



Construction  
Leadership  
Council

# CLC STRATEGY 2021



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# VISION AND STRATEGIC PRIORITIES

# Working together to build better

The CLC brings together all parts of the Construction Industry and Government

Our mission is to provide leadership and coordination to enable the Construction Sector to improve its performance

Our work benefits the private and public sectors

By convening an industry partnership, the CLC provides the means to address short-term and long-term issues that affect our sector

Covid-19 – Building safety – Net-zero carbon – Digital – Innovation – Skills - Brexit

# Our Strategy

**Our Vision – A safe and sustainable built environment, delivered by a world class industry**

## Our Strategic Priorities

- 1. Supporting the industry address its immediate challenges** - e.g. Covid-19, Brexit and skills.
- 2. Convening and enabling the industry speak with one voice** - being the primary link with government to support growth, investment and share best practice.
- 3. Creating a world class construction industry** - that delivers a more resilient industry through sector and industry initiatives, including net zero carbon, building safety, digitalisation and increased exports

Our focus spans both immediate emergency response and long-term change

# CLC Overview

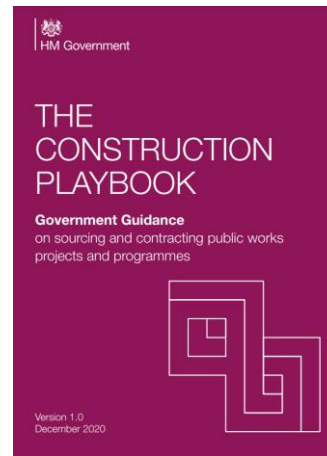
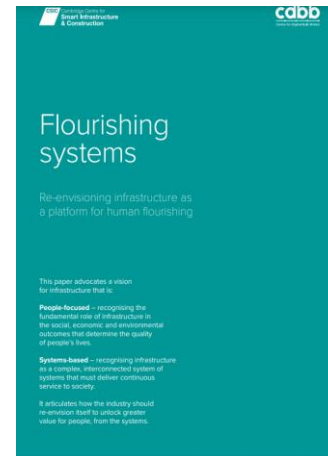
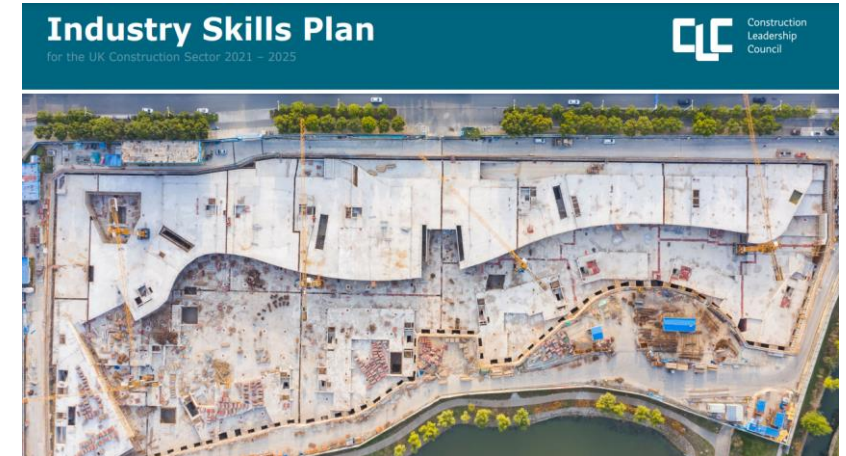
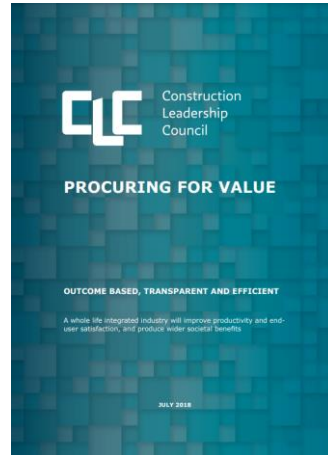
The Construction Leadership Council was established in 2012 as an industry and government forum, tasked with leading progress towards the Construction 2025 Goals (Cost, time, carbon and exports). Since inception, CLC has focused on priority areas including skills, innovation, business models and the sustainability agenda.

As part of the roadmap to 2025, the CLC agreed a £400 million deal between the UK Government and industry in 2018, focused on improving the performance and productivity of the sector, in particular by developing capabilities in Digital, Manufacturing and Performance. This included the establishment of the Construction Innovation Hub.

Since 2018 Government clients and the industry have collaborated on the development of a wide range of initiatives in procurement, design and specification, benchmarking and contracting strategy. These came together in the Construction Playbook, co-developed by government and industry representatives and launched in December 2020.

CLC played a prominent role in leading the construction sector's response to the pandemic, establishing a pan-sector taskforce and becoming the main source of Covid-19 guidance. During the crisis our close working relationship with government departments has also strengthened the industry's profile and access in Westminster. CLC's work with government helped the sector to continue to safely operate throughout the crisis without losing the confidence of clients and the public. Construction's positive response to the challenge of the pandemic has also played a role in positioning the sector as a key participant in the post-pandemic 'build back better' strategy.

# CLC Overview – some of the initiatives that CLC is supporting







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# DELIVERY PLAN

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graph LR; A[Challenges] --> B[Three Priorities]; B --> C[Three Year Plan];
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Challenges

Three  
Priorities

Three Year  
Plan

# The challenges we face

Construction is a critical national industry. The UK relies on us to safely and efficiently deliver and maintain essential infrastructure and homes that are the foundation to daily life. However, the world is changing fast and we must adapt quickly, developing new skills and capabilities so that we can keep building to meet the needs of today and tomorrow.

**Net zero carbon buildings and infrastructure** – developing the technical solutions and industry capabilities needed to adapt to climate change and decarbonising new and existing assets whilst protecting and enhancing the natural environment

**Increasing productivity and performance** - working together using innovative technologies and processes to create high performing assets that work together as a system to provide better value to society.

**Status and trust** – building capability and culture in our industry to assure our clients and our people of the quality, safety and sustainability of our work and the jobs we create

UK Industrial Strategy



Department for  
Business, Energy  
& Industrial Strategy



# Our three priorities

**Industry recovery** – playing our part in the UK's recovery from Covid-19 (2021 to 2022) by building a more capable and resilient industry that can deliver the UK's ambitious and sustainable investment agenda

**Industry transformation** – accelerating the adoption of new technologies, business processes and skills to meet the National Infrastructure Strategy challenge of building fairer, faster and greener.

**Building trust** – ensuring that the industry has the capability, culture and business processes required to give investors and the public the confidence to be able rely on the quality, performance and sustainability of our work

# Our three year plan

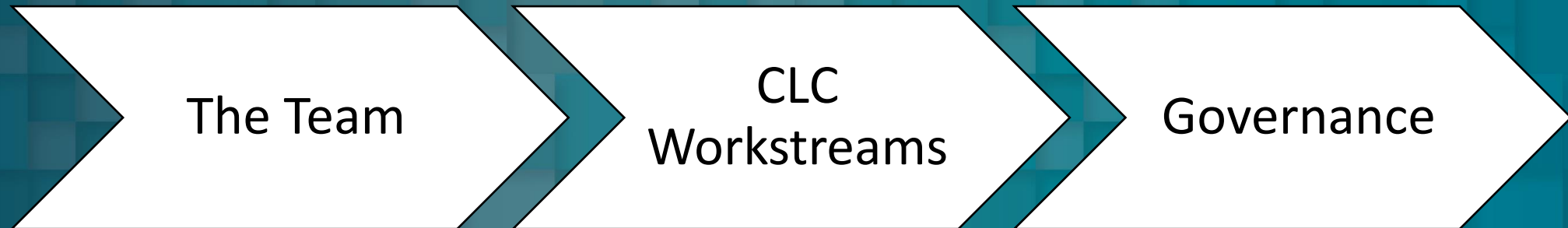
## A safe and sustainable built environment, delivered by a world class industry

Priority Themes	Year 1	Year 3
Digital adoption	<ul style="list-style-type: none"> <li>Consistent practice based on the UK BIM Framework</li> <li>Promote the development of Digital Golden Thread solutions</li> <li>Enable tracking of skills and competence using a single digital platform</li> </ul>	<ul style="list-style-type: none"> <li>Promoting the wider range of digital data exchanged using the Information Management Framework</li> <li>Promoting the wider adoption of Digital Twins</li> </ul>
Process and Product Innovation	<ul style="list-style-type: none"> <li>Construction Playbook implementation including value-based procurement</li> <li>Collaborative working including the P13 Network</li> <li>Construction Products Code</li> <li>Platform Rule Book and the development of the Platform Concept Building</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the 10-year Transforming Infrastructure Performance (TIP) Plan</li> <li>Long-term roll-out and integration of the Construction Playbook principles</li> <li>Roll-out of MMC and P-DfMA initiatives</li> <li>Stimulation of innovation aligned to Net-Zero carbon targets</li> </ul>
Building Safety	<ul style="list-style-type: none"> <li>Mapping CLC activities to the Building Safety programme</li> <li>CLC leadership of Building Safety culture change – awareness and education</li> <li>Promoting competency-related initiatives</li> <li>Promoting product regulation and the Construction Products Information Code</li> </ul>	<ul style="list-style-type: none"> <li>Leading the implementation of Building Safety proposals – project adoption</li> <li>Promoting competency-related initiatives</li> <li>Promoting product regulation</li> </ul>
Race to net zero	<ul style="list-style-type: none"> <li>COP 26 campaign and net-zero roadmap including industry commitments</li> <li>National Retrofit Strategy</li> <li>Future Homes Standard</li> <li>Regeneration aligned to NZC objectives</li> </ul>	<ul style="list-style-type: none"> <li>Retrofit of existing assets</li> <li>Decarbonisation of new build construction</li> <li>Route to Net-zero carbon</li> </ul>
Skills and competence	<ul style="list-style-type: none"> <li>Implementation of competency frameworks e.g., Building Safety</li> <li>Support to Industry entry routes, including Apprenticeship Levy Reforms</li> <li>Construction Playbook roll-out – skills, culture and process</li> <li>Current and future skills needs – e.g. Post –Brexit, Retrofit, MMC and NZC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support to the implementation of competency frameworks</li> <li>Improve quality of technical education</li> <li>Attracting and retaining talent, aligned to new skills requirements</li> <li>Create the conditions that support direct employment and investment in skills</li> </ul>



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# HOW THE CLC WORKS



# The Team

The Construction Leadership Council is co-chaired by Anne-Marie Trevelyan (Minister for Business and Industry, Department for Business, Energy, and Industrial Strategy) and Andy Mitchell, CEO of Tideway. The CLC has three component parts:

**STEERING COORDINATION GROUP** – the Steering Coordination Group comprises the co-chairs, industry representatives and a secretariat provided by BEIS. The role of this group is to set strategy and to monitor progress against the CLC’s key objectives.

**WORK STREAMS** – Work streams are led by industry representatives working to an agreed programme to deliver industry change. Some workstreams address the needs of segments of the industry such as infrastructure or house building. Other workstreams address industry-wide priorities, including Skills, Building Safety and Net Zero Carbon. [Further details of Workstream teams can be found here](#). The Workstreams collaborate as a matrix.

**SENIOR ADVISORS** – Senior advisors, including representatives of all industry sectors and the devolved regions, are consulted on a regular basis to confirm that the work of the CLC is meeting industry priorities.



The CLC team represents all parts of the Construction Sector

# CLC Workstreams

## Sector Working Groups – 4 groups focused on sector-defined priorities

- Infrastructure
- Repair, Maintenance and Improvement
- Housing
- Local, Social and Commercial

Four sector workstreams are tasked with developing specific solutions to challenges facing particular parts of the industry such as the Repair and Maintenance Sector. Sector workstreams bring together clients and the supply chain to address the priorities identified by the sector.

## Industry change - 8 groups focused on 3 priority target areas

- Industry change
  - Net zero Carbon
  - Digital Network
  - Manufacturing & performance
  - Building Safety
- People
  - People & Skills Network
  - Health, Safety and Wellbeing
- Commercial
  - Business Models
  - Exports and Trade

Eight industry-wide workstreams are tasked with addressing national priorities. The workstreams bring together experts from across the industry to develop transformation plans.

# CLC Workstreams – outline work plans

Industry Sectors	Industry Change	People	Commercial
<b>Infrastructure</b> <ul style="list-style-type: none"> <li>Investment prioritisation</li> <li>Digitisation in new and existing assets</li> <li>Enterprise-based delivery models</li> </ul>	<b>Net-zero carbon</b> <ul style="list-style-type: none"> <li>Net-zero carbon roadmap</li> <li>Construction response to COP26</li> <li>National retrofit strategy</li> </ul>	<b>People and skills</b> <ul style="list-style-type: none"> <li>Talent retention scheme</li> <li>Improve the effectiveness of training levy schemes</li> <li>Single industry plan for recruitment, training and retention</li> </ul>	<b>Business models</b> <ul style="list-style-type: none"> <li>Promote fair construction practice</li> <li>Address risks associated with contractual disputes</li> <li>Improve productivity in commercial management using technology</li> </ul>
<b>Domestic RMI</b> <ul style="list-style-type: none"> <li>Sector skills retention</li> <li>Support the Green Homes Grant</li> <li>National retrofit strategy</li> </ul>	<b>Digital</b> <ul style="list-style-type: none"> <li>Formation of digital task forces</li> <li>Baseline assessment with Smart Infrastructure Index</li> <li>Implement digital transformation strategy</li> </ul>	<b>Health, safety and well-being</b> <ul style="list-style-type: none"> <li>Support existing CONIAC working groups</li> <li>Specific focus on priorities - WRS and MH, MSD and lung disease</li> <li>Digitise construction H&amp;S</li> </ul>	<b>Exports and trade</b> <ul style="list-style-type: none"> <li>Promote UK as digital export leader</li> <li>Promote UK as green construction leader</li> <li>Develop export brand and engage with DIT networks</li> </ul>
<b>Housing</b> <ul style="list-style-type: none"> <li>Resume progress towards 300,000 homes per year</li> <li>Encourage supply chain diversity</li> <li>Measures to assure building quality and safety</li> </ul>	<b>Manufacturing and performance</b> <ul style="list-style-type: none"> <li>Value toolkit</li> <li>Manufacturing skills initiative</li> <li>Proof of concept platform building</li> </ul>		
<b>Local, Social and Commercial</b> <ul style="list-style-type: none"> <li>Funding and financing of regeneration</li> <li>Planning interventions to support regeneration</li> <li>Implement the value framework in regeneration</li> </ul>	<b>Building Safety</b> <ul style="list-style-type: none"> <li>Leadership of culture change</li> <li>Promote competence, products and golden thread</li> <li>Professional indemnity insurance review</li> </ul>		



# CLC governance structure (v0.4)

Changes are highlighted in yellow

## CLC Steering group

(Meeting frequency: Fortnightly)

Co- Chair  
Andy Mitchell

Fergus  
Harradence

Ann Bentley

Brian Berry

Suzannah Nichol

Simon Rawlinson

Alasdair Reisner

Mark Reynolds

Hannah Vickers

## CLC Task Force members

(Meeting frequency: Biweekly (Tu & Th))

### Infrastructure (ICG/CECA)

Nirmal Kotecha

### Domestic RMI (FMB)

Brian Berry

### Housing (HBF)

John Slaughter

### LS&C Construct (ACE)

Hannah Vickers

### Industry Change

#### Net Zero Carbon

David Pinder

#### Digital

Mark Enzer &  
Anne Kemp

#### Manufacturing & Performance

Keith Waller

#### Building Safety

Peter Caplehorn &  
Graham Watts

### People

#### People & Skills

Sarah Beale

#### HSW Coniac

Sarah Jardine

### Commercial

#### Business Models

Steve Bratt

#### Exports & Trade

Vince Clancy

### Sprints

**Product Availability Group**  
John Newcomb  
Peter Capelhorn

**Regulatory Alignment Group**  
John Newcomb  
Peter Capelhorn

## CLC Senior Advisors

(Meeting frequency: TBC)

D/DG/C's from industry or departments

Incl. Devolved Nation Representatives (Scotland, Northern Ireland, Wales)

**IRP Working Groups** (industry led to interpret / implement workstreams for each sub-sector)

**CLC Workstreams** & Liaison with endorsement of Industry initiatives ('specifiers')

**Comms:** If you would like to engage with the CLC, please contact Stuart Young (stuart.young@beis.gov.uk) who leads on our industry engagement and dissemination'



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# GET INVOLVED



Our Members

CLC  
Communications

# Our Members



CLC member organisations provide many opportunities to engage via working groups and information cascades

# Our Communications

We will maintain regular engagement with industry and are keen for companies to get involved

## Letters & campaigns



## Reports & Publications

## Seminars & events



To find out more details about getting involved in the CLC's activities, please email Stuart Young [Stuart.Young@beis.gov.uk](mailto:Stuart.Young@beis.gov.uk)

CLC communications keep you informed of key developments in industry and our relationships with Government