

Corporate Plan 2020-2023



Contents

Introduction

The Royal Charter

Vision, Mission and Values

Guiding Principle

Corporate Strategy

Delivering the strategy – 5 themes

Corporate Plan
2020-2023



Introduction

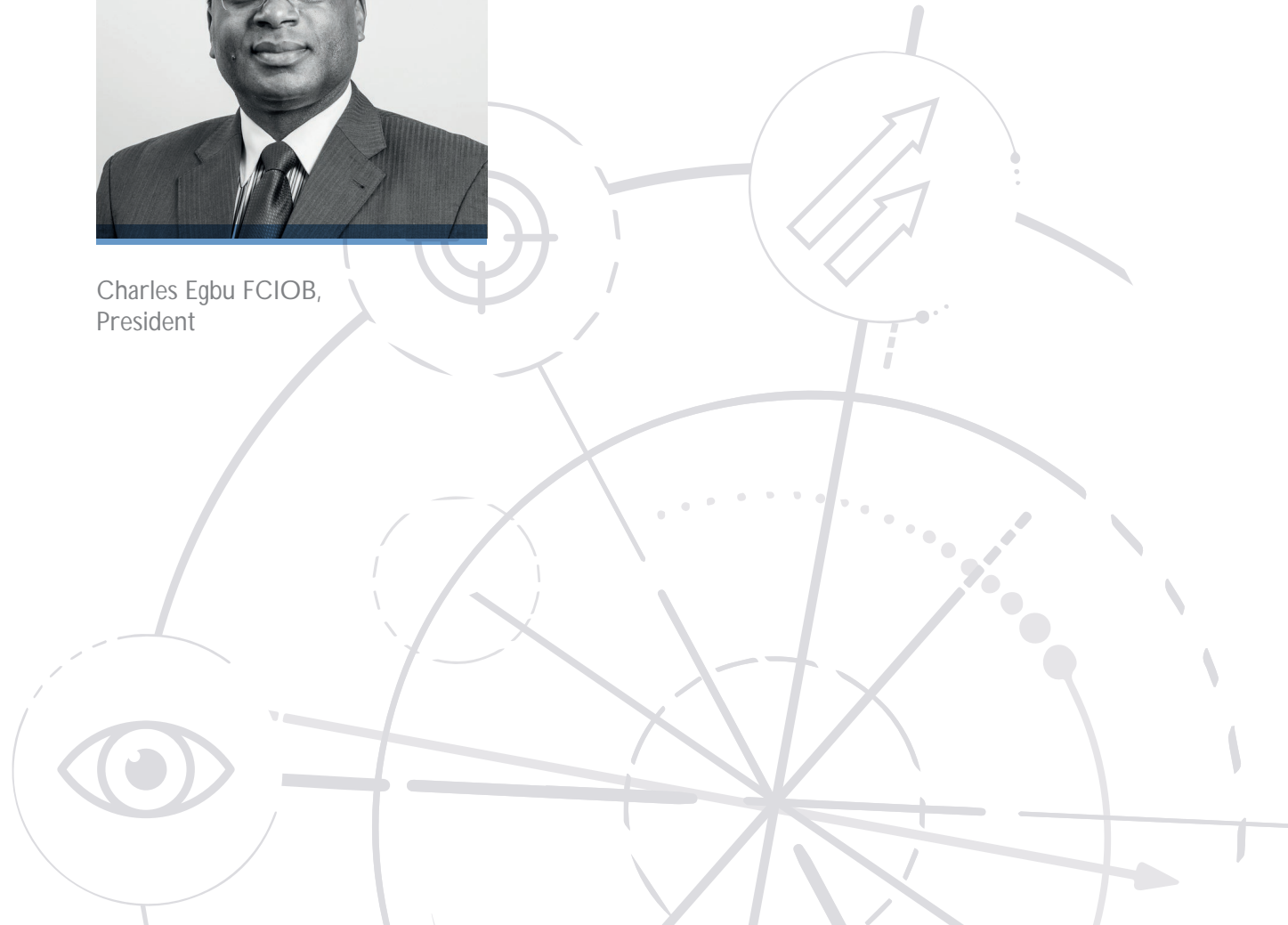
The CIOB is the world's largest and most influential professional body for construction management and leadership. We have a Royal Charter to promote the science and practice of building and construction for the benefit of society, and we've been doing that since 1834. Our members work worldwide in the development, conservation and improvement of the built environment.

The 2020-2023 corporate plan has been developed by the CIOB Board of Trustees through a process of collaboration involving contributors from across the global CIOB community. The Trustees are confident that it provides the right platform for the institute to progress its vital role in the industry, driving forward the science and practice of building and construction for the public good.



Charles Egbu FCIQB,
President

Corporate Plan **2020-2023**



The Royal Charter

Corporate Plan
2020-2023

The CIOB's prime directive from the Royal Charter is clear in that we need to work for the public good:

- The promotion for the **public benefit** of the **science and practice** of **building and construction**.
- The advancement of **public education** in the said science and practice including all necessary **research** and the **publication** of the results of all such research.

These objectives form the foundations of the Institute's work, its role, and set the standards to which members are committed.

Therefore, the CIOB's vision, mission, values, corporate strategy and goals are aligned with the objectives in the Royal Charter.

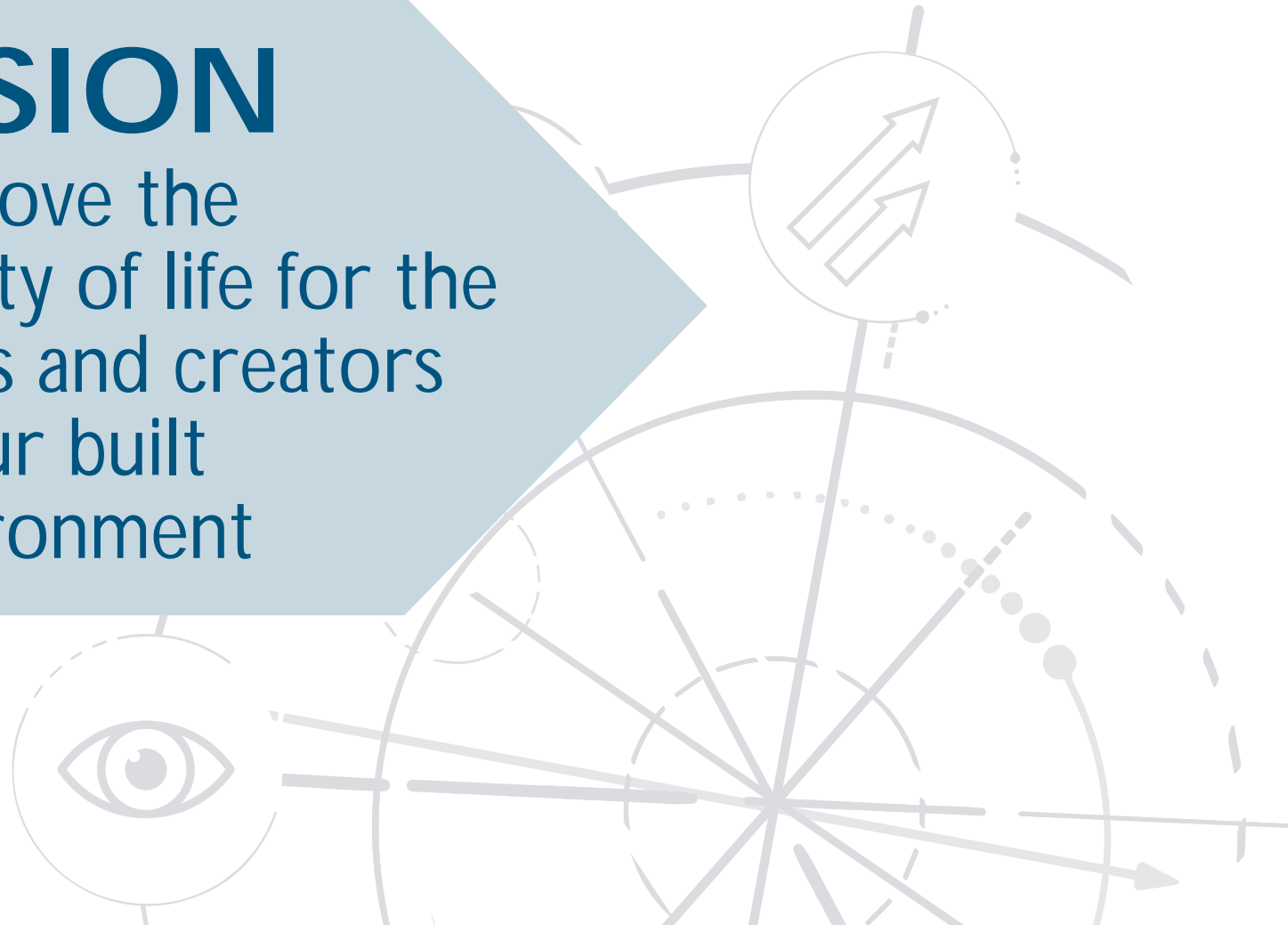


Corporate Plan
2020-2023



VISION

Improve the
quality of life for the
users and creators
of our built
environment





MISSION

We drive up professional standards, push forward innovation, influence political decisions and strengthen talent across the global CIOB community



Corporate Plan 20**20**-20**23**



VALUES

Professionalism

We champion standards and professional ethics in the science and practice of building and construction

Integrity

We strive for equity and fairness in our decision making and treatment of others

Excellence

We pursue the highest standards of quality in everything we do

Respect

We consider the impact our actions will have on individuals and the public good



Guiding principle

The moral compass of the construction industry

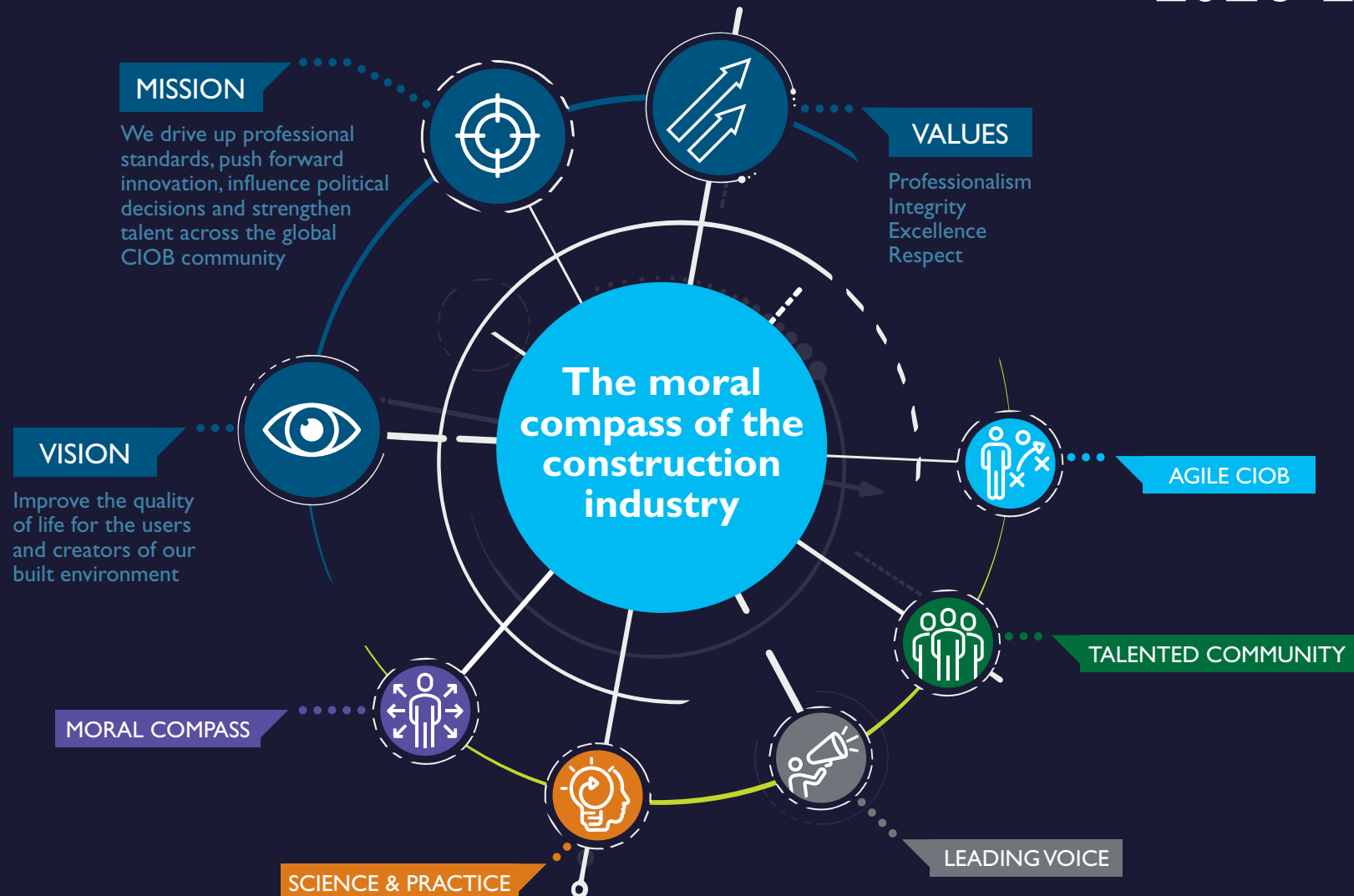
After the Grenfell incident, the Hackitt report highlighted that there is “a cultural issue across the sector, which can be described as a ‘race to the bottom’ caused either through ignorance, indifference, or because the system does not facilitate good practice. There is insufficient focus on delivering the best quality building possible, in order to ensure that residents are safe, and feel safe.”

The same issues exist in other countries as well.

As the leading professional organisation in construction management, the CIOB's role in coming years is to be the moral compass of the construction industry. This corporate plan has been designed to position the CIOB as a driving force, leading a cultural shift that improves professionalism in construction, for the public good.

Guiding principle

The moral compass of the construction industry



The moral compass of the construction industry

Corporate Plan
2020-2023



How the 5 themes deliver our Vision & Charter

Corporate Plan
2020-2023



The 1st theme is about the **MORAL COMPASS** enshrined in the Charter and vision because professional ethics in construction are under scrutiny and the CIOB's role is to act as the moral compass of the industry for the public benefit.



The 2nd theme is about driving forward the **SCIENCE AND PRACTICE** of building and construction for the public benefit and will be achieved mainly through CIOB products and services.



The 3rd theme is about being the **LEADING VOICE** across the world, speaking out for professional ethics in the construction industry and against practices that negatively impact on quality of life of the creators and users of the built environment.



The 4th theme is about building a **TALENTED COMMUNITY** of members and customers who are diverse, global and competent enough to lead improvement in construction for the public benefit.



The 5th theme is about progressing an **AGILE CIOB** that is future-focused and lean enough to deliver the four external goals proactively and swiftly.

Delivering the strategy – 5 themes



MORAL COMPASS

Lead a cultural shift towards
professionalism in construction

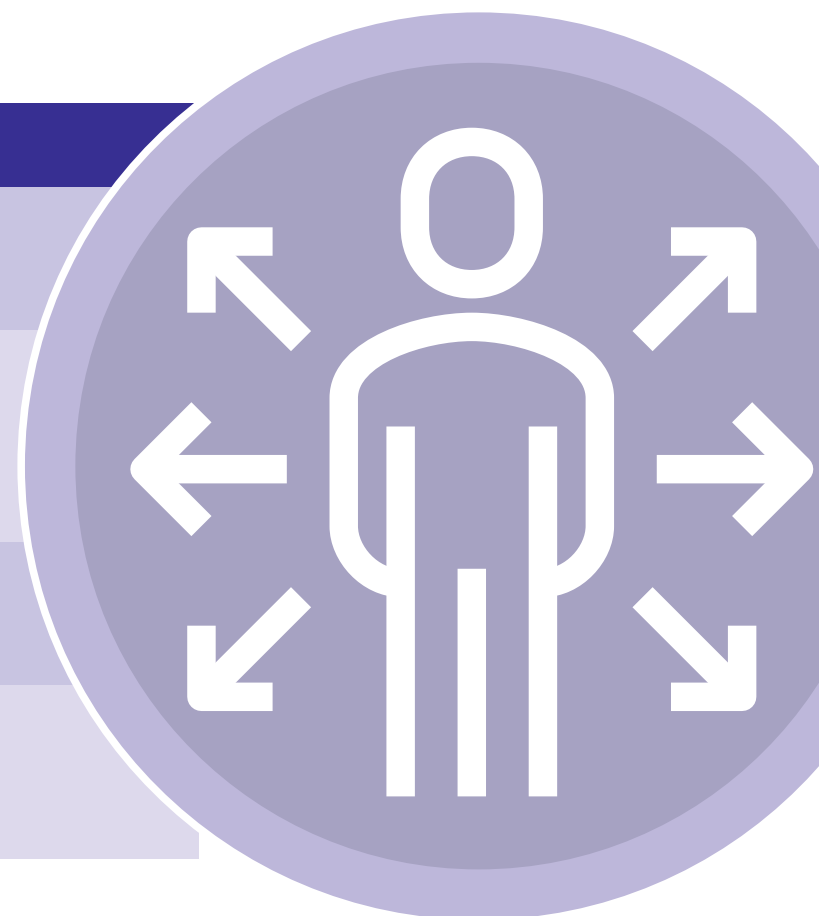
The 1st theme is about the **MORAL COMPASS** enshrined in the Charter and vision because professional ethics in construction are under scrutiny and the CIOB's role is to act as the moral compass of the industry for the public benefit

MORAL COMPASS

AIM: Lead a cultural shift towards professionalism in construction

INDICATOR OF SUCCESS: Achieved a positive impact on quality of life through construction management

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|--|--|--|
| 1) Set and incorporate standards of ethical behaviour for improving the impact on quality of life globally | Review and adapt fellowship behavioural standards as standards of behaviour for a wider audience | <ul style="list-style-type: none"> ● Behavioural standards embedded throughout standards, qualifications and assessments |
| | Place the outcomes of the Quality Commission and qualifications at the heart of the solution to meet Hackitt review objectives and influence Government implementation | <ul style="list-style-type: none"> ● Outputs from Quality Commission adopted through the construction industry ● Develop Competency Schemes that assure individuals skills |
| | Celebrate successes to embed ethical professional behaviour as a desirable part of daily lives and roles | <ul style="list-style-type: none"> ● Championing successful case studies that embed ethical professionalism |
| | Create a definition and 'lift message' for what a CIOB member is and what their responsibilities are in terms of their professional ethics | <ul style="list-style-type: none"> ● Clear brand message developed |

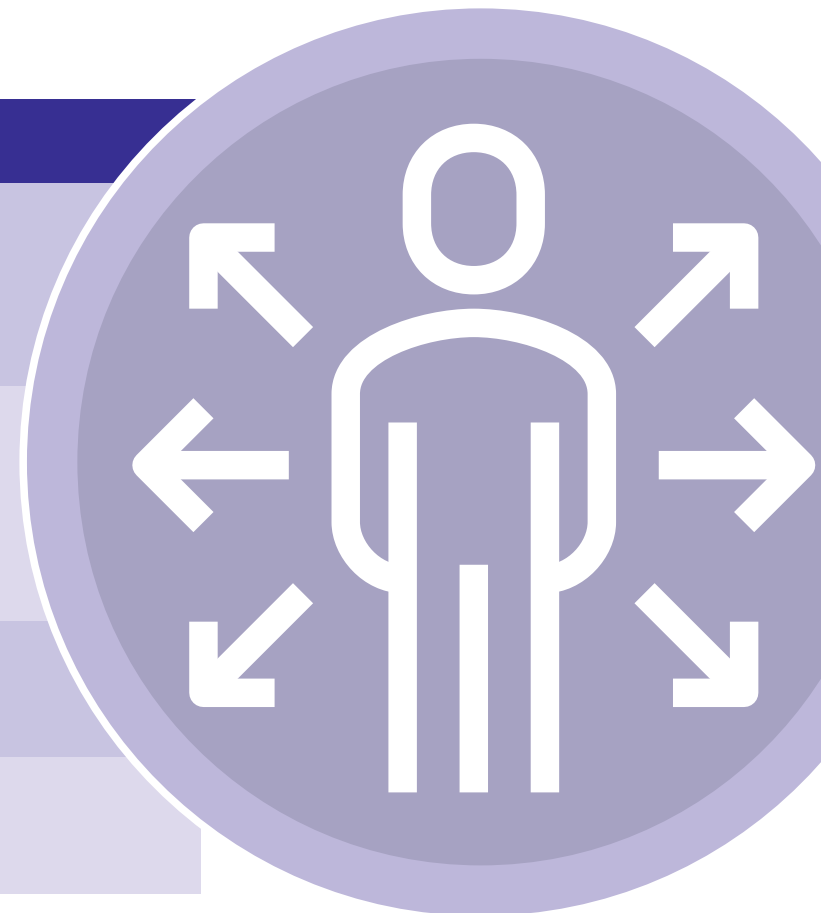


MORAL COMPASS

AIM: Lead a cultural shift towards professionalism in construction

INDICATOR OF SUCCESS: Achieved a positive impact on quality of life through construction management

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|--|--|--|
| 2) Drive change to improve ethical behaviour at all levels across the global construction industry | Review the accreditation process to ensure higher and further education institutions proactively educate students to challenge the adversarial culture | <ul style="list-style-type: none"> ● Mandatory criteria for accreditation standards |
| | Develop a position with the Joint Contracts Tribunal (JCT) to influence contracts to focus not only on the client but include responsibility to end-users and the impact on public benefit | <ul style="list-style-type: none"> ● Position on the JCT ● Evidence benchmarking to other industries for best practice |
| | Mandatory annual Continuing Professional Development (CPD) on ethical behaviours | <ul style="list-style-type: none"> ● Introduce mandatory annual CPD in line with the educational framework |
| | Establish support for construction managers who face moral dilemmas in their work | <ul style="list-style-type: none"> ● Support tools established |



Delivering the strategy – 5 themes



SCIENCE AND PRACTICE

Drive innovation in the science and
practice of construction management

The 2nd theme is about driving forward the
SCIENCE AND PRACTICE of building and
construction for the public benefit and will
be achieved mainly through CIOB products
and services

SCIENCE AND PRACTICE

AIM: Drive innovation in the science and practice of construction management

INDICATOR OF SUCCESS: Raised innovation rate of improvements in construction management for the public benefit

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|---|--|---|
| 1) Lead research that shapes the profession of construction management | <p>Develop an academic research strategy in line with policy outputs</p> <p>Commission research to support and inform policy positioning on topical issues that govern the profession of construction management</p> | <ul style="list-style-type: none"> ● Commissioned collaborative research that supports and informs policy influence and the profession ● Industry engagement in CIOB research |
| 2) Drive innovation that advances the science and practice of construction management | <p>Create an environment that encourages members and the wider construction sector to become more innovative and future-fit</p> <p>Create a framework to benchmark and measure innovation and its impact on the profession</p> | <ul style="list-style-type: none"> ● Developed special interest groups with member engagement ● Developed new scholarships in innovation |



SCIENCE AND PRACTICE

AIM: Drive innovation in the science and practice of construction management

INDICATOR OF SUCCESS: Raised innovation rate of improvements in construction management for the public benefit

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|---|--|---|
| 3) Design a system for curating and disseminating knowledge and turning it into accessible learning | Develop a blended proactive and coordinated approach to professional development and learning with a structure to support this | ● Knowledge material curated and disseminated |
| | Determine the most appropriate and accessible channels and tools to increase the dissemination of knowledge | ● Increased rating of content |



Delivering the strategy – 5 themes



LEADING VOICE

Position CIOB as the conscience
of the construction industry

The 3rd theme is about being the **LEADING VOICE** across the world, speaking out for professional ethics in construction management and against practices that negatively impact on quality of life of the creators and users of the built environment

LEADING VOICE

AIM: Position CIOB as the conscience of the construction industry

INDICATOR OF SUCCESS: Campaigns that improve quality of life of those affected by construction and how it is managed

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|---|---|---|
| 1) Enhance recognition of CIOB globally | Drive recognition of the CIOB through: <ul style="list-style-type: none"> • Qualifications • Standards of education • Good practice and professional ethics • The term Chartered Construction Manager meaning professional, ethical and competent | <ul style="list-style-type: none"> • Increased brand awareness and differentiation in the marketplace and beyond the construction industry • Improved member engagement survey metrics (Net Engagement Rating) • Enhanced government recognition at local and national level |



LEADING VOICE

AIM: Position CIOB as the conscience of the construction industry

INDICATOR OF SUCCESS: Campaigns that improve quality of life of those affected by construction and how it is managed

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|---|---|--|
| 2) Expand influence in the construction industry to solve big issues that affect quality of life of those who create and use buildings and infrastructure | Campaigns on issues (e.g. modern slavery, mental health) that involve construction and will improve quality of life | <ul style="list-style-type: none"> ● Strategic policy agenda in place ● Effective campaigns delivered |
| | Collaborate with organisations that share the goals including higher quality standards | <ul style="list-style-type: none"> ● A stakeholder engagement plan is developed and strategy for partnering implemented |
| | Champion equality throughout the construction industry | <ul style="list-style-type: none"> ● Case studies of people and employers delivering equality |
| | Identify and celebrate success | <ul style="list-style-type: none"> ● Case studies of people and employers who improve the quality of life of all who create and use our built environment |



Delivering the strategy – 5 themes



TALENTED COMMUNITY

Strengthen talent and diversity
across the global CIOB community

The 4th theme is about building a **TALENTED COMMUNITY** of members and customers who are diverse, global and competent enough to lead improvement in construction for the public benefit

TALENTED COMMUNITY

AIM: Strengthen talent and diversity across the global CIOB community

INDICATOR OF SUCCESS: Improved competency levels and diversity of the CIOB community

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|-----------------------------------|--|---|
| 1) Attract talent into membership | Continue to improve the access into Chartered membership for a more diverse range of talented people | ● Improved diversity of membership |
| | Embed the qualification into the industry through the employer network | ● Journey into membership reviewed and improved |
| | Position Chartered membership as early career achievement | ● Integrate Novus into the main CIOB |
| | Develop additional qualifications to meet industry needs and improve standards | ● Uptake of additional qualifications |
| | Enhance the online self-assessment function with clear routes into Chartered membership | ● Streamlined and improved online self assessment implemented, enhanced customer experience and increased number of users |



TALENTED COMMUNITY

AIM: Strengthen talent and diversity across the global CIOB community

INDICATOR OF SUCCESS: Improved competency levels and diversity of the CIOB community

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|---|---|--|
| 2) Engage members and customers with more accessible and relevant products and services | Use research to develop products and services that members and customers can interact with when and where they desire | <ul style="list-style-type: none"> ● Personalised experience created |
| | Drive awareness of CIOB benefits that are relevant to each member segmentation | <ul style="list-style-type: none"> ● Improved Net Engagement Rating ● Net Promoter Score year on year |
| | Develop a series of educational engagement models | <ul style="list-style-type: none"> ● Increased awareness and understanding of the construction industry |
| 3) Develop and retain members and customers | Continually improve the member and customer service experience | <ul style="list-style-type: none"> ● Improved progression rate to Chartered ● Customer satisfaction improved ● Retention improved |
| | Implement specific regional strategies for sustainable growth and increased influence | <ul style="list-style-type: none"> ● Global and regional strategies implemented ● KPIs achieved for each market |



Delivering the strategy – 5 themes



AGILE CIOB

Progress an agile and future-focused
CIOB to deliver the four external aims

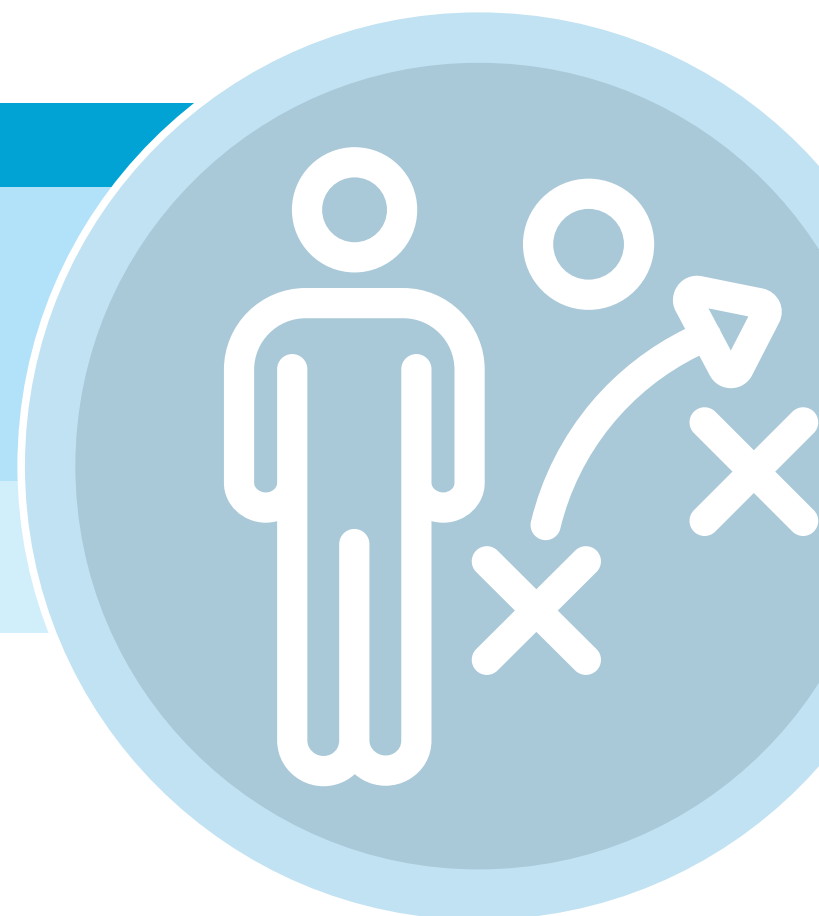
The 5th theme is about progressing an **AGILE CIOB** that is future-focused and lean enough to deliver the four external goals proactively and swiftly

AGILE CIOB

AIM: Progress an agile and future-focused CIOB to deliver the four external aims

INDICATOR OF SUCCESS: Increased agility of implementing projects and actions to achieve the aims

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|--|---|---|
| 1) Review and improve governance and decision-making process | Review governance structure to ensure it is agile and supports a future-focused CIOB | <ul style="list-style-type: none"> ● Governance structure review completed ● Boards and committees include the right expertise monitored by skills matrix ● Boards and Committees are representative of membership |
| | Design reporting against a balanced scorecard that provides information for making informed decisions | <ul style="list-style-type: none"> ● Balanced scorecard reporting implemented |



AGILE CIOB

AIM: Progress an agile and future-focused CIOB to deliver the four external aims

INDICATOR OF SUCCESS: Increased agility of implementing projects and actions to achieve the aims

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|--|--|--|
| 2) Continuously review and improve the business operating model | Adapt organisation structure to deliver the corporate strategy | <ul style="list-style-type: none"> ● Lease decisions made in line with future requirements |
| | Establish a future focused business model that balances the demand for delivery of current and investment in new activities | <ul style="list-style-type: none"> ● Financially sustainable Institute with adequate reserves |
| | Review systems and processes to ensure continuous improvement ensuring global standard processes are documented, understood and followed | <ul style="list-style-type: none"> ● Developed performance related assessment ● Global process review complete and implemented |
| | Ensure systems are futureproof and respond to changing requirements of the business | <ul style="list-style-type: none"> ● System capability is fit for purpose |
| | Further invest in a digital infrastructure that facilitates effective internal and external communication | <ul style="list-style-type: none"> ● Digital strategy implemented |



AGILE CIOB

AIM: Progress an agile and future-focused CIOB to deliver the four external aims

INDICATOR OF SUCCESS: Increased agility of implementing projects and actions to achieve the aims

| GOALS | OBJECTIVES | INDICATORS OF SUCCESS |
|--|--|--|
| 3) Enhance the open and collaborative culture to empower staff and the hub network | Further improve the culture of collaboration | <ul style="list-style-type: none"> ● Implementation and assessment of staff engagement measure to assess collaboration ● To include a net promoter score for the hub network |
| | Progress the employee voice mechanisms to improve and support the culture of collaboration | <ul style="list-style-type: none"> ● Improved scoring of communication in staff survey |
| | Enhance adoption of the values and behaviours framework | <ul style="list-style-type: none"> ● Adoption improved and assessed through appraisals and staff survey |



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