

Strategic Review Phase 1 report

Construction Industry Council
24 February 2021



Today's agenda

- **Project Foundations**
- *Questions*

- **Findings**
- *Questions*

- **Next steps**
- *Final Questions*

1 Project Foundations covers

- Timeline
- Terms of reference
- Project plan
- Methodology
- Questions

Timeline

- **2020** 16th October commencement
- November Council 3rd November
- November member workshops and report
- **2021** January Board
- **February 24th Council Phase 1 Report (Findings)**
- March workshops and report
- 7th April Council Phase 2 report (recommendations)

Terms of reference

- If we didn't have the CIC we would have to invent it'
- Broad terms of reference focussed on exploring a cost effective sustainable structure and be 'fit for purpose' in the future.
- Vision and mission?
- Value proposition?
- Functions it performs well?
- What changes are necessary and why?
- What aspects do we need to re-invent?
- What might a re-invented CIC look like?

Project Plan

Phase 1

- a) Collecting and analysing feedback
- b) Distillation of responses and aspirations

Now complete

Phase 2

- a) Identification of key points to progress to a firm strategy
- b) Plan for delivery and monitoring of strategy

Methodology

Semi-structured interviews (Workshops and 1:1)

Questions

- a) What do we want the CIC to do?
- b) What do we want the CIC to be?

Category		Number of respondents
External stakeholders	Government, regulators, interest groups, trade bodies	11
Members	3 workshops	14
	Individual bodies	10
Former CIC Chairs		3
CIC employees	3 meetings held	6

Questions about the
process/methodology followed?

2. Findings covers

- Respondents views
- Strategic scope
- CIC in 2025
- Questions

Respondents Views

- Reactive rather than proactive

Strategic issues (understandably) lost in the volume and scope of work relating to the Grenfell Tower tragedy and the COVID 19 epidemic

- Shrinking not growing

Resources reducing and these then being spread too thinly over too many subjects

- Who and what is the CIC for?

Different and stronger profile , better definition and clarity about purpose

- Differentiation between the CIC and other organisations?

What is unique about the CIC, what do the other representative groups do and how does the CIC differ from the Construction Leadership Council?

- Debate about the role of members

Strategic Scope (*as proposed by respondents*)

- Interface with the professional bodies to promote quality, cohesion and societal good. (*The membership and especially, but not only, the professional bodies seen as a powerful collective capable together of delivering strong and focussed leadership across a range of issues*)
- Climate change/environmental sustainability (*A consistent message from respondents seeing this a prime issue for future activity*)
- Diversity, inclusion and respect (*A consistent message from respondents from an ethical **and** productivity perspective*)
- Well-being (in its broadest sense) (*Again a consistent message reflecting COVID 19 and mental health*).

CIC in 2025

- Purpose easy to articulate, (*what's the elevator pitch?*).
- Vision , Values and Mission statement revised and refreshed (*more powerful and impactive*).
- Strategic plan and business plan in place (*Clear way ahead and a lucid value proposition*)
- Digitalised information and communications (*efficient and consistent*)
- Single voice for the CIC (*consensus approach with respect for minority view*).

Questions about the Findings?

3. Strategic Review, Phase 2, Next Steps

- Three workshops (*dates on following slide*) could include
 - Revised mission and vision?
 - What is the value proposition?
 - What changes are needed?
 - Resourcing?
 - Corporate governance?
 - Strategic scope?
 - Appetite for change?

Strategic Review Phase 2

1. Workshops

- 3 March 10-12pm
- 19th March 10-12pm
- 23rd March 3-5pm

Book online with Lynsey Stott

L.Stott@hodderandpartners.com

2. Council meeting 7th April

Any Final Questions?

Thanks!

- Thankyou to everyone who took part
- Thankyou for listening
- And more to ask? Comments, reflections, suggestions, questions?
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