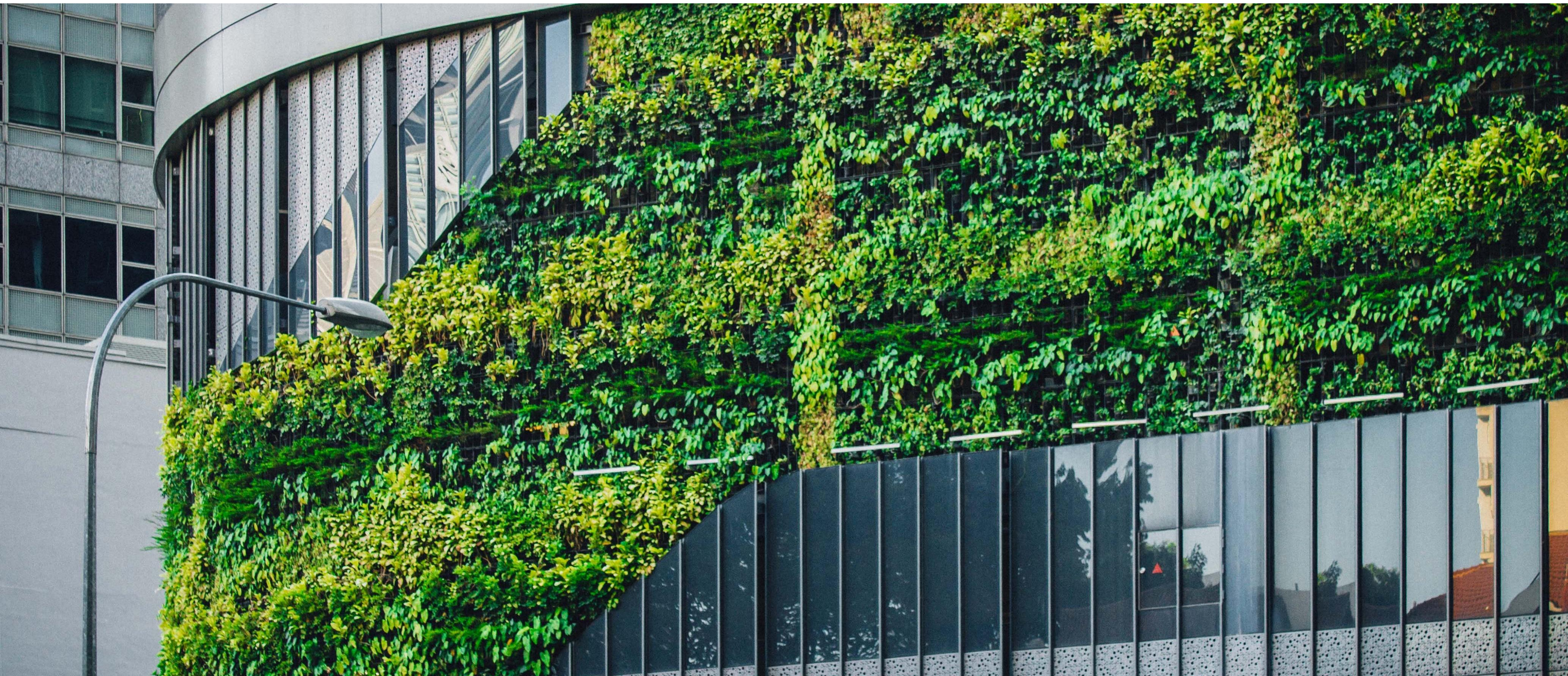


Vision & Leadership

May 2023



Construction
Leadership
Council



Aims and Ambitions of the Refresh

- Agree the vision, mission and priorities for CLC for the next 3 years
- Recognising the increased need to engage business leaders, as CLC Board members, to influence CLC's strategic direction and use their peer-to-peer networks to enable and facilitate change
- Build on the success of the Taskforce, giving it greater recognition and platform for future transformation
- Provide clarity on what the CLC is doing to support the industry and what others are championing



Vision and Mission

Vision

Lead a new era of delivery in the Built Environment

Mission

Working in partnership with industry, clients and Government we will develop an industry that has the capability, capacity and resilience to:

- Support the industry to respond to the current economic challenges
- Drive growth and investment
- Promote the industry
- Improve productivity through digital adoption, industrialisation and innovation
- Successfully manage the sector's transition to Net Zero
- Create improved societal outcomes



Our response to the current economic and industry challenges

In the short term the CLC will lead in co-ordinating and mitigating the following challenges on behalf of the industry:

1. Mitigating impacts of inflation

- We will focus on forecasting and communicating with industry materials cost inflation and availability, through the product availability group assessments.
- Our ask of Government is to support the manufacturing industry with energy costs, partnering with industry to ensure the energy price guarantee for businesses is as effective as possible in the construction sector.

2. Confidence in the forward pipeline

- We will continue to invest in developing our capability and people in order to deliver on the Government's priorities including the 2050 Net Zero target.
- Our ask of Government is to:
 - recommit to the existing pipeline of work (including publishing this through the IPA).
 - increase resilience through the investments outlines in the Energy Security Strategy and increased regulatory pressure on the water companies to consider appropriate capital investments and;
 - work with industry to develop a fully funded and financed approach to domestic retrofit.

This will not only deliver economic benefits but deliver on our commitment to Net Zero by 2050.

3. Managing delivery risks

- We will monitor risks such as impacts of industrial action and the nutrient neutrality problems impacting delivery, collating evidence to share with Government to accurately convey the economic and business impacts to inform policy development.
- Our ask of Government is to look at short term policy fixes to mitigate the skills shortages, associated wage inflation and regulatory uncertainty.

4. Business sustainability & insolvency

- We will continue to assess the viability of our supply chains to understand the level of risk and support businesses by working with Trade Association to provide advice and support to those in difficulties.
- As the CLC we will take a cross industry view on managing the impacts such as sustaining skills and employment by support those within the sector to stay within the sector should businesses fail through use of the Construction Talent Retention Scheme.

Strategic Priorities – 4 Themes

The CLC will use its position and convening power to deliver on the four strategic priorities over the next 3 years:

Building Safety

Champion and support delivery of safe & high quality buildings

Net Zero & Biodiversity

Accelerate the sector's transition to Net Zero and mitigate the impacts of climate change

People & Skills

Energise our people, attract talent and enhance their skills for the future

Next Generation Delivery

Boost productivity through digital adoption and industrialisation

Vision & Leadership

Building Safety

Strategic Priorities & Focus Areas

Scope

Champion and support delivery of safe & high-quality buildings for those who live and work in them.

Mission

- Assist to increase regulatory clarity.
- Lead industry competence and behaviours.
- Support clarification of product information and certification.
- Support delivery of the Golden Thread.
- Develop partnerships and campaigns which unlock financially sustainable PI Insurance.



Net Zero & Biodiversity

Strategic Priorities & Focus Areas

Scope

Accelerating the sector's transition to Net Zero and mitigating the impacts of climate change.

Mission

- Draw on the expertise of the Green Construction Board to drive action around the Construct Zero 9 priorities including:
 - Construction activity: recycle & reduce waste and minimise whole life carbon impact of projects (targeting steel and cement).
 - Buildings: minimise operational carbon through retrofit & higher energy efficiency standards for new buildings.
 - Transport: accelerating the roll out of zero emission plant and vehicles.
- Enhance resource efficiency (water).
- Increase biodiversity and environmental net gain.



Vision & Leadership

People & Skills

Strategic Priorities & Focus Areas

Scope

Energise our people, attract talent and enhance their skills for the future.

Mission

- Our culture: inclusive and embracing diversity.
- Simplify routes into the industry.
- Support Apprentices and entrants.
- Support the Building Safety Industry Competence WG2.
- Enable skills to transform and modernise.
- Support for small employers within construction around health, safety & wellbeing.



Next Generation Delivery

Strategic Priorities & Focus Areas

Scope

Boost productivity through digital adoption and industrialisation.

Mission

- Champion the implementation of the construction playbook principles to deliver:
 - better value to society and resilient Business Models throughout the industry.
 - fairer practices including retentions, payment performance and contractual clauses.
- Lead deployment of digital and data standards & simplify the current digital construction landscape so it works for all (including SMEs).
- Deliver ways to better digitally connect the construction supply chain.
- Promote platform & MMC deployment.



CLC Governance

Advisors

To be utilised as an extended part of the CLC network – invited to join workstreams and used on a task and finish basis for specific advice. In addition to act as CLC advocates who are kept informed through regular CLC communications.

Frequency: Quarterly Ministerial updates and monthly communication cascades
Attendance: Key influencers from across Industry & Government Departments

Board

To provide strategic direction to the Council and ensure CLC, Government and Industry are focused and maximising the impact of our efforts.

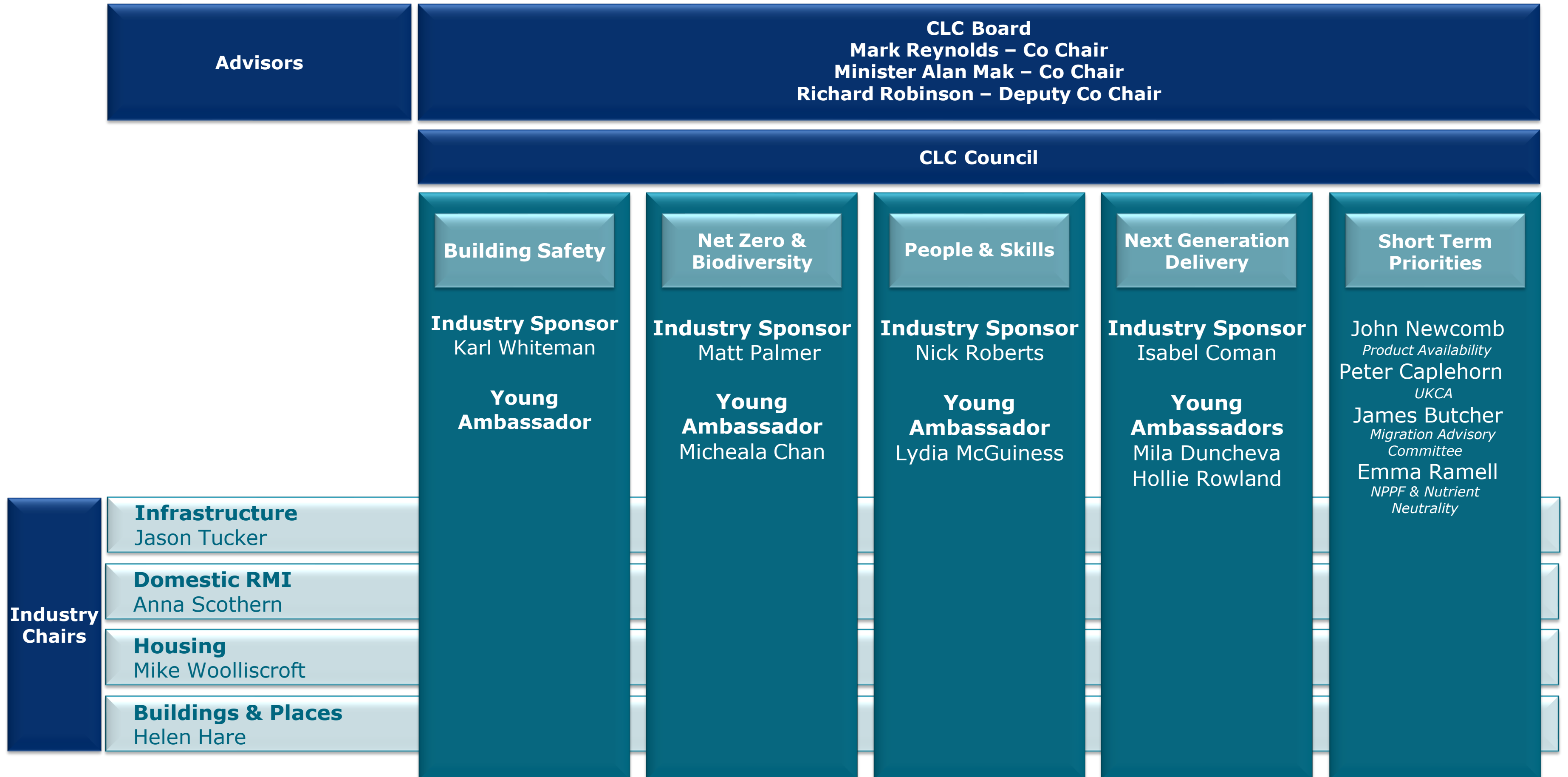
Frequency: Monthly
Attendance: Co-Chairs, Deputy Co-Chair, Industry Sponsors per workstream & DBT

Council

The engine room of the CLC co-ordinating efforts, providing the data, guidance, technical expertise and resources to deliver on the strategy.

Frequency: Weekly
Attendance: Workstream leads and trade associations

CLC Governance



CLC Board

CLC Board			
Alan	Mak MP	CLC Co-Chair	Minister of State and Minister for Industry and Investment Security *
Mark	Reynolds	CLC Co-Chair	Group CEO, Mace
Richard	Robinson	CLC Deputy Co-Chair	CEO, UK & Europe, Atkins
Fergus	Harradence		Deputy Director for Construction, DBT
Stephen	Dance		Head of Infrastructure Delivery, Infrastructure and Projects Authority
Karl	Whiteman	Industry Sponsor – Building Safety	Divisional Managing Director, Berkeley Group
Nick	Roberts	Industry Sponsor – People and Skills	Chief Executive, Travis Perkins plc
Matt	Palmer	Industry Sponsor – Net Zero and Biodiversity	Executive Director, Lower Thames Crossing
Isabel	Coman	Industry Sponsor – Next Generation Delivery	Director Engineering and Asset Strategy, TfL
Young	Ambassador	Invited when their PMO theme is tabled	

*Frequency of attendance to be agreed

Secretariat			
Peter	Payne		DBT Construction Team
Stuart	Young	Co-Lead Construct Zero / Comms	Head of Stakeholder Management, DBT

Board - Terms of Reference

Purpose

The CLC Board provides strategic direction to the Council, ensuring the CLC and industry are working in partnership with Government to deliver positive outcomes for the construction sector.

Attendance at Meetings - Members are expected to attend a minimum of 75% of meetings in any year. Other parties may be invited to attend the meetings to offer advice to the Board.

Frequency of Meetings - Monthly.

Roles & Responsibilities

- Set strategy for the CLC and future direction for the industry
- Lead, monitor and report progress against the four priorities and CLC objectives
- Review future trends, risks and opportunities, including regional impacts
- Represent the CLC to Government and the industry
- Utilise influence, personal and peer networks to support the delivery of CLC priorities
- Evaluation of the funding requirements to support the CLC

Terms of appointment

The effectiveness of the Board will be reviewed after 12 months, including the Terms of Reference and membership/composition.

Secretariat - DBT

CLC Advisors

CLC Advisors			
Mark	Reynolds	CLC Co-Chair	Group CEO, Mace
Richard	Robinson	CLC Co-Chair	CEO, UK & Europe, Atkins
Fergus	Harradence		Deputy Director for Construction, DBT;
Nick	Smallwood		CEO, IPA;
Chris	Carr		MD, Carr & Carr Builders
Vince	Clancy		Chairman and Chief Executive, Turner and Townsend
Andy	Mitchell		CEO, Thames Tideway;
Simon	Rawlinson		Head of Strategic Research, Arcadis;
Jason	Tucker	Chair – Infrastructure	Director, Water Recycling, Anglian Water
Peter	Reekie	Chair – Devolved Nations	CEO, Scottish Futures Trust
Jon	Vanstone		Independent Chair, NHIC
Mike	Woolliscroft	Chair – Housing	Vistry Group
Helen	Hare	Chair – Buildings and Places	Director of Projects, Great Portland Estates
Young	Ambassador	To be rotated across the four YAs	
Young	Ambassador	To be rotated across the four YAs	
Secretariat			
Peter	Payne		DBT Construction Team
Stuart	Young	Co-Lead Construct Zero / Comms	Head of Stakeholder Management, DBT

Advisors - Terms of Reference

Purpose

The CLC Advisors Group is an extended part of the CLC network. Members are invited to:

- Join relevant workstreams on a time-limited basis for specific advice.
- Act as CLC advocates and kept informed through regular CLC communications.

Attendance at Meetings

Members are expected to attend a minimum of 75% of CLC Advisors meetings in any year, along with relevant CLC Board members.

Frequency of Meetings

Quarterly

Roles & Responsibilities

- Feedback performance on the CLC generally
- Review, advise and challenge the Board on the CLC's strategy to ensure it meets the continuing needs of the industry
- Feedback, advise and challenge on progress and initiatives being undertaken by other industry groups that may impact on or support CLC's strategy in the short, medium and long term
- Feedback and advise of key issues and relevant discussions with Government
- Raise and advise issues or concerns that may affect the CLC or the industry
- Raise and advise on future trends, risks and opportunities
- Advise and challenge succession planning for the CLC membership
- Review engagement and communication with the wider industry and Government

Terms of appointment

The effectiveness of the Advisory Group will be reviewed after 12 months, including the Terms of Reference and membership/composition.

Secretariat - DBT

CLC Council

CLC Council			
Mark	Reynolds	CLC Co-Chair	Group CEO, Mace
Richard	Robinson	CLC Deputy Co-Chair	CEO, UK & Europe, Atkins
Tim	Balcon	Lead – Skills	CEO, Construction Industry Training Board
Richard	Beresford		CEO, National Federation of Builders
Brian	Berry		CEO, Federation of Master Builders
Steve	Bratt	Lead – Business Models	Group CEO, Electrical Contractors' Association
Peter	Caplehorn	Co-Lead – Building Safety and PAG	CEO, Construction Products Association
Stephen	Dance		Head of Infrastructure Delivery, Infrastructure and Projects Authority
Mark	Enzer	Co-Lead – Digital	Strategic Adviser, Mott MacDonald
Ian	Fletcher	Co-Lead – Buildings and Places	Director of Policy (Real Estate), British Property Federation
Henrietta	Frater		The Crown Estate
Fergus	Harradence		Deputy Director Construction, DBT
Geoff	Hunt		COO, Association for Consultancy and Engineering
Anne	Kemp	Co-Lead – Digital	Fellow and Technical Director, Atkins Global
John	Newcomb	Co-Lead – PAG	CEO, Builders Merchants Federation
Suzannah	Nichol		CEO Build UK
David	Pinder	Chair – Green Construction Board	Executive Chairman, Mixergy
Alasdair	Reisner	Co-Lead – CLC Comms	CEO, Civil Engineering Contractors Association
Mike	Thomas	Lead – Health & Safety	Head of Construction, Health and Safety Executive
Anna	Scothern	Lead – Domestic RMI	Chief Executive, National Home Improvement Council
Emma	Ramell	Lead – Housing	Home Builders Federation
Hannah	Vickers	Co-Lead – Construct Zero	Chief of Staff, Mace
Graham	Watts	Co-Lead – Building Safety	CEO, Construction Industry Council
Stuart	Young	Co-Lead – Construct Zero/CLC Comms	Head of Stakeholder Management, DBT
Secretariat			
Peter	Payne		DBT Construction Team

Council - Terms of Reference

Purpose

The CLC Council is the CLC's engine room. It acts as the point of co-ordination, providing the data, guidance, technical expertise and resources to deliver the CLC's strategy. It is responsible for the CLC's day to day operations, the delivery of objectives and the management of individual workstreams, and acts as the convening and representation group for the wider industry.

Principles

The Membership comprises key Trade Associations in the sector, CLC sector and priority leads, and representatives from DBT and IPA. Selection is by invitation from the Industry Co-Chair. Council members are able to suggest suitable candidates to represent them if they are unable to attend meetings or events from their groups or companies, providing there is no conflict of interest. The meetings will be chaired by the Industry Co-Chair or the Deputy Co-Chair. To be quorate at least ten members must be present at the meeting.

Frequency of Meetings - Weekly until further notice.

Attendance at Meetings - Members are expected to attend a minimum of 50% of meetings in any year. Other parties may be invited to attend the meetings to provide advice to the Council on specific issues.

Roles & Responsibilities

- Contribute to the development of CLC's strategy and future direction for the industry
- Provide support and resources to the CLC, and lead the delivery of agreed priorities and objectives
- Take forward agreed workstreams, develop key metrics for these, monitor and report progress against these to the Board on a quarterly basis
- Review future trends, risks and opportunities and advise on the CLC response
- Act as a two-way channel of communications between the CLC and industry, represent the CLC and assist with communications to the wider industry
- For industry workstream leads: Lead, manage and co-ordinate respective Working Groups and Workstream Activities, reporting progress to Council members
- Monitor succession planning and talent management within the various working groups ensuring there is diversity throughout the groups

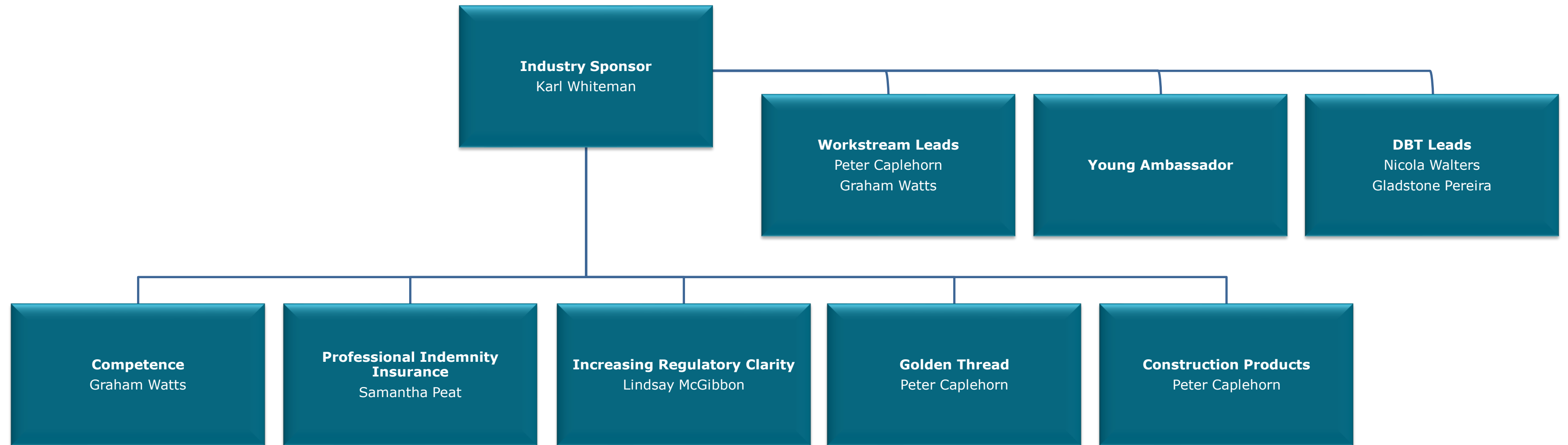
Regional representation will be featured through direct engagement with workstreams.

Terms of appointment

The Council's effectiveness will be reviewed after 12 months, including its Terms of Reference and membership.

Secretariat - DBT

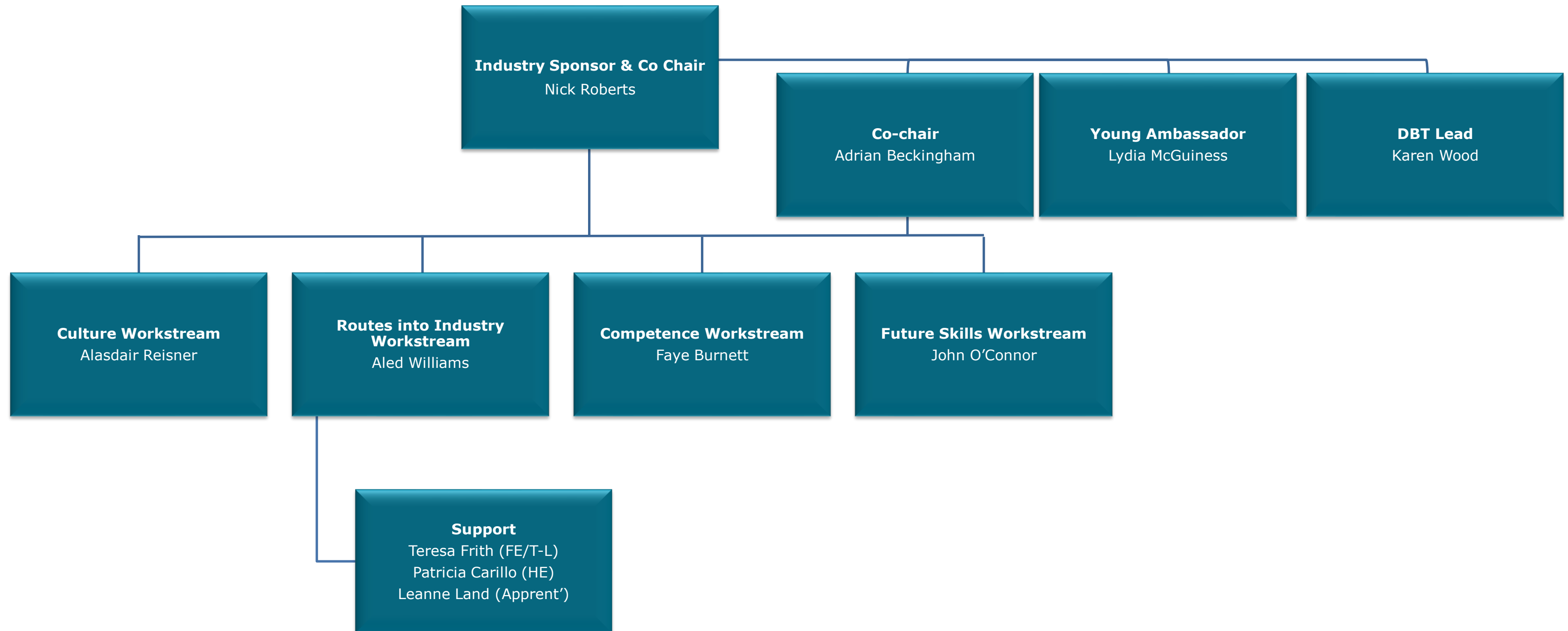
Building Safety – Governance



Building Safety – Terms of Reference

Workstream Objectives		Governance & Key Resources
<ul style="list-style-type: none"> To lead and act as a catalyst for whole industry collaboration, ownership and action in core building safety principles and tangible culture change. To convene and collaborate with HMG, regulatory bodies and industry on strategic building safety issues, and to support the industry to build its capability to meet the requirements of the Building Safety Act. To maximise delivery of quality and value, and drive industry transformation to make it more productive and capable. To work with and co-ordinate activities with other organisations and initiatives seeking to deliver improved building safety. 	<p>Increasing Regulatory Clarity</p> <ul style="list-style-type: none"> Immediate priorities and blockers Visibility and implementation Transitional arrangements Regulator approach including confirmation / verification <p>Competence</p> <ul style="list-style-type: none"> Coordination with CSG, ICLF and IICC (ICC) Establish new standards and industry accreditation Develop standards for other professions – Clients / Sub-Contractor Designers / Regulators <p>Construction Products</p> <ul style="list-style-type: none"> Development of the regulator industry relationship (OPSS) and key issues and emerging challenges Lead industry on the adoption and implementation of the Morrell report and future of product testing CCPI adoption and promotion <p>Golden Thread</p> <ul style="list-style-type: none"> Support the coordination with BRAC (BAC) and DLUHC GT report response and next steps All buildings in scope Links to wider digitalisation <p>Professional Indemnity Insurance</p> <ul style="list-style-type: none"> Key issues and emerging challenges Dialogue with HMG Coordination and input to CLC BS responses Links to wider industry insurance 	<p>Industry Sponsor: Karl Whiteman Workstream leads: Peter Caplehorn and Graham Watts Young Ambassador: Challenge Panel: TBC</p> <p>Members to lead activity through 5 WGs:</p> <ul style="list-style-type: none"> Increasing Regulatory Clarity: Lindsay McGibbon Competence: Graham Watts Construction Products: Peter Caplehorn Golden Thread: Peter Caplehorn PII: Samantha Peat <p>Network of collaborators from a range of industry groups to support activity.</p>
Strategic Goals & Deliverables		Critical Success factors
<p>Champion and support delivery of safe & high-quality buildings for those who live and work in them:</p> <ul style="list-style-type: none"> Regulatory Clarity: To increase regulatory clarity and improve the understanding of the regulations and adoption by the industry. Competence: Lead industry competence, development of standards, industry accreditation and drive the adoption of required behaviours. Construction Products: Support clarification of product information and certification including testing. Golden Thread: Support delivery through industry guidance (process, industry skills and digital technologies). Professional Indemnity Insurance: Develop partnerships and campaigns which unlock financially sustainable PII and other forms of insurance. 		<ul style="list-style-type: none"> Address regulation challenges preventing execution and delivery of projects safely. Establish new standards and industry accreditation for WG2 Installers by end 2025. Resolve product and testing challenges. Provide best practice guidance for Golden Thread. Establish a robust and equitable insurance provision for all parties.
Benefits		
<ul style="list-style-type: none"> Improved safety and quality for all buildings. Create a culture where building safety is at the heart of design, delivery and operation through competent organisations. Workforce is competent, professional, has appropriate behaviours and is able to demonstrate through an industry accreditation system. Greater awareness, understanding, ownership and action by industry. 		

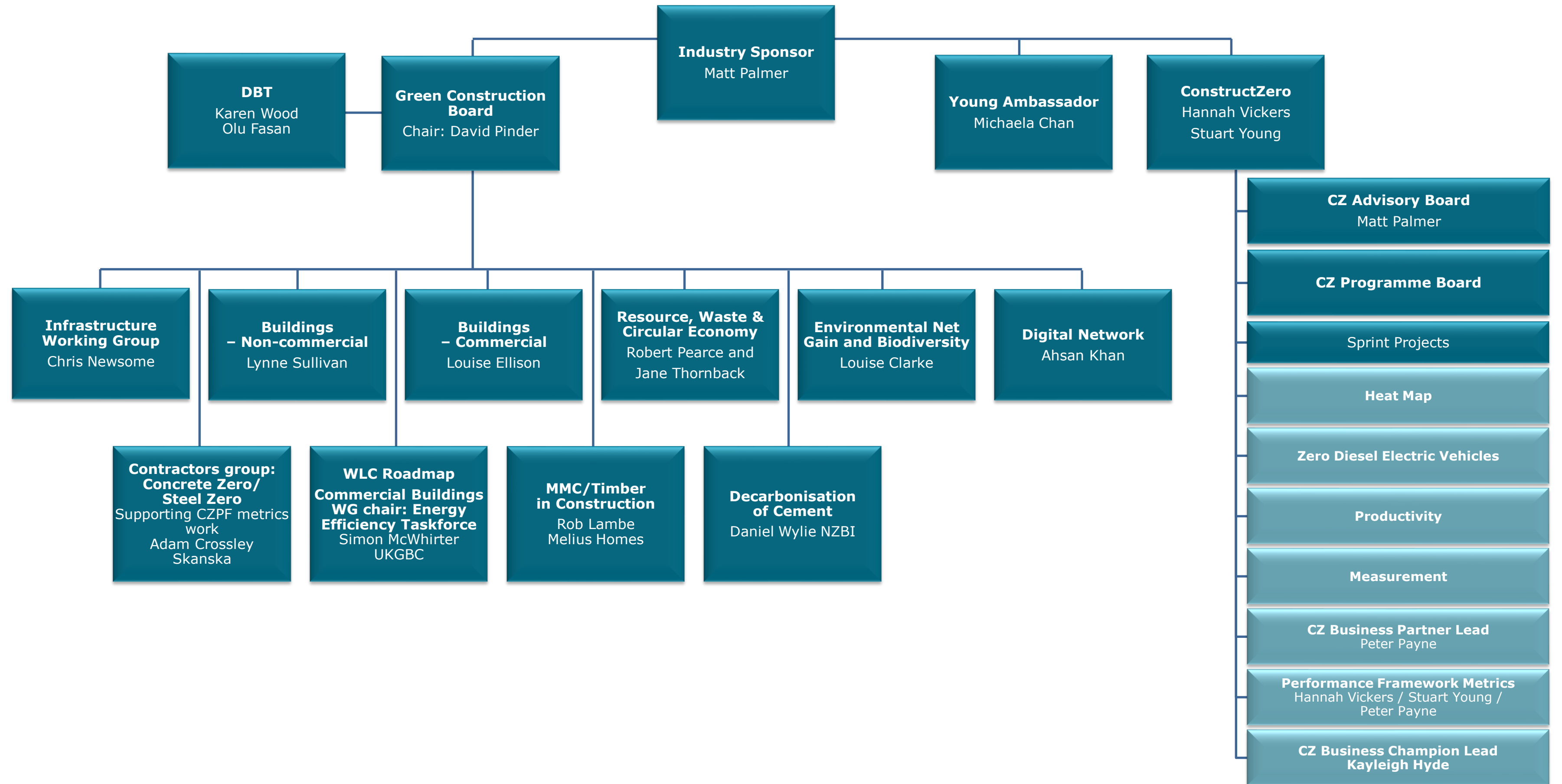
People & Skills - Governance



People & Skills – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<p>Meet construction industry skills needs by:</p> <ul style="list-style-type: none"> • Bringing direction and focus for the industry and working together towards common goals and objectives. • Share best practice to drive recruitment, retain a skilled competent workforce. • Develop and progress the skills priorities for a competent future. 	<p><u>The Industry Skills Plan for the UK Construction Industry 2022/23 outlines activity and milestones up to 2025:</u></p> <ul style="list-style-type: none"> • Culture of Employment: We will improve awareness and take up of existing careers programmes including supporting 3,000 employers to deliver Fairness, Inclusion and Respect sessions, securing 1,700 active STEM Ambassadors and delivering 28,000 work experience taster sessions. • Routes into Industry: To help the apprenticeship system meet industry’s needs, we will focus on increasing apprenticeship starts and completions and promoting new apprenticeship flexibilities. We will build on the successful occupational traineeship pilot by expanding into new priority occupations, supporting 200 learners through this route from Further Education into the construction sector. • Competence: To improve competence and embed higher levels of safety and quality in construction and the built environment we will develop a set of competency frameworks identifying appropriate behaviours and technical knowledge and skills for 25 priority occupations. • Future Skills: To support the Government’s Net Zero 2050 target we will develop 4 Future Skills route-maps to define the new roles and how stakeholders can access the necessary skills. 	<p>Industry Sponsor: Nick Roberts Industry Sponsor Support: Emma Rose Co-Chair: Adrian Beckingham</p> <p>Members to lead activity through four working groups:</p> <ul style="list-style-type: none"> • Culture change: Alasdair Reisner • Routes into industry: Aled Williams • Competence: Faye Burnett • Future skills: John O’Connor <p>Network of collaborators from a range of industry groups to support activity.</p>
<p>Strategic Goals & Deliverables</p> <p>Four strategic goals:</p> <ol style="list-style-type: none"> 1. Culture Change - Improve access to opportunities for all and attractiveness of careers. 2. Routes into industry - Boost all routes into industry. 3. Competence - Shift focus from qualifications to competence. 4. Future Skills - Prepare for the future of construction. 		<p>Critical Success factors</p> <ul style="list-style-type: none"> • 20% increase in employer engagement with industry initiatives and programmes by 2023. • Apprenticeship starts return to pre-covid levels (29,100 starts) by 2023. • 25 competence frameworks approved by 2025. • 4 future skills pathways for learners live by 2025.
<p>Benefits</p> <ul style="list-style-type: none"> • Capacity and capability to deliver pipeline of work. • Increased productivity and value. • Improved safety and quality. • Ability to meet Net Zero challenge. • A more diverse and engaged workforce. • Enlisting and engaging professional tradespeople and smaller contractors alongside larger businesses. 		

Net Zero & Biodiversity - Governance



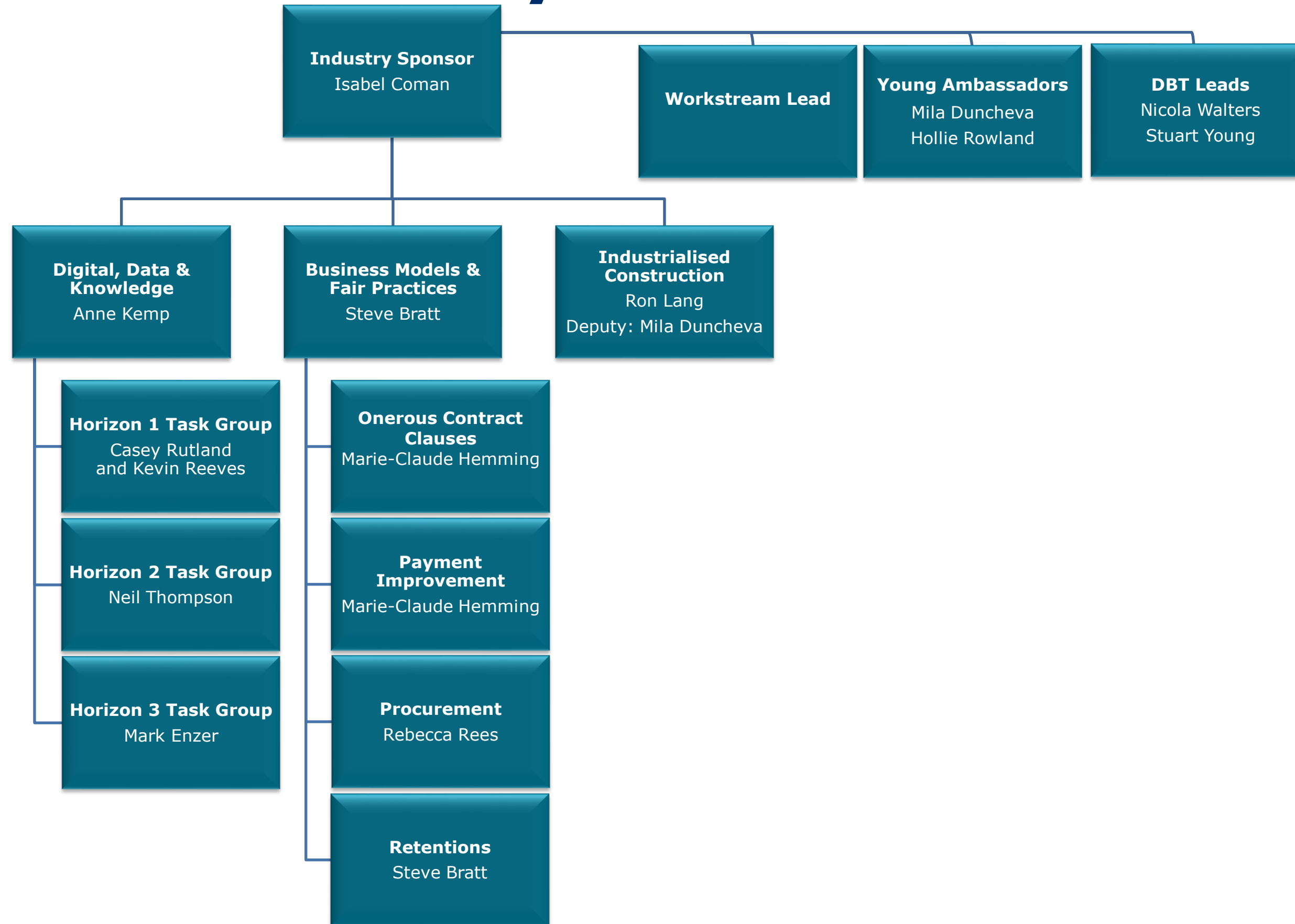
Green Construction Board – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<ul style="list-style-type: none"> Accelerate the transition to Net Zero Carbon and wider sustainability goals in the built environment sector. Provide knowledge, expertise and thought leadership on NZC and sustainability objectives to CLC workstreams, and Industry working groups. Provide advice to government policy units on delivering NZ and a sustainable built environment. 	<p>Infrastructure:</p> <ul style="list-style-type: none"> PAS 2080 revision – carbon management of both infrastructure and building projects – to be published in Q1/2 2023 PAS 2080 Guidance to be published Q1/2 2023 Promotion of PAS 2080 as a procurement requirement across the industry GCB Concrete Decarbonisation Taskforce (set up with ICE) activities to implement <u>Low Carbon Concrete Roadmap</u> (published 2022) BSI Flex standard for low carbon concrete in development – long term aim is BS8500 Part 3 <p>Buildings – new and existing domestic and commercial:</p> <ul style="list-style-type: none"> Promoting whole life carbon assessment of buildings following EN15978 standard Expert response to government’s Future Homes Standard consultation Promote alternate to EPC as a measurement of energy efficiency in homes as recommended by CCC Co-leadership with CLC RMI Group to take forward creation of a National Retrofit Hub (NRH) to support implementation of <i>the CLC published National Retrofit Strategy (v2)</i>. Launch in January March and ongoing development of business case, governance, funding and activity plan. Development of a Commercial Retrofit Hub - overcoming barriers to retrofit in the commercial sector <p>Biodiversity and environmental net gain</p> <ul style="list-style-type: none"> Presentation of think piece paper to GCB Main Board and CLC Develop routemap of actions for industry and government by Q4 2023 <p>Resources, Waste Reduction and Circular Economy</p> <ul style="list-style-type: none"> Zero Avoidable Waste in Construction (ZAW) Routemap – implementation Explore Circular Economy potential from emerging waste stream, e.g. from decarbonisation of heat etc Guidance on water management on construction sites to be published in Q1 Input to Defra’s Waste Prevention Programme <p>Digital, Innovation</p> <ul style="list-style-type: none"> Support IUK Net Zero Heat fund alignment and data standardisation Standardisation of in-use performance data. Aggregation of evidence base emerging from decarbonisation delivery programmes. 	<p>Industry Sponsor: Matt Palmer Young Ambassador: Micheala Chan Chair: David Pinder DBT Input: Karen Wood/Olu Fasan Industry Input: Jane Thornback, CPA Steering Committee: Working Group Chairs and UKGBC and CPA : meeting monthly to review work programme Green Construction Board: quarterly meeting with officials from DBT, DESNZ, DLUHC, Defra, as well as CCC, UKRI, IPA, ICG</p>
<p>Strategic Goals & Deliverables</p>		
<p>Six strategic goals:</p> <ol style="list-style-type: none"> Develop a unified CLC sustainability programme with the CZ PB to advance delivery of the Net Zero and Biodiversity Priority Support Construct Zero in the review and refresh of performance framework and metrics for 2023 Develop the Biodiversity content and metrics to give visibility to the challenge and actions required, perhaps develop a PF? Promote whole life carbon assessment of new projects – both infrastructure and buildings to catalyse and drive design and procurement processes to identify the lowest carbon solutions Support initiatives and research to drive decarbonisation in manufacturing processes. Promote circular economy thinking, resource efficiency and waste reduction across all stages of the construction lifecycle. 		
<p>Benefits</p>		
<ul style="list-style-type: none"> Coherent CLC sector plan to address the sustainability challenges of net zero carbon delivery and halting biodiversity loss Industry is clear on the actions needed to deliver whole life carbon reduction in the built environment following the trajectory of the Committee on Climate Change carbon budgets. 		<p>Critical Success factors</p> <ul style="list-style-type: none"> Publishing the routemaps and action plans that re developed by the working groups Establishing follow up delivery working groups to ensure that the actions are executed Sector plan of actions developed to deliver the CZPF targets Establishing critical delivery mechanisms such as the Retrofit Hub Construct Zero performance framework metrics supported by industry data Halting Biodiversity loss Whole life carbon reduction in the built environment in line with the UKGBC trajectory and the CCC balanced pathway.

Construct Zero – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<ul style="list-style-type: none"> To co-ordinate, lead and promote, encourage and support the sector's accelerated transition to Net Zero To co-ordinate industry and cross-industry initiatives through Partners and Business Champions with a view to wider promotion and shared learning. 	<p>Performance Measurement</p> <ul style="list-style-type: none"> Publication of four quarterly reports through 2023. Completing review of programme metrics <p>Signposting & support</p> <ul style="list-style-type: none"> Establishment of virtual Business Champions and Parts quarterly forum Q1: Refresh CZ/GCB Policy Heat Map Q1: Publish industry road-map for sustainable transition to zero diesel sites Q1: Sprint Project- Establish a partnership with the motor industry to champion a switch to electric vehicles accelerating the transition. Q2: Announce sprint project on co-ordination of various industry initiatives to set standards and accreditation for carbon measurement. System in place by Q4 Q2: Announce sprint project on electric vehicles. <p>Communications & Influence</p> <ul style="list-style-type: none"> Q1/2: Updated CZ website to help businesses find resource, initiatives and Gov Policy under 9 priorities Set out under 9 priorities the actions required of industry and Gov during 2023 Q2: Announce sprint project on NZ & Productivity: Will set to highlight how increasing the productivity of the sector helps to deliver growth and NZ Bi-monthly Business Champions Commissions 	<p>Industry Sponsor: Matt Palmer Young Ambassador: Micheala Chan Programme Director: Hannah Vickers Communications Director: Stuart Young CZ Partners Lead: Peter Payne CZ Business Champion Lead: Kayleigh Hyde</p>
<p>Strategic Goals & Deliverables</p> <p>Strategic goals:</p> <ol style="list-style-type: none"> Leadership to the sector on the government's ask for all business sectors to transition to NZ To provide a sector level dashboard on our progress towards NZ To provide direction for businesses and clients in how to establish their NZ plans in an aligned way to the 9 priorities. Working with companies across and beyond the sector to promote and amplify their NZ work 		<p>Critical Success factors</p> <ul style="list-style-type: none"> Sprint Project on EVs: An engagement and comms plan for industry and HMG Sprint project on productivity: Could include more detailed research, publications and a comms/influencing campaign Implementation of industry roadmap reducing zero diesel
<p>Benefits</p> <ul style="list-style-type: none"> Public quarterly progress reports on the sector's progress to NZ Co-ordinates and promotes the work of a sector that accounts for around 43% of UK emissions, 33% globally Provides the sector with a clear set of metrics against which they can measure their progress to NZ. 		

Next Generation Delivery - Governance



Next Generation Delivery – Business Models Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<p>To identify, support and develop interventions that will lead to successful and sustainable supply chain relationships and improved project outcomes. Including the development of collaborative contracts, fair payment practices, efficient and value-based procurement processes and the adoption of e-commerce.</p>	<p>Retentions subgroup – Led by Steve Bratt</p> <ul style="list-style-type: none"> The CLC/GIRI Defect Reduction Project is in the process of undertaking a proof-of-concept phase with completion targeted for Q2 2023. Re-establish CLC Retentions Task and Finish Group: Develop workplan including actions / task and finish groups for 2023 and beyond Government Departments – Retentions Policy: Ongoing discussion with Ministers and procuring departments Playbook: incorporating retentions policy Contractual Clauses: Retentions standard clauses in contracts – JCT, NEC, FIDIC, ACA, CIOB, ICE, FMB etc and new CLC guidance on retentions <p>Payment Subgroup – Led by Marie-Claude Hemming, Director of Operations, CECA</p> <ul style="list-style-type: none"> The Payment sub-group has three areas of focus: Volume and Value – the key focus will be to respond to the Government’s recently announced payment and cashflow review. Details of the review are currently awaited, following which there will be twelve weeks to respond. Digitisation – work has been ongoing to support construction software providers to become approved providers under the DBT Help to Grow scheme: Digital. This scheme has now closed and activity in this area will be reviewed. Legislative Change – A gap analysis has been undertaken to understand the need and make the case for change as regards improving the legislative landscape. <p>Onerous Clauses Subgroup – Led by Marie-Claude Hemming, Director of Operations, CECA</p> <ul style="list-style-type: none"> This group developed on from the one that published all the CLC’s contractual guidance issued during the COVID crisis. It seeks to discourage the use of onerous contractual clauses and encourage collaborative working. This is a trade body led initiative collating guidance already developed by trade bodies for their sector into a single source which is endorsed and promoted by CLC. <p>Procurement – Led by Rebecca Rees, Partner and Head of Public Procurement - Trowers & Hamlins</p> <ul style="list-style-type: none"> Best practice procurement guide which is intended to provide solutions to common procurement issues arising for clients and bidders and provide supporting detail to other documents such as the Construction Playbook. It is also looking to explore and explain alternative price evaluation approaches which better targets value rather than lowest cost. The time frame for delivery is Q2 2023 - aligning itself with the proposed timeframe of the Procurement Act 2023 and it’s implementation period, where there will be significant opportunities to upskill and improve procurement capacity and capability in the construction sector. The group has broken into three task and finish groups which meet monthly, focussing on: competition design; evaluation techniques and a detailed review and discussion on price evaluation methods. 	<p>Workstream Lead: Steve Bratt</p> <p>The workstream has two primary streams of activity - Fair Practices and Procurement, which in turn break down into a series of subgroups:</p> <ul style="list-style-type: none"> Fairer Practices Payment Onerous clauses <p>DBT Engagement: Nicola Walters</p>
<p>Strategic Goals & Deliverables</p>		<p>Critical Success factors</p>
<p>Support resolving immediate issues such as disputes, contractual issues then support the long term objectives like productivity and growth</p>		<p>Collaboration Some further thought on KPI’s and measures. Examples could include:</p> <ul style="list-style-type: none"> Complete proof of concept phases of defects reduction project Successful implementation of best practice procurement guide
<p>Benefits</p>		
<ul style="list-style-type: none"> Increased cross-industry collaboration Increased productivity 		

Next Generation Delivery – Digital, Data & Knowledge Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<ul style="list-style-type: none"> To facilitate and accelerate Digital Transformation in the UK's infrastructure industry and built environment in order to increase performance, productivity, and contribute to the Net Zero agenda To identify current best practice to be adopted and highlight future trend in digital and data technology 	<p>Digital, Data & Knowledge</p> <p>Phase 1: Developing a 3 Horizon view</p> <ol style="list-style-type: none"> Agree the outcomes for digital and data to act as our north star (our why) Horizon 1 – existing initiatives, communities and standards to aid adoption of technology that maintain and defend core business Horizon 2 – highlight innovation themes, opportunities and communities to help businesses nurture emerging opportunities Horizon 3 – identify the future vision and potential for transformational business opportunities, unifying what exists into a coherent narrative <p>Phase 2: Communicate and engage</p> <ol style="list-style-type: none"> Publish the horizon view via various channels Engage via the wider CLC communities, upskill wider CLC stakeholders on key messages Obtain feedback on horizons, continue to develop and evolve Measure impact <p>Phase 3: 'Digital Navigator'</p> <ol style="list-style-type: none"> Identify funding to develop the navigator Development Testing and quality assurance Live test and roll out <p>Knowledge: develop the navigator as a hub for digital knowledge, describing the steps that will be taken to move across the 3 horizons, publicising government and industry support and encouraging (or if possible, mandating) adoption of digital and data.</p> <p>Cross CLC Strategic Focus:</p> <ul style="list-style-type: none"> NZ & Biodiversity: Aligned to the defined outcomes in Construct Zero and the wider ESG agenda, identify best practice and digital tools helping organisations achieve their net zero targets. Next Generation Delivery: Develop guidance on the current digital state of the art, highlighting cultural challenges in adopting technology. Sign post existing programmes and support networks, including value potential. Building Safety: Map out key technologies supporting building safety (such as IoT and advanced BMS) that are relevant to ALL buildings and accessible to any building owner. People & Skills: Convene the various skills bodies across engineering, IT and OT domains to create a library of digital skills programmes and training. Develop case study examples of digitally enabled businesses that have accessed training and overcome cultural barriers. 	<p>Casey Rutland and Kevin Reeves lead the workstream overall with a focus on H1, Neil Thompson leads H2, Mark Enzer leads H3, with oversight and council from</p> <p>Anne Kemp: Building an eco system to ensure alignment with tech communities to include:</p> <ul style="list-style-type: none"> Engineering Leadership Information technology Leadership Operational technology Leadership
<p>Strategic Goals & Deliverables</p> <ol style="list-style-type: none"> Align activity to CLC Strategic Focus Priorities; NZ & Biodiversity, Next Gen Delivery, Building Safety and People & Skills as well as horizontals Enable change for the bulk of industry, learning from best practice and real word examples Highlight best practice and share success stories through the CLC, to accelerate adoption Support the Construction Playbook ambitions and focusing in areas important to industry, to help enhance productivity Digital and data constantly evolve, we will continue to review advancing technologies that can help accelerate change 		<p>Critical Success factors</p> <ul style="list-style-type: none"> CLC peer review of the 3-horizons Market testing of associated narrative Comms channels targets (social media views, shares etc) Engagement through CLC communities
<p>Benefits</p> <ul style="list-style-type: none"> Increased productivity and efficiency Improved sector awareness and acceleration of the digital and data adoption in the built environment Improved digital skills and leadership Reduced risk in delivery Improved Government Policy Increased export potential relating to digital construction Improved whole life cost of ownership using interconnected digital technology Unlocked potential for other innovations 		

Next Generation Delivery – Industrialised Construction Terms of Reference

Workstream Objectives

- Support the industry to prepare for a more sustainable and productive future by creating a clear roadmap to platform adoption.

Strategic Goals & Deliverables

YEAR 1

- De-mystify platforms to gain industry engagement and traction
- Create roadmap to the 'end state'
- Clarifying and championing the end state, and securing buy-in (? development of mandate)
- Leverage CLC's presence across industry and use this to maximise knowledge sharing / reception to embed Industrialised Construction as a new way of working

Benefits

- Increased productivity
- Re-use of knowledge, designs and process to mitigate repeat work, reduce risk and enhance quality
- Increased cross-industry collaboration
- Social Value (e.g., diversity of workforce)
- Reduce on site labour and safety risk
- Reductions in waste, carbon footprint and impact upon local environment

Approach: Main Activities and Milestones

Industrialised Construction

Bringing TIP 2030 Focus area 3 to life ... 'Building on this knowledge framework, in the next two years the government will set out a requirement for platform approaches to be adopted for social infrastructure with a repeatable design. A transition period for adoption will be defined within that requirement'

Activities:

- Developed detailed ToR to ensure clear working arrangements and coordination with other platforms focused groups and workstreams and to support decision making **Owner:** Kitty Ive and Hannah Evans
- Definition and setting up Platform Task Group – understanding and taking lessons learned from the BIM Task Group (initiated, WIP). **Owner:** Ben Carlisle and Jaimie Johnston
- Understand findings from recent market engagement and research on platform enablers and blockers. Share back this and other hub outputs back to group. **Owner:** Ben Carlisle
- Issue industry paper on simplifying platform approaches (aimed at contractors) **Owner:** currently being drafted by Jamie Hillier – Note: could CLC support in promoting this with comms etc. Assuming this would also help wider industry to understand platforms too.
- Set up workshop to envision the 'end state' and map out blockers and enablers and realistic steps to get there **Owner:** Kitty Ive and Hannah Evans
- Create roadmap to the 'end state' and set up sub-working groups who can drive activities to remove blockers and promote enablers – creating an environment for the market and government to progress in this space. Example key issues: Ability to deploy e.g., supply chain readiness, appropriate delivery models and contacting arrangements, risk allocation, design ownership and IP matters, handover from client to market. **Owner:** Kitty Ive and Hannah Evans with feed in from all (pull into graphic)

Governance & Key Resources

- Hannah Evans – F+G
- Ron Lang - Atkins
- Jamie Hillier – Akerlof
- Jaimie Johnston - BW
- Ben Carlisle - MM
- Keith Waller – CIH
- Carole Schafer & Fergus Harradence – BEIS
- Gareth Jones – MoJ
- Adam Jones – DfE

Note: To keep David Hancock of IPA in loop

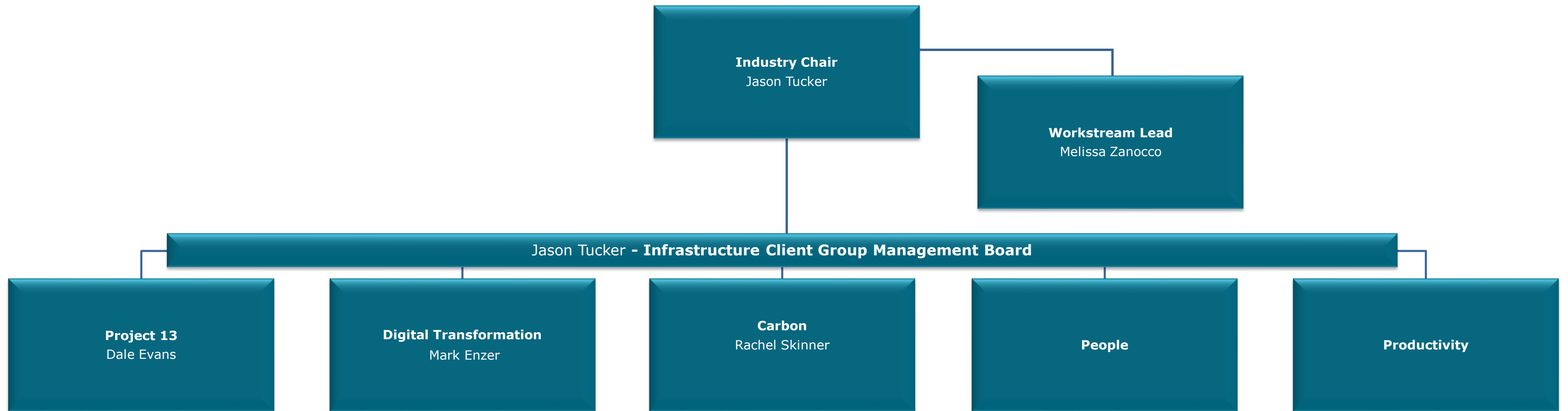
- The 'Defining the Need' report
- Platform Rulebook
- TIP Roadmap 2030
- Construction Playbook
- Construction Product Quality Planning Guide

Critical Success factors

KPI's and Critical Success Factors

- Creation of platform task group
- Clear understanding of blockers and enablers to enable roadmap to platforms
- Sub-working groups set up to deliver roadmap
- Government support
- CLC support e.g., comms, knowledge share etc

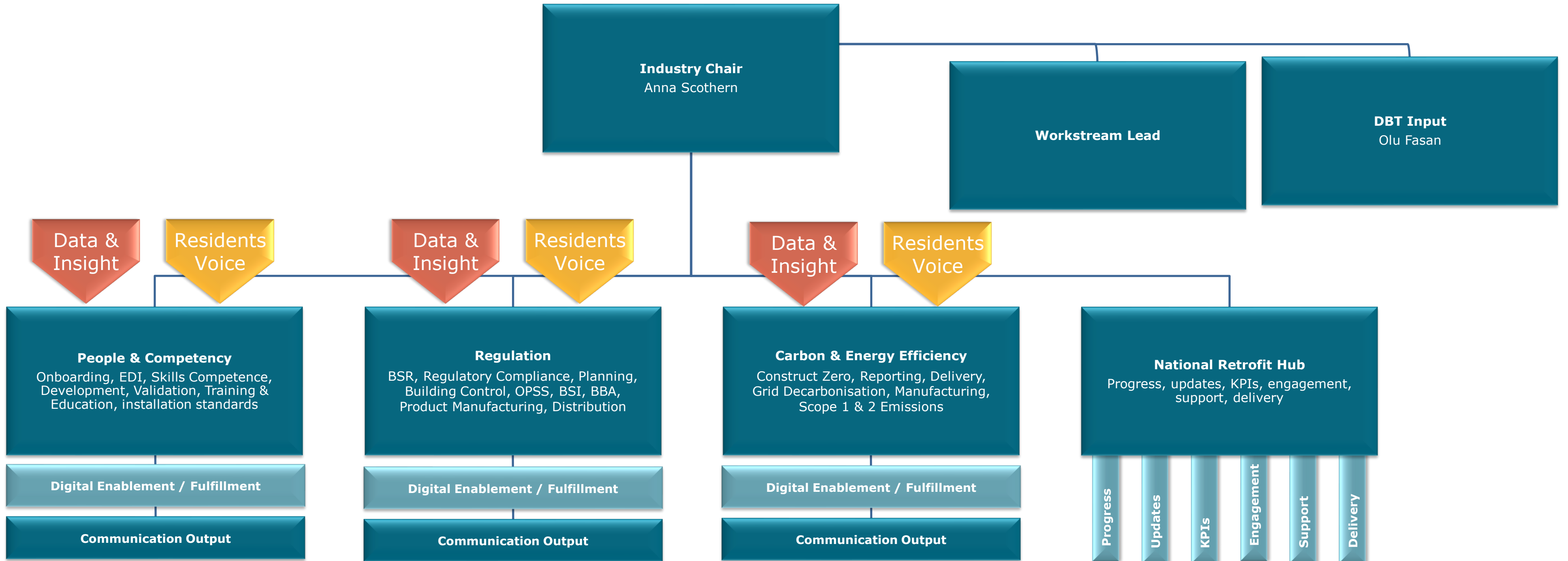
Infrastructure - Governance



Infrastructure – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<ul style="list-style-type: none"> To lead the acceleration of the improvement and alignment in the delivery and development of UK infrastructure for the benefit of the economy, society and the environment. Ensure a people-focused, system-based view of infrastructure by benchmarking, sharing and adopting best practice. 	<p>Project 13</p> <ul style="list-style-type: none"> Industry and Government shift to outcomes-focused delivery models The Project 13 Adopters are delivering effective performance through models that have a clear outcome focus. Enterprise models are more responsive to current complex environment Case studies and supplier survey provide evidence and acknowledgement. Project 13 Network (www.project13.info) Increase membership and activity within the Network, including through events. Construction Playbook Appendix Delivery Model Assessments <p>Digital Transformation Task Group</p> <ul style="list-style-type: none"> Enterprise Digital Transformation Strategies / Roadmaps Share and track progress Peer Review Programme Sessions are relevant and timely and in response to the most pertinent challenges facing the Task Group. Planning to create products from the sessions to share learning more widely through the Project 13 Network. Benchmarking Revise the Smart Infrastructure Index questions for 2023 based on feedback. Survey with report and launch event in Q3/4 2023. IPA Digital Principles for Project Success <p>Infrastructure Carbon Task Group</p> <ul style="list-style-type: none"> Tracker Share and track progress on the foundational steps for Clients to achieve their Net Zero targets. Six workshops Building common understanding on onward direction of travel. International input. Systemic / place-based issues: Identify and start to tackle issues that need to be solved together e.g. decarbonised concrete Carbon Assessment Working with IPA to get consistency across Clients and Government <p>People</p> <ul style="list-style-type: none"> Industry Capacity –exploring the possibility of creating a new Task & Finish Group Equality, Diversity & Inclusion –Input to Major Projects Association’s EDI Group with a Sponsor on the ICG Management Board <p>Productivity</p> <ul style="list-style-type: none"> Input to ICE’s Productivity Community Advisory Board with a Sponsor on ICG Management Board. 	<p>Industry Chair – Jason Tucker</p> <ul style="list-style-type: none"> Jason Tucker, Infrastructure Client Group Management Board oversees the Task Groups Workstream Lead – Melissa Zanocco Project 13 Governance Groups including the Strategy Group, Adopter Community, Supplier Engagement Community and Development Groups Infrastructure & Projects Authority Cabinet Office Treasury The Civil Engineering Contractors Association
<p>Strategic Goals & Deliverables</p> <p>Five strategic initiatives:</p> <ol style="list-style-type: none"> Project 13 - Enterprise delivery model (www.project13.info) Digital Transformation Infrastructure Carbon People Productivity 		<p>Critical Success factors</p> <ul style="list-style-type: none"> Project 13 Supplier Survey Digital Benchmarking Survey Infrastructure Carbon Task Group Tracker
<p>Benefits</p> <p>Building a sustainable future for the construction industry, creating a more highly skilled workforce and creating infrastructure that represents better value for all</p>		

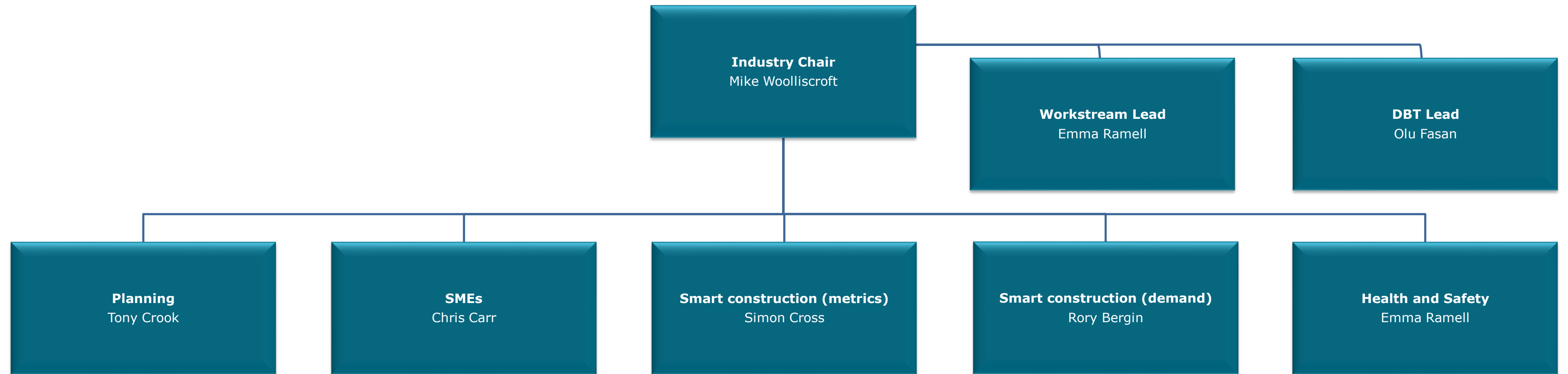
Domestic RMI - Governance



Domestic RMI – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<p>To improve homes and the health and well-being of those in them by driving change across ecosystems that deliver repair, maintenance and home improvement.</p>	<ul style="list-style-type: none"> • The CLC Domestic RMI workstream will set out a simple, achievable journey that stakeholders can engage with and work together to deliver. • It builds on and supports government direction and engages with all industry sectors to establish how we build and deliver a sustainable professional future for domestic repair, maintenance and home improvement businesses to thrive. • It engages with those who supply, serve and support the RMI sector to understand their needs and how they can support change. • Thus allowing consumers (SRS, PRS, OO) to improve to their homes and <ul style="list-style-type: none"> • deliver healthy indoor environments • reduce energy consumption • end fuel poverty • increase asset value • Improve occupant health and wellbeing 	<p>Industry Chair: Anna Scothern Workstream Lead: Anna Scothern DBT Input: Olu Fasan</p>
<p>Strategic Goals & Deliverables</p> <p>Five strategic goals:</p> <ol style="list-style-type: none"> 1. To deliver positive change to increase the quantity and quality of those working in the repair, maintenance and home improvement sector 2. To deliver positive change which supports changes in the regulatory framework to raise standards 3. To deliver and report positive action which decarbonises existing homes 4. To gather robust evidence on the RMI sector from trusted sources, which can be used to forecast trends and make decisions 5. To support the delivery of the NRH 	<p>Quarterly RMI workstream meetings, chaired by Anna Scothern supported by action driven monthly taskforce sessions independently chaired and each with agreed milestones and KPI's delivered by industry working groups.</p>	<p>Critical Success factors</p> <ul style="list-style-type: none"> ✓ Continued endorsement from DBT ✓ Engagement with other key government departments ✓ Collaboration with the energy sector as development in grid decarbonisations and energy supply will impact in-home solutions. ✓ Continued engagement with those working in the sector ✓ Wider engagement with sectors such as finance, insurance, technology provision, disruption
<p>Benefits</p> <p>Providing an opportunity government to create an environment for success, for the industry to respond in a coordinated way and for consumers (SRS, PRS, OO) to make quality and efficient improvements to homes.</p>		

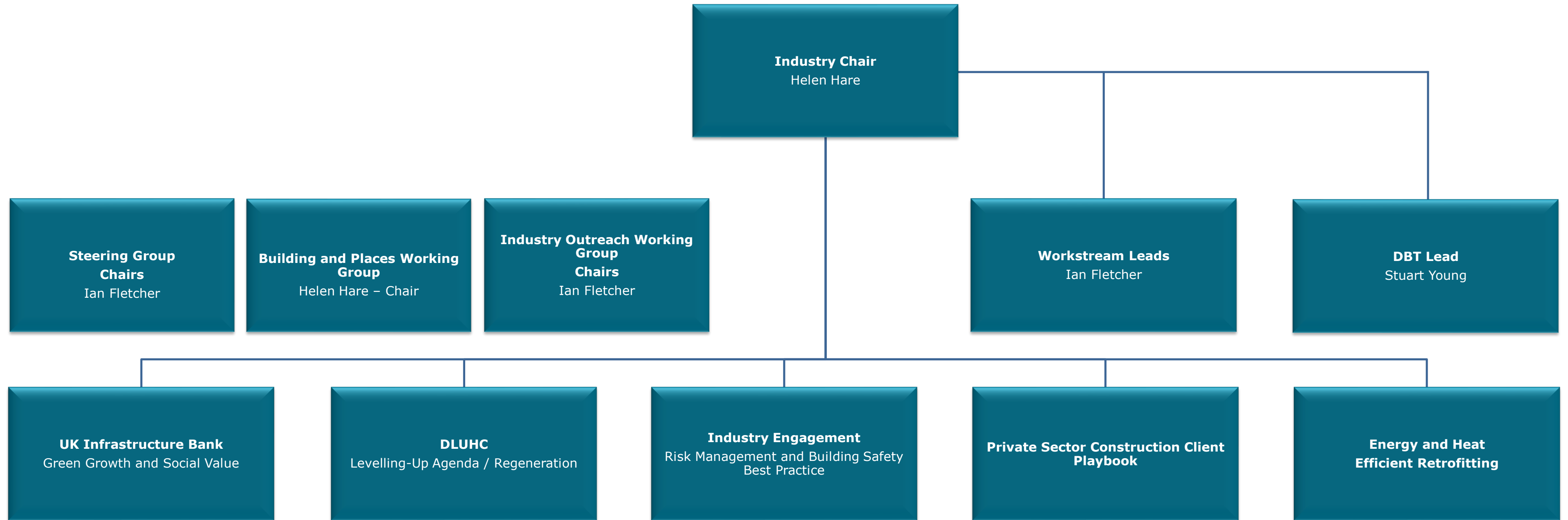
Housing - Governance



Housing – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<p>Short term:</p> <ul style="list-style-type: none"> •Align views on and influence planning policy reform •Co-ordinate action on Nutrient Neutrality <p>Longer term:</p> <ul style="list-style-type: none"> •Focus and develop the Housing contribution towards the achievement of CLC priorities 	<ul style="list-style-type: none"> • Prepare a CLC submission on the proposed changes to the National Planning Policy Framework (March 23) • Consider planning issues from enactment of the Levelling Up Bill – including the Infrastructure Levy (later 2023) • Share information and agree on complementary actions by HWG members to help resolve the Nutrient Neutrality problem (ongoing) • Agree and implement a strategy for promoting and disseminating the CLC Guide for SME developers (2023) • Consider SME challenges and support needed to deliver the Future Homes Standard and Biodiversity Net Gain (2023, liaising with the Future Homes Hub) • Developing and deploying the business case for use of the CLC Smart Construction Dashboard and exploring the scope and basis to digitalise the dashboard (2023) • Share information and support initiatives that can help tackle barriers and aggregate demand for MMC/ smart construction (ongoing) • Maintain contact and dialogue with the Future Homes Hub on delivery of Net Zero and other environmental objectives (ongoing) • Reactivate discussion on possible common approach to the promotion of key Health and Safety guidance (2023) 	<p>Workstream Lead: Emma Ramell</p> <p>Sub-Group Leads: Tony Crook, Chris Carr, Simon Cross, Rory Bergin</p> <p>HBF, FMB, NFB, Build UK, BPF, RTPI, CIC, NHBC, SEA, BMF, ECA, GCB, NHF, Homes England, IPA, MPA, CPA, Innovate UK involved and contributing</p> <p>DBT Lead: Olu Fasan</p>
<p>Strategic Goals & Deliverables</p>		
<p>Five strategic goals:</p> <ol style="list-style-type: none"> 1.A better business climate for housing delivery 2.Improved collaboration in advancing shared policy objectives 3.Supporting growth of SMEs 4.Encouraging productivity and uptake of smart construction 5.Supporting the delivery of key environmental objectives for housing 		
<p>Benefits</p>		
<ul style="list-style-type: none"> • Increased supply of high quality new homes of all tenures • Innovation and productivity gains • A clear pathway towards Net Zero • A more diverse workforce meeting agreed competency standards 		
		<p>Critical Success factors</p>
		<ul style="list-style-type: none"> • Output levels • Numbers of SMEs and share of output • Customer satisfaction levels/build quality • Proportion of workforce meeting competence requirements for their role • (updated) smart construction dashboard • Energy efficiency and other building performance levels • Proportion of build using non-traditional methods

Buildings & Places - Governance



Buildings & Places – Terms of Reference

Workstream Objectives	Approach: Main Activities and Milestones	Governance & Key Resources
<p>Leverage guidance, support and tools to improve construction outcomes:</p> <ul style="list-style-type: none"> •Provide a meeting place and resource to share good practice. •Identify how best to encourage clients to adopt safer, more efficient developments in the built environment. 	<p>Buildings and Places will improve business outcomes for all involved in the building process:</p> <ul style="list-style-type: none"> • Supporting the measures and targets for all CLC work groups. • Provide a meeting place for clients, their consultants and suppliers to meet and share good practice in pursuit of common goals. • Identify barriers to success and propose business driven solutions. • Promote outcomes-based appraisal of procurement processes. • Grow the use of Playbooks. • Encourage the publication of projects pipelines among clients. • Make best use of digital twins • Promote performance measurement of buildings in use. • Encourage all clients to support the Levelling Up agenda. • Explore how best to reach and influence occasional clients. • Embed biodiversity as part of the NetZero carbon challenge. • Improved social value, communities and growth. • Encourage designing for climate resilience. 	<p>Workstream Leads: Ian Fletcher to provide overall sponsorship.</p> <p>Lead and chair of the group: Helen Hare</p> <p>Secretariat services: Gren Tipper</p> <p>DBT Lead: Stuart Young</p> <p>A Steering Group meeting six weekly will maintain focus and communications.</p> <p>The Building and Places Group comprising of 15 members meeting quarterly.</p> <p>Engagement of the wider client base along with their consultants and suppliers will be achieved via an Industry Outreach Group drawing upon existing functioning groups.</p>
<p>Strategic Goals & Deliverables</p> <p>Four strategic goals:</p> <p>1.Promote Next Generation Delivery</p> <ul style="list-style-type: none"> •Adopt digital technologies •Innovation •Procure for whole life value •Embed playbook methodologies <p>2.Levelling Up Agenda - Engage and leverage</p> <p>3.Improve building safety – adopt best practice & proportionate approach to risk.</p> <p>4.NetZero and Biodiversity – as part of the scope/brief.</p>		<p>Critical Success factors</p> <p>TBD</p>
<p>Benefits</p> <ul style="list-style-type: none"> •More efficient buildings •Cost and schedule certainty •Improved HS&W •Safer buildings in use •Improved productivity •Maximising Digital Twin and unlocking innovation •Consistency in standards across industry 		

Vision & Leadership

May 2023



Construction
Leadership
Council

