

Construction Industry Council BOARD 29th March 2021

Strategic Review current
position



CIC

BUILT ENVIRONMENT
PROFESSIONS TOGETHER

Today's presentation

- Terms of reference
- Project plan
- Results so far, strategic scope and CIC in 2025 (phase 1)
- Follow up workshops and initial findings (pre-final report from workshops)
- Possible Projects
- Points for discussion today

Terms of Reference

- **Governance**
 - Committees
 - Nations and Regions
 - Board
 - Council
 - Rules and Byelaws
- **Membership and services**
- **Business ownership**
- **Management structure**
- **Projects**
- **Interfaces**
 - with Government
 - with the wider industry
 - with members
- **Resources and organisational function**
- **Cost and funding**
 - Only viable and fully funded models to be considered

Project Plan

Phase 1

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

Phase 2

- a) Identification of key points to progress to a firm strategy
- b) Plan for delivery and monitoring of strategy
- c) Work in progress (due for delivery 30th April 2021).**

Phase 1 what were Respondents Views?

- Reactive rather than proactive
- Shrinking nor growing
- Who and what is the CIC for?
- Differentiation between the CIC and other organisations

Phase 1 what was said about Strategic Scope

- Interface with the Professional bodies to promote quality, cohesion and societal good, (embracing the development of skills and talent)
- Climate change/environmental sustainability
- Diversity and inclusion and respect (embracing productivity)
- Well- being in its broadest sense, (embracing health and safety).

CIC in 2025, what was proposed?

- Purpose easy to articulate
- Vision , Values and Mission statement revised and refreshed
- Strategic plan and business plan in place
- Digitalised information and communications
- Single voice for the sector consensus approach with respect for minority view

Follow up workshops

1. Testing the 4 strategic objectives.

2. Discussing the potential of transitioning the CIC membership to a more participative and collaborative the 'ask not what your country can do for you....ask what you can do for your country' principle. Three key themes emergent
 - a. What does it mean to be a member?
 - b. Contributing to Consultations?
 - c. How members could support the CIC?

Strategic outcomes

- **4 Strategic objectives**
- Participants reasonably content
- CIC to blend and synthesise members views rather than create expertise of its own
- CIC as a mechanism for culture and behavioural change in every aspect of its work
- Explicit focus on people (maybe combine buckets 3 and 4 to focus on this)? And are(SMART (digital and offsite) and procurement /client influence seen to be missing)
- Need for specific issues to be prioritised.... *reflects discussion about an annual business plan?*

What does it mean to be a member?

- Almost universal agreement that membership of the CIC brings responsibilities
- Members should have their own policies about cultural change/behaviour/ethics/good practice, BUT a CIC could facilitate good practice and help produce a boiler plate
- CIC should represent the best in class not just those who pay

Contributing to consultations

- CIC to facilitate discussion amongst members on issues which might be niche and enable the consultation to be held directly with the relevant consulting body.
- CIC to help Members amplify their impact by connecting them to consultations where their expertise is pre-eminent. If the member is an expert then make the link direct with the consulting body?
- CIC to make sure members are informed about what has been responded to, amplify members contact and feed-back what response was given.

How members could support the CIC

- Time, talent, treasure
- Need to align with members interests ...may be an annual survey on topics to pursue?
- Facilitate member dialogue between themselves
- Focus on outcomes not outputs
- Unlock the power of the regions
- The review is about resource to a certain extent **but it's more about governance and clarity**
- **Pie not a pancake please!**

Translation of results into projects

- Strategic
- Operational

Projects-strategic

- Agree strategic objectives (four 'buckets')
- Annual business plan
- Revised mission and vision (being worked on by Strategic working group)
- Developed member model (ask not what your country can do for you...ask what you can do for your country)
- Clarity about the commitment to the CLC?
- Transparency and understanding of the relationships between CIC and its many stakeholders and external organisations.

Projects-operational

- Succession plan
- Business continuity
- Colleague workloads
- Strategic work plan
- Review of corporate governance (extending to committees and panels etc)
- Relationship with other CIC bodies (in particular CICAIR)
- Update website and content.

Board discussion

- Council 7th April
- Structure of final report end April 2021