CONSTRUCTION LEADERSHIP COUNCIL × HEALTH, SAFETY & WELLBEING

Construction: Strategy to action

What each focus area of the CLC HSW Action Plan (2026–2031) is seeking to achieve, how it aligns to CLC and Government priorities, who it influences, key milestones and risks, and how success will be measured.



Draft for discussion | November 2026

Classification - Public

OUR AMBITION: Leading a new era for construction

Transforming construction into a resilient people-first industry

FOUR OUTCOMES = OUR FOUR FOCUS AREAS

Safety:
Creating conditions to eliminate life-changing harm

Learning:
Fostering a collaborative, learning industry

Mental health & Wellbeing:
Building a sector that enables its people to thrive

Health:
Creating healthy workplace conditions

OUR STRATEGIC APPROACH

Integrate

Ensure people's experience and needs inform our decisions and approach as a sector

Convene

Seeking out, multiplying and amplifying our sector's innovation and best practice.

Elevate

Showing zero tolerance where standards fall short and avoidable harm is tolerated

GOVERNMENT FIT

A healthier, safer workforce underpins delivery of 1.5 million homes, infrastructure and economic growth.

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Four focus areas, each with clear leadership and evidence

Focus area	CLC lead	Industry leadership
1. Creating conditions to eliminate life-changing harm	CLC Steering Group	Tier 1 Leadership Group supported by CONIAC, and other sector bodies
2. Fostering a collaborative, learning industry	CLC Steering Group	Tier 1 Leadership Group supported by CONIAC, and other sector bodies
3. Building a sector that enables its people to thrive	CLC Steering Group	HCLG, supported by CONIAC, and other sector bodies
4. Creating healthy workplace conditions	CLC Steering Group	HCLG, supported by CONIAC, and other sector bodies

GOVERNANCE Independent rotating chairs with recognised expertise, tied to organisations where possible. CLC responsible to act as an industry convenor. A Steering Group oversees all four areas and reports to the CLC Council.

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FOCUS AREA 1 | CREATING CONDITIONS TO ELIMINATE THE RISK OF SERIOUS LIFE-CHANGING HARM

Safety: Create conditions to prevent life-changing harm

CLC lead: CLC Steering Group | Industry leadership: Tier 1 Leadership Group, supported by CONIAC, and other sector bodies

1 What it seeks to achieve

Aim: Agree a scalable accessible common framework for stronger process and clearer critical controls.

2 How it supports CLC priorities

Supports: The CLC's aim to deliver the national pipeline safely, and its Building Safety priority.

Why: c.44 construction deaths a year over the last three years.

3 How it aligns with Government

Aligns with: Safe delivery of 1.5m homes and national infrastructure.

How: Complements HSE's regulatory role – industry raises the floor, HSE enforces it.

4 Who it influences: Govt & industry

Government: HSE; DBT, Gov procurement

Industry: Tier 1 Contractor Group; clients and designers; specialist contractors, SMEs and sole traders; Sole trader and SME groups, Unions.

5 Milestones, deliverables, dependencies, risks

Milestones: Common control framework published.

Deliverables: Accessible framework; Life Saving rules approach investigated; AI analysis of serious near misses.

Dependencies: Tier 1 collaboration; SME reach.

Risk: Defaulting to lagging injury rates.

6 How success & impact are measured

Success: Adoption of critical controls; verification results; precursors identified and acted on.

Impact: Sustained fall in fatal and life-changing harm. Evidenced by figures.

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FOCUS AREA 2 | FOSTERING A COLLABORATIVE, LEARNING INDUSTRY

Learning: A sector that learns, shares and collaborates

CLC lead: CLC Steering Group | Industry leadership: Tier 1 Leadership Group, supported by CONIAC, and other sector bodies

1 What it seeks to achieve

Aim: Shared data and serious near-miss reporting (focused around fatal risks); a possible Beyond Walls Toolkit (encouraging organisations to deliberately design in a positive impact beyond their direct supply chain) and better sharing of industry best practice.

2 How it supports CLC priorities

Supports: The CLC digitalisation priority, and its role as industry convenor.

How: Provides the evidence base for every other area and reduces duplication.

3 How it aligns with Government

Aligns with: Evidence-led policy and regulation.

How: Informs the RIDDOR consultation response on reporting quality; links to the Building Safety Regulator's culture work.

4 Who it influences: Govt & industry

Government: HSE; Building Safety Regulator.

Industry: CITB; CONIAC, CCLG, Tier 1 Forum; trade associations; construction, utilities and energy sectors.

5 Milestones, deliverables, dependencies, risks

Milestones: Common metrics → data-sharing model → insight-led capability.

Deliverables: Common metrics; trusted data-sharing; ISO 19650-6:2025 promotion; collaboration remit; Beyond Walls Toolkit.

Dependencies: Trust, governance, participation.

Risk: a platform, not intelligence; scope too broad.

6 How success & impact are measured

Success: Data shared, near misses reported, skills mapped, engagement. More organisations considering their broader impact and greater collaborative action and investment.

Impact: Shared practice adopted; joint initiatives delivered. Evidenced by figures + narrative.

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FOCUS AREA 3 | BUILDING A SECTOR THAT ENABLES ITS PEOPLE TO THRIVE

Mental Health & Wellbeing: Enabling people to thrive

CLC lead: CLC Steering Group | Industry leadership: HCLG, supported by CONIAC, and other sector bodies

1 What it seeks to achieve

Aim: Implement and embed the Joint Code of Practice (JCOP) for managing mental health in construction, moving from reaction to prevention – and track its impact.

2 How it supports CLC priorities

Supports: The CLC People & Skills priority.

How: Better attraction and retention, productivity, workforce resilience and decision-making.

3 How it aligns with Government

Aligns with: Government focus on workforce health and participation. Keep Britain working programme

How: JCOP launched by Minister on 16 June 2026 and endorsed by DHSC.

4 Who it influences: Govt & industry

Government: DBT; DHSC.

Industry: Clients, contractors, designers, labour agencies; SMEs, consultants and the labour-only workforce, where engagement must grow.

5 Milestones, deliverables, dependencies, risks

Milestones: JCOP launched (Jun 2026, done); compliance recommended from Mar 2027.

Deliverables: JCOP adoption; Warwick University study of early adopters.

Dependencies: SME and frontline reach.

Risk: Sign-ups mistaken for changed practice.

6 How success & impact are measured

Success: Adoption rates; behavioural indicators.

Impact: Warwick evidence of changed practice and outcomes. Evidenced mainly by narrative and an improvement in survey scores for mental health across the sector.

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FOCUS AREA 4 | CREATING HEALTHY WORKPLACE CONDITIONS

Health: Apply technical skill to tackle health risk

CLC lead: CLC Steering Group | Industry leadership: HCLG, supported by CONIAC, and other sector bodies

1 What it seeks to achieve

Aim:

- Renew the HCLG as the sector's lead forum for occupational health.
- Support the sector to design high-silica exposure out of engineered stone: <1% silica in two years, verified products, Quality Mark fabricators – use this as a platform to raise respiratory health risk more generally.

2 How it supports CLC priorities

Supports: The CLC People & Skills priority; CLC Council endorsed the silicosis report (Oct).

Why: c.3,700 deaths a year from past exposures; breathing problems c.2x the all-industry rate.

3 How it aligns with Government

Aligns with: Keep Britain Working.

How: Complements HSE's engineered stone campaign (38% of 400+ firms enforced). No ban planned – an industry-led transition is the lever.

4 Who it influences: Govt & industry

Government: HSE, DBT, DWP, CONIAC.

Industry: BOHS, clinicians; manufacturers, WFF, CPA/CCPI; HBF, housebuilders, Tier 1s, clients; SMEs, unions, workers.

5 Milestones, deliverables, dependencies, risks

Milestones: Report (27 Aug), Council (13 Oct), HCLG reset (29 Oct) – done; op-ed next.

Deliverables: HCLG programmes; Health Baseline; unified dust & silica health surveillance; <1% silica transition.

Dependencies: Manufacturer data; micro-SME reach.

Risk: Duplication; unused guidance.

6 How success & impact are measured

Success: Shift from Level 3 to Level 1 (Healthier) products; Quality Mark fabricators; HSE compliance trends.

Impact: Reduction in respiratory ill health over years to come. Broader positive health gains.

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