

# Construction Industry Council

## Extraordinary Council 7<sup>th</sup> April 2021

### Strategic Review current position



# Today's presentation

- Terms of reference
- Project plan
- **Phase 1.** Results, strategic scope and CIC in 2025
- Questions
- **Phase 2** Follow up workshops and initial findings (report from workshops)
- Possible Projects
- Questions

# 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 30<sup>th</sup> 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 Objectives?

- 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

# Questions?



# 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 objectives

## Strategic objectives

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

# Strategic outcomes

- Participants reasonably content
- 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.
- 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

Strategic Review Main Themes	Relevant CIC current activities		
<b>Interface with the Professional bodies to promote quality, cohesion and societal good, (embracing the development of skills and talent)</b>	Membership	Businesses	Projects
	2050 Group	Constructionarium	Competence
	Digital Forum	DQI	Reinvigorating the DQI
	Housing Panel	NRAC	Future of Building Control
	Infrastructure Panel	Certifying the Essential Principles	eLearning
	Public Affairs Panel		Digital Guides
	Education & Skills		Case for Geoscience
<b>Climate change/environmental sustainability</b>	Climate Change Panel		COP26
<b>Diversity and inclusion and respect (embracing productivity)</b>	Flood Mitigation & Resilience Panel		
	Diversity & Inclusion Panel	NRAC	Inclusive Environments
		Certifying the Essential Principles	Road map for Change
<b>Well- being in its broadest sense, (embracing health and safety).</b>			Diversification in the Built Environment
	Building Safety Committee	CCS	CDM 20/20 Vision
	Health & Safety Committee	Building A Safer Future	H&S elearning
<b>Other (all related to businesses that bring income to CIC)</b>	Liability Panel	ADR	Corporate Affiliates
		CICAIR	PII
		Ind Appeals Tribunals	Brexit
		Publications	

# What does it mean to be a member?

- Almost universal agreement that membership of the CIC brings responsibilities with the added 'fire power' of the collective where needed.
- 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 should 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
- Resource is important **but responses were focussed more upon governance and clarity**

# 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 CLC and its many stakeholders and external organisations.

# Projects – Operational

- Business continuity
- Succession plan
- 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.

# Questions?

# Next steps

- Phase 2 report
- Final report (@30<sup>th</sup> April 2021)
- Recommendations to Project owner /Board