

CORPORATE PLAN 2025–2030

**CONSTRUCTION INDUSTRY
COUNCIL (CIC)**
BUILT ENVIRONMENT
PROFESSIONS TOGETHER



OUR MEMBERS



CONTENTS

OUR HISTORY	4
VISION STATEMENT	5
CHIEF EXECUTIVE'S INTRODUCTION	6
CHAIR'S FOREWORD	7
STRATEGIC PRIORITIES OVERVIEW	8
AGILE CIC	9
INFLUENCING AND ADVOCACY	10
COLLABORATION ON KEY POLICY AREAS	12
EFFECTIVE CONSULTATION AND COMMUNICATION	13
AFTERWORD	15

OUR HISTORY

4

CIC was formed in 1988 and is a not-for-profit company limited by guarantee that is owned by its Members, who collectively form the Council, which meets not less than three times annually.

The remit of CIC is concerned with activities in the United Kingdom only and those activities are determined annually by Members at the AGM with priorities and budget articulated through an annual business plan.

New Members are admitted by the Board of Directors.

Through agreement by Members, CIC owns or co-owns a number of other not-for-profit entities, including Constructionarium Ltd and Construction Umbrella Bodies (Holdings) Ltd, which in turn owns the Considerate Constructors Scheme and Building a Safer Future Ltd.

CIC also hosts the National Register of Access Consultants and has a number of products of benefit to the professions, including ADR schemes, appeal tribunals, the Design Quality Indicator, a Health & Safety Certification scheme and an Inclusive Environments recognition scheme.



VISION STATEMENT

Our purpose

CIC drives collaboration, innovation, and excellence in construction. We strengthen industry influence, uphold standards, and address challenges to create a sustainable, safe, and prosperous built environment for all.

Our ambition

To provide a unified voice for construction professionals, addressing critical issues, collectively shaping a skilled, resilient, innovative, and sustainable industry.

CHIEF EXECUTIVE'S INTRODUCTION

6

This Corporate Plan sets the scene for CIC's activities over the next five years. The intention is to underpin it with an annual Business Plan. It should go without saying that I hope this will be a plan that lasts until we set out to review the next five years after 2030.

Over recent years, CIC has been a leading force – on behalf of its Members – within the Construction Leadership Council, which has become the main vehicle for interface between government and the industry. CIC has led work for the CLC on many issues, including building safety, competence, professional indemnity insurance, movement of people and Reinforced Autoclaved Aerated Concrete (RAAC), and has been involved in the CLC's work on Net Zero, Health & Safety and Future Skills.

The day-to-day policy activity of CIC is mainly developed through its five standing committees: Building Safety; Climate Change; Education & Future Skills; Equity, Diversity and Inclusion; and Health, Safety and Wellbeing. There are several other areas of ongoing activity – at the time of writing – ranging from Flood Mitigation and Resilience,

Digital, Housing, Modern Methods of Construction, Infrastructure to one of our longest-established groups, the Liability Panel, which produces excellent Risk Management Briefings for the industry. Our Economic and Policy Briefings bring outstanding speakers to present to Members several times per year.

Elsewhere, CIC has a strong involvement in the Considerate Constructors Scheme (which it co-owns alongside the Construction Products Association), Building A Safer Future, Constructionarium, the Building Safety Alliance and the National Register for Access Consultants.

This corporate plan builds on many strategic and governance reviews over the past ten years to help make CIC a stronger entity, made so by the support of its Members and the respect with which it is held in government and other external agencies and industry bodies.

Graham Watts OBE
Chief Executive



"CIC has been a leading force – on behalf of its Members – within the Construction Leadership Council."

CHAIR'S FOREWORD

It is an honour to write this foreword as I begin my two-year tenure as Chair of the Construction Industry Council. This new five-year Corporate Plan sets out an ambitious vision for the future of CIC – one that builds on our collective strengths, confronts our shared challenges, and most importantly, leads with purpose. The built environment is central to the UK's economic prosperity, social cohesion, and environmental future. From the homes we live in, to the schools, hospitals, offices, and transport networks that support our everyday lives – construction is the fabric of our modern society. Yet it is also an industry in the midst of profound transformation. Expectations are higher, our social and environmental responsibilities are greater, and the pace of change is accelerating.

This strategic plan sets out how CIC will guide and support that transformation, ensuring that the built environment is not only safer and more sustainable, but also more inclusive, more skilled, and better aligned with the wellbeing of the people who work within it and those who rely on it every day.

As the collective voice for the professional bodies, research organisations, and institutions that shape the UK built environment, CIC has a unique role to play. We are not just convenors – we are leaders, advocates, and stewards of change. Our corporate plan reflects this commitment. We are dedicated to providing clear direction, supporting

our members with vital partnerships, and working across government, industry, and communities to ensure our goals are inclusive and impactful.

CIC provides a vital platform for sharing ideas, setting standards, and fostering cross-sector collaboration. At a time when unity has never been more essential, we are committed to acting with urgency and purpose. No single organisation can transform the industry – but together, we can. **This plan is a call to action for every professional body, leader, policymaker, and practitioner to help shape a safer, more sustainable, and inclusive built environment.** We are ready to lead as a champion for our members, a partner to government, both directly and as a significant force within the Construction Leadership Council, and a trusted voice for the sector. Above all, we will be a catalyst for measurable, lasting change.

Over the next five years, we will hold ourselves to account, monitor our progress, and share our achievements—guided by the ambition and determination this moment demands.

I look forward to working with you all on this important journey.

Ian Brant
Chair



"We are dedicated to providing clear direction, supporting our members with vital partnerships, and working across government, industry, and communities to ensure our goals are inclusive and impactful."

STRATEGIC PRIORITIES OVERVIEW

8

Introduction to CIC's key priorities:



1

Agile CIC



2

**Influencing
and advocacy**



3

**Collaboration
on key policy
areas**



4

**Effective
consultation and
communication**

1. AGILE CIC

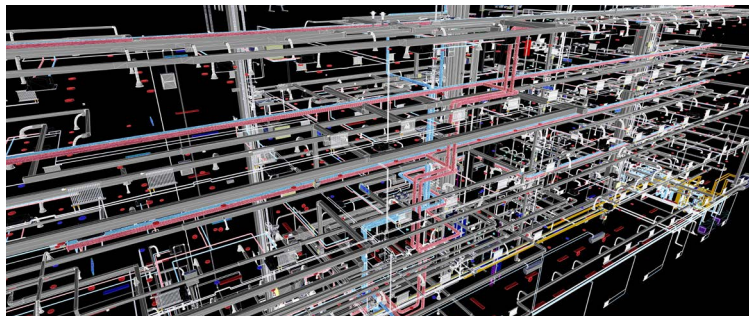


What it means for CIC

CIC thrives on adaptability. In the next five years, CIC will continue to respond with agility to emerging challenges and opportunities, remaining flexible and committed to taking an innovative, proactive, forward-thinking approach.

Key objectives:

- Early intelligence of new or changed policy from Government and other key agencies
- Rapid Response to National and International Industry events
- Adaptability of Key Policy
- Aspirational CIC Project development
- Ensure governance structures are transparent and accountable in terms of decision-making processes.
- Be agile and responsive to changes in the sector and the needs of the members, adapting operations/ actions as necessary.



A major strength of CIC in recent years is its ability to remain agile and adapt to industry events and government pressures. CIC has been able to get members' support speedily and to elicit direction, collaboration and agreement for the following:

- Post-Grenfell activities
- BIM
- COVID
- Green Construction
- Chief Construction Adviser

Over the next five years, CIC will need to retain this agility to move quickly on behalf of and with the support of Members, to deal with a range of urgent issues that we cannot foresee in preparing this plan. What we do know is that these will be issues that may become manifest as pressures, threats, opportunities or challenges that are of concern to all of, or the majority of, our Members.

Risk and impact analysis.

CIC is an organisation that acts by consensus of its membership but that does not mean that any Member is able to prevent action (or inaction) by CIC. In such cases of disagreement, CIC generally operates an "80/20" rule, acting with the significant support of Members. Where Members disagree with an action then their disagreement will be made clear. These decisions may be made at Council or the Membership Panel dependent on timing.

"CIC will need to retain the agility to move quickly on behalf of and with the support of Members, to deal with a range of urgent issues that we cannot foresee in preparing this plan."

2. INFLUENCING AND ADVOCACY



What it means for CIC

CIC will use its voice to shape conversations, influence policy and champion the interests of the built environment professions and/or the construction industry. Over the next five years, we will strengthen our role as a trusted advocate, building strategic alliances and driving positive systemic change.

CIC is heavily engaged with the Construction Leadership Council and will continue to represent the interests of the built environment professions and other members within the Council.

Key objectives:

- Use our role within committees to influence policy and actions
- Promote our members priorities within the Construction Leadership Council and to Government
- Seek appropriate representation on external committees and groups, based on value, capacity, relevance
- Take every opportunity to represent built environment professions wherever appropriate.
- Coordinate activities at party conferences
- Participate in cross-sector consultations and advisory groups to ensure the interests of Members are represented.

- Contribute to consultations– relevant government and industry-led strategies and policies, and promote CIC members as ideally placed to lead on relevant work.
- Promote a culture of safe and sustainable practices through CPD, awareness campaigns etc

CIC will continue to be a key player within the Construction Leadership Council and its various sub-groups and represents the interests of Members wherever required. Through the CLC, CIC will retain a strong relationship with the government departments and agencies linked to the CLC (eg the Department of Business and Trade, the Cabinet Office, NISTA, the Health and Safety Executive and Building Safety Regulator).

CIC will also continue to retain close relationships with the Ministry of Housing, Communities and Local Government (MHCLG), the emerging Single Regulator for Construction and the Chief Construction Advisor.

With the permission of parliamentarians, CIC will continue to provide the secretariat for the All-Party Parliamentary Group for Excellence in the Built Environment (APPGEBE) and manage the annual Commissions of Inquiry carried out by the APPGEBE.

“CIC will continue to be a key player within the Construction Leadership Council and its various sub-groups and represents the interests of Members wherever required.”

2. INFLUENCING AND ADVOCACY (continued)



With the agreement and support of Members, CIC will support and coordinate responses to Government consultations and – where required – respond to consultations either directly or via the CLC. CIC will seek, as resources allow, to have a presence at the main Political Party Conferences.

Wherever necessary, either directly or through the CLC, CIC will develop relationships with other government departments in support of Members.

CIC will retain strong relationships with other industry umbrella bodies, both directly and through the CLC, most notably the Construction Products Association (CPA), which together with CIC owns Construction Umbrella Bodies (Holdings) Ltd, which in turn owns the Considerate Constructors Scheme and Building A Safer Future Ltd, and Build UK. Traditionally these three organisations have been the backbone of industry representation to government.

CIC will continue to retain strong relationships with other leading industry organisations such as the Federation of Master Builders (FMB), the Civil Engineering Contractors Association (CECA), the Builders Merchants Federation (BMF) and the National Federation of Builders (NFB) amongst others.

CIC will continue to seek to develop Memoranda of Understanding (MoU) with like-minded organisations, such as already exists with UK Finance.



3. COLLABORATION ON KEY POLICY AREAS



What it means for CIC

Bringing together the views of Members and seeking consensus on key policy areas.

Key objectives:

- Identify different organisations which can potentially strengthen CIC and its reach – review and strengthen existing links, identify new organisations to link with, and determine how to work with them.
- Engage with Government to influence policy and regulations that affect CIC and the wider built (and natural) environment
- Participate in consultations and advisory groups to ensure that members’ interests are represented.
- Review the use of technology to streamline operations and improve services.
- The Five key policy areas represented in CIC by a standing committee are:
 - **Building Safety**
 - **Climate Change**
 - **Education and Future Skills**
 - **Equity, Diversity and Inclusion**
 - **Health, Safety & Wellbeing**

Building Safety

Over the next five years, CIC will take a strategic lead in shaping Members’ responses to government proposals arising from the Grenfell Tower Inquiry Final Report, in collaboration with the CLC. It will also work to raise awareness of emerging building safety issues among its members and advise its Board and Council on the implications of key recommendations.

Climate Change

CIC will drive sustainability by promoting climate literacy, strengthening professional standards, lobbying for green regulations, and advancing nature-centred construction, positioning the Climate Change Committee as a leader in building a resilient, net-zero future.

Education and Future Skills

CIC will strengthen the voice of the professions by collaborating across the sector on skills planning, using evidence-based insights to shape education policy, and promoting clear pathways to enhance competence, capacity, and professionalism in the built environment.

Equity, Diversity and Inclusion

CIC will provide strategic leadership on equity, diversity and inclusion by advising its Council and Board, promoting best practice, supporting coordinated sector-wide initiatives, and championing a unified approach to data collection, standards, and education pipelines.

Health, Safety & Wellbeing

CIC will support industry in embedding a culture of proactive, proportionate and practical compliance with legislation and regulations including CDM 2015 and the Building Safety Act (BSA), through the delivery of practical tools, simulated training and sector-wide engagement, ensuring safer built environments from design through to occupation.

In addition to our policy priorities, CIC has advisory panels that conduct important work advising on other areas of the built environment. These are Public Affairs, Flood Mitigation and Resilience, Digital, Housing, Modern Methods of Construction, Infrastructure and finally the Liability Panel.

4. EFFECTIVE CONSULTATION AND COMMUNICATION



What it means for CIC

CIC will maintain a strong, visible presence as an influential voice and trusted authority. We will continue to consult meaningfully, communicate with clarity and purpose, and engage collaboratively with stakeholders to shape better outcomes together.

The purpose of the new communications strategy is threefold. Provide a single voice for our membership, disseminate best practice of our members and present a positive image of the industry to help attract a diverse group of talent. The public affairs and communication activities will strongly demonstrate the value of CIC and provide a more attractive proposition for new members.

Key objectives:

Digital

We aim to enhance our digital infrastructure and presence by leveraging modern platforms, tools, and technologies to better engage members and streamline communication.

- Trial a move to Bluesky, build an audience and populate with content
- Utilise WhatsApp as a method of communicating with Committees and Panels
- Create, produce content for and run a Built Environment careers Instagram/TikTok

- Populate the CIC members area of the website, find out what members would like within this private access area
- Use proven tools to better manage our SEO
- Increase our LinkedIn following and engagement

Events

We will innovate and refine our events strategy to ensure meaningful engagement, using data and feedback to shape a dynamic and responsive calendar.

- Trial new and tested events, measuring member engagement and feedback to help inform our event calendar going forward

External communications

Our communications strategy will focus on clarity, consistency, and responsiveness, ensuring that members and stakeholders receive timely and relevant information.

- Build a better Trade Press relationship
- Review, redesign and streamline membership newsletters and member emails from CIC ensuring the right point of contact
- Carry on being agile and adaptable utilising the emergency response protocol if needed
- Trial using more video content across our communications channels

“The public affairs and communication activities will strongly demonstrate the value of CIC and provide a more attractive proposition for new members.”



Content creation

We are committed to producing high-quality, original content that aligns with our key themes and strengthens our brand identity across all channels.

- Produce more original content from CIC following our key themes
- Commission a new suite of standardised templates

Organisational development

We will invest in systems and processes that support internal collaboration, member engagement, and long-term strategic growth.

- Implement a CRM system at CIC
- Agree a set marketing and communications budget
- Set up quarterly Members Communications Group



The launch of the Construction Industry Council's 2025–2030 Corporate Plan marks an exciting new chapter for the built environment sector. This strategy is grounded in the belief that collaboration is the catalyst for progress. By bringing together expertise from across the industry, we can address the most complex challenges and unlock new opportunities for innovation, sustainability, and growth.

Now more than ever, the built environment must put people and planet at the heart of everything it does. Creating a safe, inclusive, and resilient built environment is not only a professional responsibility but also a moral imperative.

Clear communication and strong advocacy remain vital. The strategy recognises the importance of giving the sector a unified voice—ensuring that its achievements are celebrated and its priorities understood by policymakers, partners, and the public alike.

The CIC 2025–2030 Corporate Plan is a bold statement of intent. It sets out a vision for an organisation that is collaborative, forward-thinking, and committed to supporting its members in delivering a built environment that enhances lives and safeguards the future.

Finally, I want to congratulate the new CIC Chair, Ian Brant, for leading this excellent work with the support of Chief Executive Graham Watts OBE and the dedicated working group members. I look forward to supporting Ian and Graham, together with the CIC Board, to implement the Plan in the coming years.

Dr Wei Yang OBE

Immediate Past Chair
Construction Industry Council



“Now more than ever, the built environment must put people and planet at the heart of everything it does.”



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