



CIC FUTURES GROUP

RESEARCH BRIEF FOR PHASE (b) OF CORE PROGRAMME – FIRST DRAFT

1.0 INTRODUCTION

- 1.01 The Construction Industry Council was formed in 1988 (initially as the Building Industry Council). It is a not-for-profit Company Limited by Guarantee, the members of which must be representative or other not-for-profit organisations (eg. professional institutions, business associations, research associations). The CIC currently has 34 Full members and 16 Associate members. Full members are represented on the Council through five electoral colleges.
- 1.02 23 members of CIC are professional institutions (ie. qualifying bodies with individual members). Of these, 8 have a Royal Charter and are therefore members of the Chartered Electoral College; 10 are independent professional institutions and are members of the Professional Electoral College; a further 2 have an additional business dimension and are therefore members of the Business Electoral College; and 2 are Associate members.
- 1.03 Members of CIC have established a Futures Group with the following Terms of Reference:

The role of the Futures Group is to assist the professional institutions serving the built and natural environment to provide the best possible services to society, particularly through greater integration, collaboration and co-operation between them.

In this role, the Futures Group will:

- (a) focus on the potential for all aspects across the spectrum of possible association between the institutions: from improved co-operation, active collaboration, shared activities and facilities to the potential for integration;
- (b) develop a greater multi-disciplinary approach, improve the profile and influence of the various sectors both individually and as a single voice for the built and natural environment professions, providing economies of scale and improving efficiency and cost-effectiveness;

- (c) have an over-riding aim of improving the services offered to clients, users of the built and natural environments and to society;
 - (d) address the international dimension in terms of more effective association between the institutions;
 - (e) oversee appropriate research to identify the wishes and requirements of the various institutions in the built and natural environment sectors with regard to their future, specifically in relation to these terms of reference, and also to identify and analyze similar pan-industry or pan-professional initiatives;
 - (f) consider how this work interfaces with other similar initiatives being developed elsewhere and will therefore liaise closely with appropriate organisations and make representations where appropriate to ensure that any proposals are consistent with the wider interests of the built and natural environment community;
 - (g) identify specific areas where immediate, practical opportunities for co-operation can be developed.
- 1.04 Members of the Futures Group are senior representatives from the Chartered Institution of Building Services Engineers (CIBSE), Chartered Institute of Building (CIOB), Institution of Civil Engineers (ICE), Institution of Structural Engineers (IStructE), Institution of Highways & Transportation (IHT), Landscape Institute (LI), the Professional College of CIC (see 1.05 for membership), Royal Institute of British Architects (RIBA), Royal Institution of Chartered Surveyors (RICS), Royal Town Planning Institute (RTPI).
- 1.05 The Professional College of CIC incorporates the: Association of Building Engineers (ABE), Association of Cost Engineers (ACostE), Association for Project Management (APM), British Institute of Architectural Technologists (BIAT), British Institute of Facilities Management (BIFM), Institution of Civil Engineering Surveyors (ICES), Institute of Clerks of Works of Great Britain (ICWGB), Institute of Plumbing (IoP), Institute of Highways Incorporated Engineers (IHIE), and the Institute of Maintenance and Building Management (IMBM). The College is collectively represented on the Futures Group by its Chairman, Francesca Berriman of BIAT. Individual members of the College will have the opportunity to be directly involved in the core programme of activity (designated in 1.07 below).
- 1.06 Turlogh O'Brien (the current CIC Chairman) chairs the Futures Group and is supported by Graham Watts (Chief Executive of CIC), who chairs the Executive Group, Stuart Henderson (Deputy Chairman of CIC) and Tim Gough (Chairman of the Chartered College).
- 1.07 The Futures Group has agreed that there will be two parallel strands of activity:
- (i) A core programme relating to generic areas of association or integration between the institutions. This will potentially have four distinct phases:
 - a. Planning phase (Approximately 2 months)
 - b. Research stage (Approximately 4/6 months)
 - c. Strategy (to be completed by the end of 2004)

- d. Consultation and Implementation (to be completed by the end of 2005)
- (ii) A programme of 'quick wins', which will be developed in parallel with the core programme and will involve co-operative working arrangements amongst the institutions in particular areas. The first round of 'quick wins' includes:
 - a. Joint activity in China (*to be led by CIOB*)
 - b. The establishment of a joint Regional Centre for the institutions (*to be led by RIBA*)
 - c. Joint response to Egan Review of Sustainable Skills (*already completed*)
 - d. Teambuild 2004 (*to be led by ICE*)
 - e. Developing business skills in the professions (*to be led by RICS*)
 - f. Developing other generic skills across the professions (*to be led by CIC*)

1.08 **This project plan is concerned only with phase (b) of the core programme.**

1.09 The planning phase (a) of the core programme is now essentially complete. The key element of the planning phase was an 'Awayday' of members of the Futures Group together with some additional representatives of the Professional College, which was held on 20 January 2004 at the Chartered Institute of Building in Ascot.

1.10 The Awayday was successful in meeting all of its objectives. The proceedings began with the presentation of brief papers on issues related to Futures Group aspirations. This was followed by a workgroup session exploring the activities undertaken in the institutions, drawing out the commonality and differences between institutions. There were found to be both positive and negative effects of both the commonalities and the differences. Working from this foundation, a second workshop session explored opportunities in support of the Futures Group vision, scoping the impact and risks associated with each.

1.11 A facilitated session, drawing from this material, identified 19 objectives to be researched during Phase (b) of the project, in order to provide the basis for the development of a Futures Group Strategy in Phase (c) of the Project.

1.12 The participants agreed on the principles relating to the working method for Phase (b) of the project. They decided it was inappropriate to issue any official statement regarding the day's events, rather to await the completion and agreement to the Project Plan in February.

2.0 **CORE PROGRAMME – PHASE (b) – RESEARCH STAGE**

Responsibility

2.1 It was agreed that CIC will project manage and develop the core programme on behalf of the individual participants but that the individual members will continue to share the project management of the various 'quick win' projects, unless they are projects which are already being undertaken by CIC in which case CIC will continue to lead.

2.2 It was agreed that CIC will appoint a Research Consultant to carry out the work of phase (b) on behalf of the members of the Futures Group.

Key Activities

2.3 In principle, it has been agreed that the research phase will comprise the following activities:

- Two meetings of the Futures Group
- Four meetings of the Executive Steering Group
- Interviews/meetings with officers and staff of each direct participant (likely to be twelve institutions)
- A workshop for other stakeholders within CIC (likely to be approximately ten additional bodies)
- Liaison with the project management team as appropriate
- The completion of a research report for submission to the Futures Group.

Research Consultant input

2.4 The following is an indication of the commitment required from the research consultant:

Attendance at meetings	:	6 x 0.5 days
Preparation for meetings	:	6 x 0.5 days
Interviews	:	12 x 1.5 days
Workshop	:	1.5 days
Preparation for workshop	:	0.5 days
Report writing	:	10 days
TOTAL	:	36 days

Project Management

2.5 Project Management for meetings and the workshop will be provided by CIC.

2.6 A steering group of the CEOs of the participant organisations, chaired by the Chief Executive of CIC, will oversee phase (b) with full meetings of the Futures Group at the beginning and end of the phase.

Timescale

2.7 The timescale for phase (b) is as follows:-

- Meeting of the Future Group to Commence phase (b) by 2 Apr 2004
(this is subject to discussions at the meeting already planned for 3 March 2004)
- Research phase 1 Apr – 30 Jun
- Receive Report by 16 July 2004

- Future Group Meeting to end Phase (b) by 31 July 2004

2.09 This timescale may be revised in discussion with the appointed consultant.

Appointment of Research Consultant

- 2.10 It is proposed that we appoint the consultant following a short competitive tendering process.
- 2.11 We will issue a request for expressions of interest via the CIC Cascade on 24 February 2004. **Expressions of interest will be requested within one week, i.e. by 5.00pm on 2 March 2004.**
- 2.12 The Futures Group meeting on 3 March 2004 will be invited to select a shortlist to submit a full bid. It is suggested that the short list will not be more than 3/4 potential consultants.
- 2.13 The short listed consultants will be notified on 4 March and full bids will be requested to be received by 5.00pm on 12 March 2004.
- 2.14 A selection group, which will be appointed by the Futures Group on 3 March, will decide on the appointment. It is not envisaged that interviews will be held, although this option may be decided by the selection group.
- 2.15 The research consultant will be appointed by 26 March 2004 and the project will commence on 1 April 2004.

Project Objectives

- 2.16 The schedule of project objectives was agreed at the 'Awayday' on 20 January 2004.
- 2.17 During phase (b) the research consultant will utilise the Group's terms of reference (see 1.03) and, in particular, focus on the potential for all aspects across a spectrum of possible associations between the institutions in relation to the 19 specific objectives.
- 2.18 Project objectives are stated as worded at the workshop. Factors are noted which include the original identified opportunity and other relevant comments recorded at the time, also word-for-word.
- 2.19 The Impacts and risks have been extracted, **post-workshop** from material taken during the second workshop sessions.
- 2.20 The objectives are numbered for reference only and not in order of any priority or in order of development at the workshop.

Objective 1	Factors	Impacts	Risks
Investigate common topics for cross-disciplinary CPD and method of delivery	CPD cross-discipline	Synergy; CIC CPD Scheme; Shared Courses; Cost Effective; Public perception; Career development; Common competencies; Quality v quantity	Lack of focus; Need for specialisms; Disenfranchisement; Financial impact

Objective 2	Factors	Impacts	Risks
Develop a cross-disciplinary research agenda	Policy and research; Research	Gov't funding; Availability of courses; Holistic approach; Relevance (smarter); Sector importance; Quality of life; Big issues (multi-disciplinary; Dissemination; Education	Funding; Universities; change from silo researcher; Lack of Gov't and institute money; lack of resources – education/gov't – secrecy of industry

Objective 3	Factors	Impacts	Risks
Develop a core set of universal values that apply to all professionals in the built environment	Ethical standards; Disciplinary procedures; Code of conduct; Common standards of enforcement; Multi-membership	Common duty of care to society; Public perception/understanding; Core standards; Conversion in terms of who can do what; consumer involvement	International dimension; Relevant to standard industry practices; Not dumb-down; Loss of identity

Objective 4	Factors	Impacts	Risks
Conduct a joint review of accreditation	Education; Common Education; Accreditation – influence course content	Core skills early in process; specialise later; must be basic core skills; Less confusion for students/parents etc; Stronger relationship with providers; minimise resource implications for universities; Broadening of courses; Integration; Review of process, future needs, competency and outcomes;	'Emotional' drivers for choice are often profession specific; Lack of students; Skills too polarised; Dilute standards; Satisfy EC? Loyalty; Professional recognition; Risk of driving out specialist skills

Objective 5	Factors	Impacts	Risks
Consider the establishment of a portal as a single access point to professional institutions	Portal to professional bodies; One stop shop; Centre website; How industry works; Client focussed	Customer services call centre; Public face; technical advice; Virtual sharing; Multi-discipline clusters; 'crossing boundaries'	

Objective 6	Factors	Impacts	Risks
Investigate possibilities for exchange of knowledge	cross-discipline website – learned society; Shared technical resources, library/info; Dual/multi-membership	Talk across institutions about substantive issues; Possible Academy? Opportunity of increased market for events; Shared Knowledge across boundaries; Improved service	Lack of identity, loss of income; Too difficult? Solution to all problems; Detract from individual websites/resources etc

Objective 7	Factors	Impacts	Risks
Investigate sharing of website access to membership Databases	Connecting people; Develop cross-institutional networks	All CPD s available on web; Recording of CPD info – big cost savings;	

Objective 8	Factors	Impacts	Risks
Make proposals for maximising economies of scale through innovative ways of reducing overheads	Shared Admin corporate support, cross-discipline website admin; Bulk buying; HR; Larger supporting smaller; Venues; Corporate support – admin etc	Call centres; cost efficiency; economy of scale; Central database; IT support; Improve processes	Contractual/financial issues; Loss of identity; Easier to break the law – data protection etc; loss of personal touch

Objective 9	Factors	Impacts	Risks
Develop a joint strategy for serving the regions	National networks (regions/branches)	Numbers; economy of scale; quality ; synergy; Multi-discipline spin-off; Boundaries RDA; functions; promotions; events; Cost efficiency; share resources; 'one-stop-shop'; less fragmentation	Lack of focus; need for specialisms; Disenfranchisement; Upset status quo – boundaries; Loss of identity and focus; will collaboration be reflected at national level? Geographical issues; Compatibility; Lease/contracts

Objective 10	Factors	Impacts	Risks
Investigate ways of developing procurement philosophy for future needs of the construction industry	Procurement; PI insurance; cross-discipline client advice	Smarter/happier client; Better, more competent client; collaborative; deal with interfaces of PIs	How is it paid for? Upset members;

Objective 11	Factors	Impacts	Risks
Investigate the implications of broadening the sector to cover the whole life cycle	Broaden the sector	Future of built environment/umbrella;	Missing it – someone else taking it for their own;

Objective 12	Factors	Impacts	Risks
Investigate joint working in relation to understanding and dealing with EU issues	EU Issues		

Objective 13	Factors	Impacts	Risks
Identify how the membership can act together effectively in relation to influencing industry and government	Gov't industry one voice; Proactive and reactive; Gov't fragmentation' cross-discipline educating politicians; Authoritative voice; External lobbying	Benefit of one voice (Gov't pressure); Big vision; Synergy; Commonality identification of when in gov'n't; Less of a divide and rule; much stronger voice; no institute has sufficient resources to do anything well; Responsive; proactive; Better informed policy;	Not to lose niche specialisation; Not being listened because of lack of single voice and perception; Low common denominator; stop everyone else from expressing views; wasted effort (here today, gone tomorrow)

Objective 14	Factors	Impacts	Risks
Develop a cohesive careers promotion strategy	Joint Careers Promo/image	Impact is external; generic approach may be more attractive; Better use of resources; better promotion; better understanding by students & teachers, more recruits	Schools do not have relevant and current careers advice; Competing with each other causes confusion; Lack of funding; Huge task

Objective 15	Factors	Impacts	Risks
Consider consolidating aspects of arbitration and dispute resolution services	Dispute resolution; Common Diploma	Integrated professional teams; Mix and match of services	

Objective 16	Factors	Impacts	Risks
Develop a strategy for a combined approach to International activity	International Influences; 2 Way Street; International centres of excellence.	External Impact; better value for money; Helping each other to 'open doors'; Sharing info/contacts	What is in it for member in Melton Mowbray?; Financial; reputation; link to global politics

Objective 17	Factors	Impacts	Risks
Consider developing joint approaches to specific sectors of the built environment	More focus on sector specific	More relevance to users; Market related;	Continuing run-down of institution relevance

Objective 18	Factors	Impacts	Risks
Develop a joint approach to value-based income	Fees		

Objective 19	Factors	Impacts	Risks
Encourage institutional benevolent funds to explore ways of co-operation	Benevolent Activities		

3.0 **EXPRESSIONS OF INTEREST**

3.01 If you are interested in being considered to carry out the research for this phase of activity please register your interest by sending an email to:

gwatts@cic.org.uk

to arrive no later than 5.00pm on 2 March 2004.

3.02 The Expressions of Interest should be accompanied by some brief factual information about the individual or company, including a relevant CV for the proposed research consultant.

Graham Watts
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