact report. She co-chairs AIRTO's sustainability interest group and overall, her focus is on building strong and strategic partnerships that deliver highly impactful research programmes and sustainability initiatives. Kaie is driven by the need to embed social and environmental sustainability principles in all aspects of doing business. This supports global commitments

## Panellist



### Hayley Binns

Development and Integration Lead,  
The Crown Estate

Hayley Binns leads on the development and integration of The Crown Estate's Value Creation Framework, setting out the approach to how TCE considers holistic value across its four strategic priorities: financial returns, net zero, nature recovery. The Crown Estate owns and manages a diverse £16bn portfolio that spans Marine, Rural and Urban environments. It is an independent commercial business established by an Act of Parliament, generating financial returns for the Treasury whilst acting in long-term national interest. Hayley's current role focuses on developing business infrastructure and capability to embed long-term value into BAU.

# Our Speakers: How do we define what we want?

## Panellist



### Professor David Mosey Emeritus Professor, King's College

Professor David Mosey CBE PhD FICE is Emeritus Professor at King's College, chair of the Constructing Excellence Gold Standard Task Group and a member of the NEC Contract Board. He was Director of the King's Centre of Construction Law & Dispute Resolution from 2013 to 2020 and was head of Projects and Construction at law firm Trowers & Hamlins from 1991 to 2013. David started his career on a four-year secondment to the Government of Bahrain and later ran the Trowers office in the Sultanate of Oman where he was also Chair of British Scholarships for Oman.

David was appointed by the UK government in 2021 to lead an "Independent Review of Public Sector Construction Frameworks". His recommendations for improving value and safety, managing risk and achieving net zero carbon are set out in "Constructing the Gold Standard" and were endorsed by government and industry in the 2022 "Construction Playbook". David also co-authored "Guidance on Collaborative Procurement for Design and Construction to Support Building Safety" that shows how balanced evaluation, early supply chain involvement, full consultation and digital data are essential to avoid another Grenfell Tower disaster.

David has advised on the procurement of construction and engineering projects in many jurisdictions, and was described by Constructing Excellence as having 'probably worked on more collaborative projects than anyone else in the UK construction industry in the last two decades.' David is principal author of the "PPC2000" collaborative contract and the "FAC-1" and "TAC-1" alliance contracts, adopted on procurements worth over £100 billion.

David received the 2021 TECSA Clare Edwards Award for "professional excellence and an outstanding contribution to the legal profession serving the construction and infrastructure industry" and he was awarded a CBE in the 2023 New Year Honours List for "services to the construction industry". In 2024 he accepted a Presidential Invitation to join the ICE Fellowship.

## Panellist



### Steve Sheasby Head of Delivery, The Greater London Authority

Steve is Head of Delivery at the Greater London Authority, leading the multi-million-pound redevelopment of the Crystal Palace National Sports Centre on behalf of the Mayor of London. The project involves the renewal of a nationally significant Grade II\* listed multi-sports centre and stadium, balancing heritage, community benefit, sustainability, and long-term operational viability.

At the GLA, Steve has also led the relocation and redevelopment of London's City Hall and delivered complex infrastructure projects across the Royal Docks, working on programmes that require a clear articulation of public value and close collaboration with the market.

Prior to joining the GLA, Steve was Head of Government Relations at Homes England, working closely with government and partners to unlock housing and regeneration projects across England. In other roles he led the delivery of multiple housing projects across the West Midlands, working with local authorities, developers, and delivery partners. His experience spans strategic client-side delivery, outcome-focused decision-making, and shaping projects to align public investment with social, environmental, and economic outcomes.

# Our Speakers: How do we set up for success?

## Chair



**Lucy Howard**  
UK Major Bids Lead, Turner & Townsend

Lucy has 25 years' experience from construction to work winning to driving industry change.

Since 2013 Lucy's focus is programme and project management consultancy with Turner & Townsend to maximise outcomes delivered from clients' assets; including London Overground, Network Rail, Heathrow Express and Heathrow Airport. Progressing from Senior PM to Operations lead for the southern region, to Transport Sector Lead, to UK Head of Infrastructure Markets, to UK Major Bids Lead. She works with sector, service, and regional experts to arm our team with the best of industry innovation for clients across Infrastructure, Real Estate, Advisory, Energy & Natural Resources and Defence.

Lucy is active in industry with Project 13 since 2017 with the Infrastructure Client's Group as Development Board member and co-chair of the Capable Owner workstream. She contributes to the Institution of Civil Engineers on Productivity and produced the Programmes with Purpose report with CBI. Lucy regularly contributes to debates on infrastructure; diverse thinking (particularly neurodiversity); and mental resilience.

Originally from the North-East of England, in her early career she studied Civil Engineering at Imperial with experiences in nuclear, residential and upgrading the Albert Hall. Graduating to the Kings Cross redevelopment and East London Line Viaduct reinstatement, she was NCE Graduate Civil Engineer of the year and quickly chartered. By 26 she was leading South Quay DLR station construction, chairing Constructing Excellence's G4C, moving on to improving her division's work winning rate for major projects.

## Panellist



**Emma Raspin**  
Senior Associate, Burges Salmon LLP

Emma is an experienced construction lawyer, with 14 years experience advising private sector clients in the built environment. Having spent the first half of her career in the middle east focussing on international arbitration, she now has a particular focus on complex transactional work particularly in healthcare, real estate finance, datacentres and education sectors.

# Our Speakers: How do we set up for success?

## Panellist



### James Bromley

Chartered Commercial Director,  
Baylor Joint Venture

James Bromley is a Chartered Commercial Director with over 20-years of experience in shaping and delivering some of the UK and Europe's most complex infrastructure projects. Currently leading the commercial delivery of Hinkley Point C Main Civils Works on behalf of the Baylor Joint Venture, a joint venture between Laing O'Rourke Construction and Bouygues Travaux Publics, James is passionate about major project delivery and modern methods of contracting.

Renowned for building integrated delivery teams, James brings clients, contractors, the supply chain and stakeholders together under a single vision to drive collaboration, mitigate risk, and unlock best-for-project outcomes. His approach combines deep commercial expertise with innovative thinking, championing Modern Methods of Construction and digital transformation to optimise performance and value.

## Panellist



### Adrienne Turner

Framework Manager, Southern  
Construction Framework

Over the last four years, Adrienne has been a Framework Manager at Southern Construction Frameworks (SCF), a major construction procurement route managed by the public sector and based in the south of the UK and London. During her time in the team, Adrienne has led on the collection and sharing of market intelligence and supply chain engagement on behalf of the framework, as well as guiding users and suppliers with framework use. Adrienne's latest role includes the national representation of the G4C network in the Constructing Excellence Gold Standard Task force. Her primary focus includes the sharing of best practice and lessons learnt from the community of framework providers and users with young professionals and new entrants to the construction industry.

# Our Speakers: How do we set up for success?

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## Panellist



**John Fotherby**  
Partner, Kingsfield Academy

John is Partner at Kingsfield Academy, and the previous Chairman of Kingsfield Consulting which he co-founded in the early '80s. He advises senior executives in the international engineering and construction industry, assisting them in managing project risk and the delivery of commercially successful projects for improved business performance.

John also serves on the Constructing Excellence members' steering group where he convenes industry improvement initiatives for organisations representing asset owners and the whole supply chain, especially for the contracting and delivery of energy transition projects.

Throughout his 40+ years' career he has been involved in managing risk on projects, either directly accountable as line manager or as consultant. As a project director he knows what it takes to deliver projects successfully and which contrasts with his considerable experience of resolving claims and disputes through effective negotiation, or arbitration only if absolutely necessary.

Today, he is very much involved in energy transitions projects, in particular the way in which they are contracted and delivered.

# Our Speakers: How do we deliver on that success?

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## Chair



**Vince Lydon**  
MD, McLaren

Vince Lydon is one of the UK's most experienced construction management leaders, with a four-decade career delivering some of the country's most complex and high-profile schemes. His portfolio includes The Peninsula Hotel, Battersea Power Station Phase 3, and the Olympic Village – projects that set new standards in technical delivery and stakeholder coordination.

Vince has held senior roles at Lendlease, Balfour Beatty, and Sir Robert McAlpine, where he was Deputy Managing Director for London. He is now Managing Director of McLaren's Construction Management and Specialist Projects division, where he champions collaborative delivery models that unlock value, reduce risk, and raise performance across the built environment.

## Panellist



**Alex Small**  
Digital Platforms & Innovation Lead,  
Tata Steel UK

Alex Small is the Digital Platforms & Innovation lead for Tata Steel UK. This role involves the delivery of product information for Tata Steel's UK businesses as well as the digital reach and interlock of the business through its data and platforms. Alex sits on several international and European standards committees as well as several working groups including CPE's Digital Task Group and GS1's UK Construction group.

Alex has been leading Tata Steel UK's involvement in Digital Product Passports and industrialised construction. He is also the founder of the Manufacturers' Information Hub – a pan-European project to standardise and simplify manufacturers' product information flows. Alex is a keen advocate for structured data, IoT, Digital twins, AI, DfMA, offsite construction and an integrated, digital, built environment.

# Our Speakers: How do we deliver on that success?

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## Panellist



### Leanne Coleman

Business Unit Director for Project Management & Consulting, Assystem

Leanne Coleman, Business Unit Director for Project Management & Consulting at Assystem has extensive expertise in PMO and Project Controls across a range of sectors including Oil and Gas, Nuclear and Utilities. Leanne ensures governance, transparency, and performance across complex programmes; she believes success is achieved through structured delivery frameworks, data-driven decision-making, and collaborative partnerships that unlock innovation. With a proven track record in aligning strategy with execution, Leanne champions approaches that turn ambition into measurable outcomes for clients and stakeholders.

## Panellist



### Aaron Burke

Senior Technical Lead, MTX Contracts

Aaron is Senior Technical Lead at MTX Contracts. He is a qualified Civil Engineer with 12 years' experience working within Offsite Construction across the UK and worldwide.

He provides a key link between pre-construction and project delivery teams across a wide range of new build, refurbishments and infrastructure developments. His passion for optimising delivery through the use of Modern Methods of Construction, early contractor engagement and contractor lead design ensures high-quality delivery across every stage of a project.

# Our Speakers: How do we deliver on that success?

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## Panellist



### Jack Cook

G4C National Co-Chair &  
Construction Estimator, F. Parkinson

Jack joined the industry when leaving school at 16 and undertook a joinery apprenticeship with F. Parkinson Ltd. After completing this apprenticeship, he continued to work on site while undertaking an HNC in construction. Upon completion of his HNC, Jack was afforded the opportunity to take on a new role working as a trainee estimator in the Manchester office, where he was eventually promoted to his current role as a construction estimator working for the same company he started with back when he was 16.

## Panellist



### Angel Georgiev

Account Manager, Enterprise,  
PlanRadar

Angel Georgiev is Account Manager, Enterprise at PlanRadar, the construction and real estate project management platform serving over 170,000 users globally. Holding a Master's degree in Civil Engineering, Angel brings nine years of expertise driving digital innovation within the construction technology sector.

Throughout his career experience spans companies including Bentley Systems, Bluebeam, and Contruent, where he specialised in Digital solutions, BIM and strategic growth initiatives. Angel is recognised for his thought leadership in accelerating digital transformation, improving housing delivery, and navigating how technology enables compliance with evolving construction regulations.

He regularly speaks on industry trends, including digital platforms, smart construction workflows, and the future of construction technology.

## Headline Sponsors

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[SCF \(Southern Construction Framework\)](#) is a public sector led joint venture between Devon and Hampshire County Councils, supporting construction projects across London, the South East, and the South West. Since 2006, it has overseen delivery of over £9 billion in public sector construction, typically coordinating around £500 million of building works annually. SCF employs not only direct award model, but also a two stage open book procurement model, ensuring early contractor engagement, transparency, competitive tension, and rigorous performance monitoring. A dedicated framework management team delivers end to end technical support, from procurement and contractor oversight to one year post-occupancy. Quarterly market intelligence reports and a cloud-based Local Supply Chain portal empower clients with real-time insights and access to over 25,000 suppliers.

## Gold Sponsors

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Our [Band 1 ranked construction legal practice](#) is one of the largest construction and engineering teams in the country, with over 47 specialist construction lawyers.

We work with clients at every level of their development and delivery of complex infrastructure including all forms of construction dispute resolution. Our projects cross many specialist sectors including energy and utilities, transport and real estate, and we are a first port of call for truly innovative projects, particularly in the renewables and infrastructure sectors.

We span the UK, with lawyers qualified in England, Wales, Northern Ireland & Scotland. We also advise on international projects in Europe, the Americas, Africa & Asia.

## Exhibitors

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### Achieve better results on your projects

[Kingsfield Academy](#) has provided support to the international engineering and construction industry for over 40 years. After starting life as a traditional claims company and decades of supporting our clients through consulting, the support of learning and continuous improvement in all its forms is now the centre of our services. Our primary focus is project-critical training and coaching solutions that address the commercial and contractual challenges of delivering profitable and capital-efficient major projects in an increasingly complex landscape.

Our Programs cover critical capabilities such as managing scope, contract, risk, change, time and stakeholder relationships in projects. Together with these, and equally as important we focus on developing the essential leadership skills and behaviours such as emotional intelligence, resilience, systems thinking and sense-making so vital to leading through complexity and change. Our latest offering – Delivering the Transition – addresses these issues in the context of Energy Transition.

## COVAILENT

Applied AI that protects people and data.

In the construction industry, [COVAILENT](#) helps teams eliminate manual reporting from field surveys and inspections.

We automatically transform on-site text, photos, and video into professional, sign-off-ready reports using the tools teams already know.

The result is less admin, faster approvals, and more predictable project delivery.

## Breadcrumb

[Breadcrumb](#) is a modern site safety and compliance tool built for the construction industry and used by over a million workers in the United Kingdom, Ireland, and globally across the United States, Australia and New Zealand.

Available on mobile and desktop, Breadcrumb houses vital site safety documentation such as inductions, attendance, RAMS, insurances and permits, as well as a complete worker directory linked to every site and the ability to send messages to each signed-in worker. This centralised hub is accessible to everyone who needs it and integrates with Procore in real-time.

By streamlining a typically disjointed experience and creating a direct path of communication to the worker, Breadcrumb helps site teams



[PlanRadar](#) is a leading platform for digital documentation, communication and reporting in construction, facility management and real estate projects. It enables customers to work more efficiently, enhance quality and achieve full project transparency.

# Partners

## CONSTRUCTION CLIENTS' LEADERSHIP GROUP



The [CCLG](#) is the only truly independent client group for private, public, and regulated clients - the recognised home for leading clients, offering the best value and lowest cost membership. The CCLG started life as the Construction Clients' Group in the early nineties as an independent client body representing both private and public clients. The Group is a not-for-profit organisation, funded by client members. At the start of 2017 the group evolved into what is now the Construction Clients' Leadership Group (CCLG), to reflect the importance of the leadership dimension to commissioning construction services.



**BRE** is a world-leading, multi-disciplinary, building science centre with a mission to improve buildings and infrastructure, through cutting-edge research and knowledge generation. BRE maintains a range of products, services, standards and qualifications that are used around the world to bring about positive change in the built environment.