

**CONSTRUCTION
QUALITY
IMPROVEMENT
COLLABORATIVE**

CQIC ANNUAL REVIEW

2025 - 26

A Summary of the Work and Activity of the CQIC
Campaign During the Year

Colin Campbell and Iain Kent
Co-chairs of CQIC

CQIC Annual Review 2025/26

1. Introduction

- 1.1. The CQIC is a campaign to raise awareness of the importance of achieving quality in construction and to drive a change in culture for the better. It is the Construction Quality workstream of the Transformation Action Plan which underpins the Scottish Construction Accord.
- 1.2. The impact of the campaign can be considered at 2 levels. The first is the reach of the campaign and the extent to which it is engaging with stakeholders. The second is what impact it is having on the sector and whether it is contributing to a change in culture.
- 1.3. The first aspect is easier to measure than the second. We know the extent to which CQIC are engaging with the sector through the events, presentations, webinars and comms activity that is done. Determining what change this is either driving, or contributing to, is more difficult.
- 1.4. This review provides an insight into the activities and work that CQIC has done to promote a quality culture across the sector in 2025/26, its third year since its official launch in February 2023.

2. Steering Group

- 2.1. The CQIC is supported by a Steering Group with representatives from across the public and private sectors. During 2025/26 the members of the Steering Group were as follows-
 - Andrew Baillie – NHS Greater Glasgow and Clyde
 - Patrick Brown – City of Edinburgh Council and SHoPS
 - Alasdair Burt – George Leslie and CECA
 - Colin Campbell – Scottish Futures Trust (co-chair of CQIC)
 - Euan Clark - Ashleigh (Scotland) Limited and Scottish Building Federation
 - Stephen Crawford – Perth & Kinross Council and SHoPS (retired September 2025)
 - John Edwards – hub North Scotland and RICS
 - Libby Heathcote – Reiach & Hall and RIAS
 - Iain Kent – Morgan Sindall (co-chair of CQIC)
 - Fiona Munn – Scottish Government (retired December 2025)
 - Ashley Mullen – Scottish Government Planning and Regeneration Division (joined November 2025)
 - Stephen Garvin – Scottish Government Building Standards Division
 - Lisa Goldie – Scottish Government Property and Construction Division
 - Stuart Lochrie – FES Limited
 - Colin Proctor – Scottish Futures Trust

- Karen Stevenson – Scottish Futures Trust and the Scottish Construction Accord Transformation Action Group
- Alan Wilson – SELECT and CICV

2.2. The Steering Group members have an important role to play in supporting and guiding the CQIC as it works to achieve its vision of a construction sector where construction quality is central to all decision-making to create a sustainable quality culture.

3. Commitment to the Charter

3.1. Commitment to the Construction Quality Charter, which is at the heart of the CQIC, has grown from 122 to 147 during the year 2025/26, an increase of 25. The logos of the majority of the organisations that have committed to the Charter can be found here – [Committed Organisations](#).

3.2. The distribution of all committed organisations is as follows –

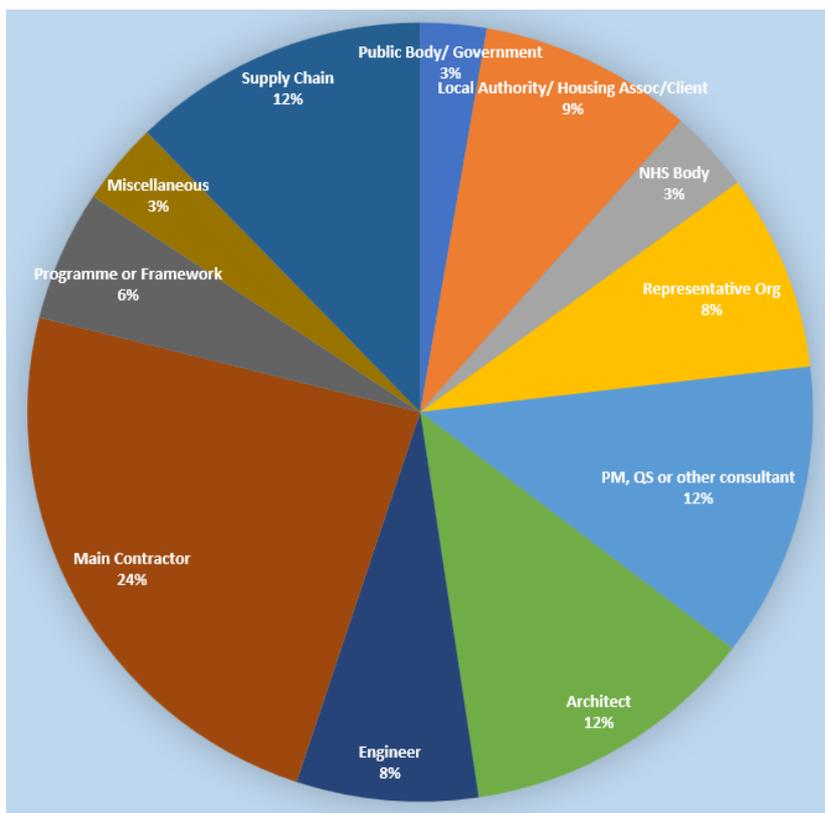


Fig 1 – Charter Commitment Categories

3.3. As can be seen, almost a quarter of the organisations that have committed to the Charter are main contractors. There is good representation from across the delivery side of the sector including consultants, architects, engineers and the supply chain. Efforts are being made to increase the number of commitments from the client side, which has a key role to play in developing and supporting a quality culture across the sector.

3.4. It is estimated, from the figures provided at the time of committing to the Charter, that these organisations employ over 48,000 people in construction.

4. Activity during the year 2025/26-

4.1. Quality Forums –

An important aspect of CQIC’s work is the engagement achieved through presenting at forums and meetings. These include events both arranged by CQIC and by invitation from organisations that support the vision and work of the campaign.

4.1.1. A Joint Forum was held with the Get It Right Initiative (GIRI) on 24 June 2025 in the Lighthouse in Glasgow. The subject of the meeting was Building Safety and Quality Post-Grenfell. There were 65 attendees. This was the 3rd joint venture with GIRI following the CQIC launch event on 9 February 2023 and the forum which explored error reduction and quality improvement in construction held on 9 July 2024. A further forum is planned for 23 June 2026 on the subject Compliance, Safety and Quality.



Joint CQIC/GIRI Forum

4.1.2. Scottish Water (SW) and their Partners/Supply Chain held a forum in SW’s Steps office on 25 June 2025. There were 44 attendees. This is the 3rd SW quality forum at which CQIC has presented.

4.1.3. CQIC was invited to present to the University of Glasgow Supply Chain Day on 8 October 2025. There were over 100 attendees who were introduced to CQIC and were told about the work being done on Contractor Design Portions. The attendees included consultants, designers, main contractors and major sub-contractors.

4.1.4. Morgan Sindall invited CQIC to present at their Regional Supply Chain Awards Event held in Glasgow on 18 September 2025. This, was an opportunity to reach organisations at the supply chain level who have an important part to play in fostering and adopting a quality culture. It raised the profile of CQIC and allowed the work on Contractor Design Portions (CDP) to be presented to organisations that are on the receiving end of CDP tenders.

4.2. CQIC Quarterly Working Group Meetings –

- 4.2.1. The CQIC Steering Group meets quarterly and meetings took place on 28 May 2025, 20 August 2025, 26 November 2025 and 3 February 2026.

4.3. Podcast/Webinar –

- 4.3.1. Scottish Futures Trust organised a webinar on 18 March 2026 at which CQIC was featured. The webinar, which was targeted at Participants in the hub programme, had the title “Compliance, Safety and Quality”. It featured talks by representatives of Scottish Government Building Standards Division, hub North Scotland and CQIC. The presentation by CQIC was on the subject of the Contractor Design Portion (CDP) Recommendations work detailed below.

4.4. The Contractor Design Portion Guidance (CDP)

- 4.4.1. Work progressed during the year on the development of guidance for the use of CDP in a way that supports the delivery of quality. This work commenced with a survey to gain an insight into how and why CDP is currently used as well as what needs to change. The survey received 381 responses which far exceeded expectations but was a demonstration of how important an issue it is to the sector.
- 4.4.2. The results of the survey allowed the CDP working sub-group to develop Recommendations that were consulted on at workshops with representatives from across the public and private sectors. The sub-group developed the Recommendations into a form that, if implemented, can be used by the sector to better use CDP for quality outcomes. The Recommendations document was published on the CQIC website on 23 March 2026 – [CDP Recommendations](#). CQIC will be working with the sector to disseminate and promote implementation of the Recommendations and to share case studies as to how they are being used and the benefit this is bringing.
- 4.4.3. CDP is a key factor in the delivery of compliance with Building Standards. It is normal for CDP design information to be a necessary part of the submission for a Building Warrant. CQIC has consulted with Scottish Government Building Standards Division (BSD) on the CDP Recommendations and have supported BSD in the development of the new Compliance Plan Approach.

4.5. Comms

- 4.5.1. CQIC has 628 followers on LinkedIn. LinkedIn has proven to be a valuable means of communicating and engaging with the sector. During the year 8 March 2025 to 7 March 2026 CQIC posts on LinkedIn had 3,328 impressions (i.e. been looked at that number of times).
- 4.5.2. The CQIC website (www.cqic.org.uk) remains a valuable resource in the communication with the sector. For example, during the one month period from 12 February 2026 to 19 February 2026 the site had 627 visitors.
- 4.5.3. CQIC has a page on the Construction Wiki – [Designing Buildings](#)
- 4.5.4. The launch of the CDP Recommendations was covered in the technical press with the press release published in [Scottish Construction Now](#) and [Project Scotland](#).

5. Impact

- 5.1. As stated in the Introduction above, measuring the direct impact that the work of CQIC has had on the sector is challenging. An indication of the perception of the sector has been obtained through carrying out polls at the meetings that have been held over the duration of the campaign. Feedback is that quality is rising up the agenda and that CQIC has been a contributing factor. However, there is still a long way to go to achieve the vision of CQIC.
- 5.2. CQIC would liken the journey on construction quality to that of Health & Safety over the years. Even with the benefit of legislation, H & S took many years to change the culture of the sector. CQIC has no expectation of an overnight transformation of the sector to embrace the quality culture that is required but, it is important that we build upon the work carried out to date to drive forward to achieve a sustainable quality culture across the sector.