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BLUEPRINT
2022-2025

Delivering a safe, innovative, resilient and globally competitive UK built environment sector.

Introduction

I am pleased to share with you our new organisational Blueprint, providing a strategic compass for the ACE Group over the next three years.

This is an exciting time for our members as we reenergise the business association. Our Blueprint proposes a positive framework for the future success of our sector against a backdrop of increasing economic uncertainty.

Whether building a diverse and inclusive workforce, conveying social value, improving procurement practices, rethinking risk, encouraging new technology and innovation, or ensuring ACE and EIC's advocacy reach at national and regional levels, this Blueprint will ensure that we are focused on delivering our vision for a safe, innovative, resilient and globally competitive UK built environment sector.

With the Government already committed to billions of pounds of infrastructure spending, the implementation of the Blueprint will support our members to unlock the potential of forthcoming investments in ensuring our national transport, energy, flood resilience, water, waste and digital networks are fit for the future.

The ACE team is looking forward to adding more detail through annual plans which will ensure we are delivering a focused strategy with our members' interests firmly at its core.

We look forward to working with you.

Stephen Marcos Jones
CEO

Our three-year Blueprint

This Blueprint outlines the priorities for ACE group over a three-year period.

Sharing several themes and goals for our industry, members, and ACE Group, it provides a compass to guide future activity.

Delivered through yearly business plans which outline tangible deliverables and KPIs, it will ensure ACE Group remains targeted, focused and impactful in its delivery.

It aligns with our groups' activity and ensures our commercial strategy feeds into a bigger picture.

In a noisy policymaking and political space, it will ensure we have a distinct voice in debates around Net Zero, regional development and levelling up, and skills.
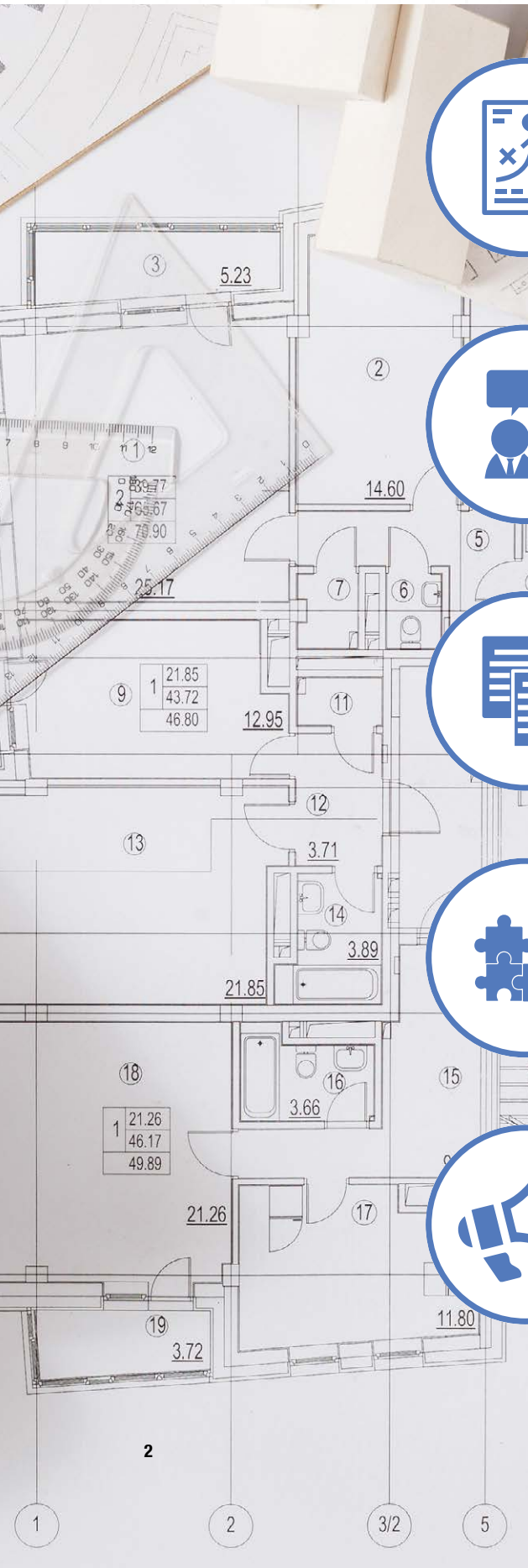
Why

Our **vision** and **mission** keep us on track to serve our members. Society and industry's **drivers** ensure we remain relevant.

Our **vision** is for a safe, innovative, resilient and globally competitive UK built environment sector driving economic growth by delivering well-connected, socially valuable and environmentally sustainable places.

Our **mission** is to advocate, anticipate, and educate on behalf of our members. That means proactively engaging with government and stakeholders about challenges and opportunities, ensuring members of all sizes have a voice.

We are **driven** to respond to society's priorities around delivering our Net Zero future and regional development, while ensuring our industry's procurement and skills challenges are addressed.

What

We will deliver through six organisational **themes**, with clear **goals** for 2025.

People

A reliable and diverse talent pool to serve the future needs of our industry.

Social value

A common language and approach to delivering social value across the sector which understands and meets the needs of communities.

Excellence

Continuous quality improvement across the supply chain supporting procurement activities and promoting a competitive market.

Risk

A transparent, fair and proportionate appraisal of risk that supports and drives the use and uptake of standard tools.

Innovation

The right conditions to support the UK sector to be a stronger player in an internationally competitive market for new technology.
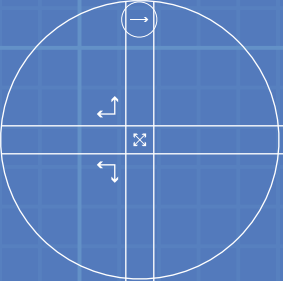
Association

A relevant, resilient and sustainable business association dedicated to serving its members regionally, nationally and internationally.

How

Working with a strong set of **values**, we will **target** the right audiences with policy and advocacy asks developed in partnership with our members through our **advocacy and regional groups**.

Values	Targets	Advocacy groups	National/Regional groups
Transparency	Members	Climate Change	Northern Ireland
Trust	Collaborations	Transport and mobility	Scotland
Professionalism	Government	People	Wales
Collaboration	Industry	Places	Midlands
Dynamism		Procurement and pipeline	North West

People

Current reality

Severe challenges in recruitment and retention, a lack of sector-specific data, inconsistent workplace cultures.

Milestones:

1

Build an evidence-based **horizon scanning report** and a subsequent proactive **talent management programme**.

2

Continue to raise the voice of **inclusion**, highlighting underrepresented communities, the benefits of **diversity in the workplace**, and nurturing a commitment to cultural improvement.

3

Positively showcase the sector as a **'destination industry'** – a diverse, welcoming and innovative place to work and thrive.

2025 AMBITION

A reliable and diverse talent pool to serve the future needs of our industry.

Social value

Current reality

Social value is an ambiguous concept, difficult to measure, low community engagement, price vs. value.

Milestones:

1

Develop a **social value charter** to ensure the concept is at the heart of our existing members and new members recruited to the Association.

2

Evaluate the impact of the **Value Toolkit** to ensure long-term adoption and stronger effectiveness, including a review of the toolkit metrics.
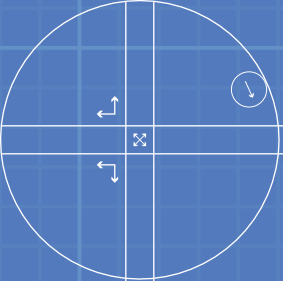
3

Develop **strategic partnerships** to ensure our policy work brings together the views of our members and the wider public for **stronger government engagement**.

2025 AMBITION

An agreed set of metrics, language and approaches to delivering social value across the sector.

Excellence

Current reality

Quality measurement tends to be eclipsed by cost rather than value. Difficult for new companies to attain recognition on project frameworks of major clients.

Milestones:

1

Engage public sector and private clients on need to **demonstrate excellence**.

2

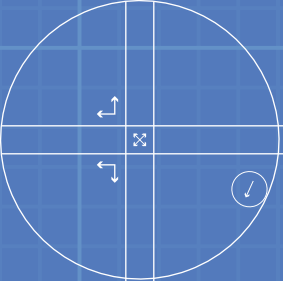Develop an agreed **excellence criteria** that can be developed into an industry standard.

3

Support the implementation of **Playbook** and influence the positive changes.

2025 AMBITION

Continuous quality improvement across the supply chain supporting procurement activities and promoting a competitive market.

Risk

Current reality

Perception of risk has not evolved with the current industry reality and is considered a disproportionate burden for companies.

Milestones:

1

Develop partnerships and campaigns which unlock **sustainable PI Insurance** for members.
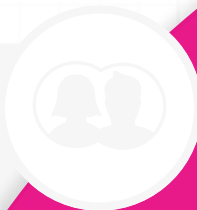
2

Build cross-industry **consensus for changes** to PI Insurance (and evolve other contractual terms)

3

Educate members on **project risk and PI Insurance** – "risk certification."

2025 AMBITION

A transparent and proportionate appraisal of risk that supports and drives the use of standard tools.

Innovation

Current reality

A fragmented and inconsistent approach to innovation. Challenges over IP, cost, awareness and adoption. International market a risk.

Milestones:

1

Curate **collaborative platforms** for solving industry technology challenges which capitalises on the relationship between EIC and ACE.

2

Work with members to understand their R&D challenges and put in place relevant industry support and encourage **innovation in business models.**

3

Build purposeful relationships to promote the UK sector on the global stage and create a platform for members to **explore business opportunities.**

2025 AMBITION

The right conditions to support the UK sector to be a stronger player in an internationally competitive market for new technology.

Association

Current reality

ACE Group is working in a crowded space and has unrealised commercial and membership potential.

Milestones:

1

Senior level **engagement** with all relevant HMG departments and competent authorities supported by clear industry positions and measurable, impactful advocacy.

2

A growing and **engaged membership** across the Group which includes companies of all sizes across the sector at a regional and national level.

3

A diverse and growing portfolio **of commercial income** sources which reduces the reliance on membership subscriptions and adds value.
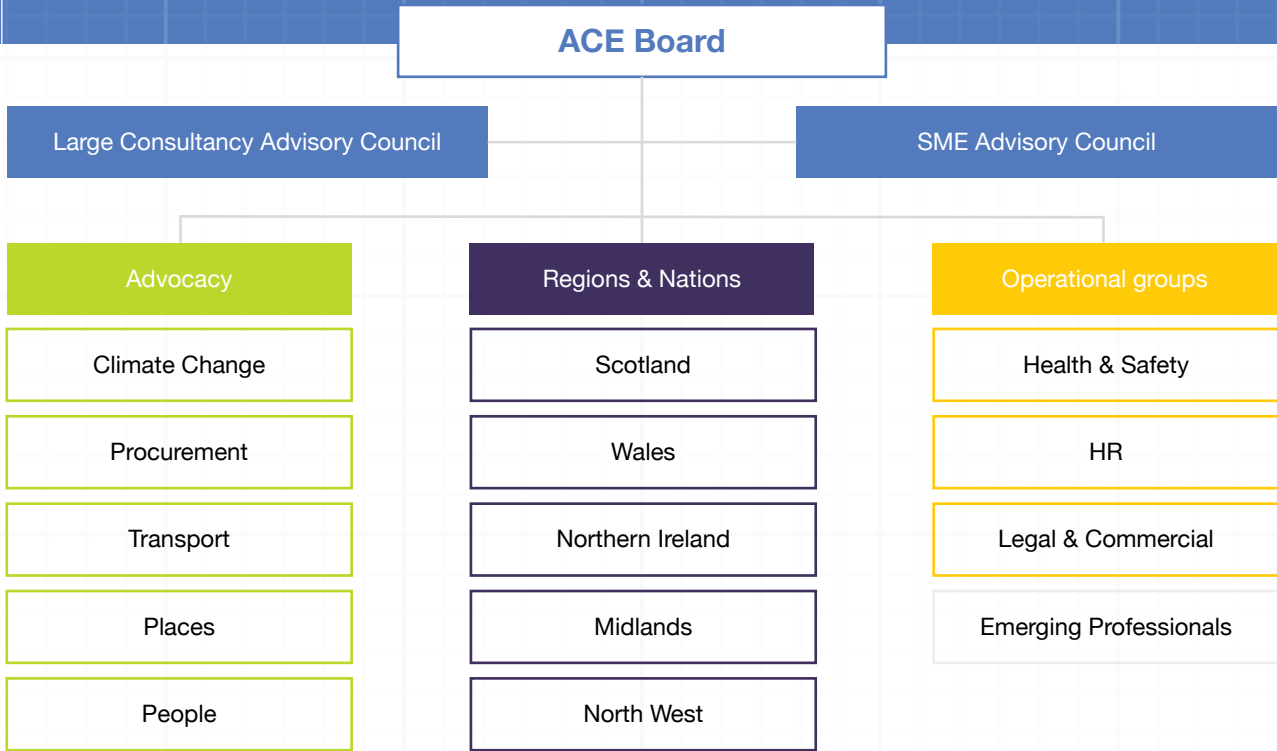
2025 AMBITION

A relevant, resilient and sustainable ACE group dedicated to serving its members regionally, nationally and internationally.

Get involved

ACE's groups offer opportunities for members to shape our activity.
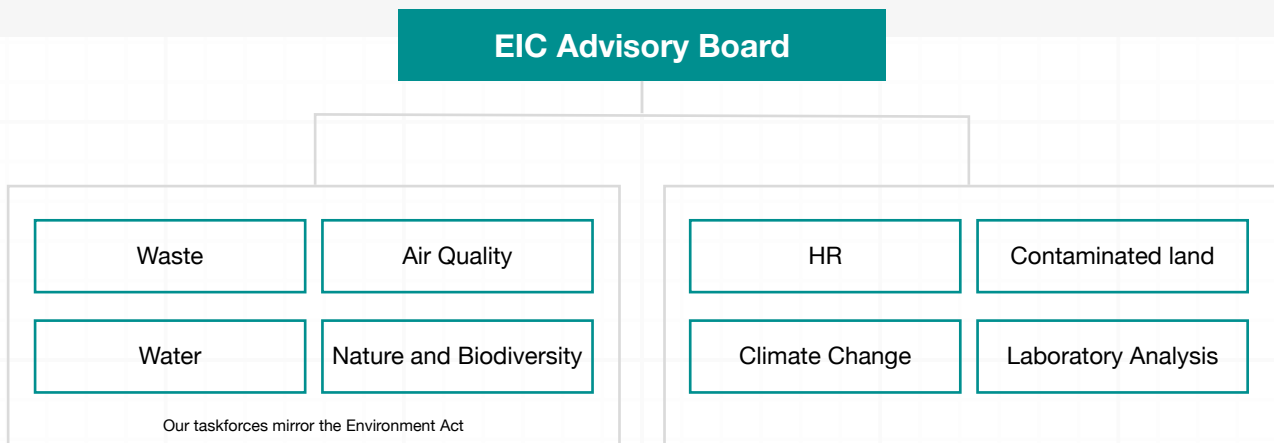
Get in touch with the team today to find out how your organisation can get involved and make the most of its membership: membership@acenet.co.uk

ACE Board

Large Consultancy Advisory Council	SME Advisory Council

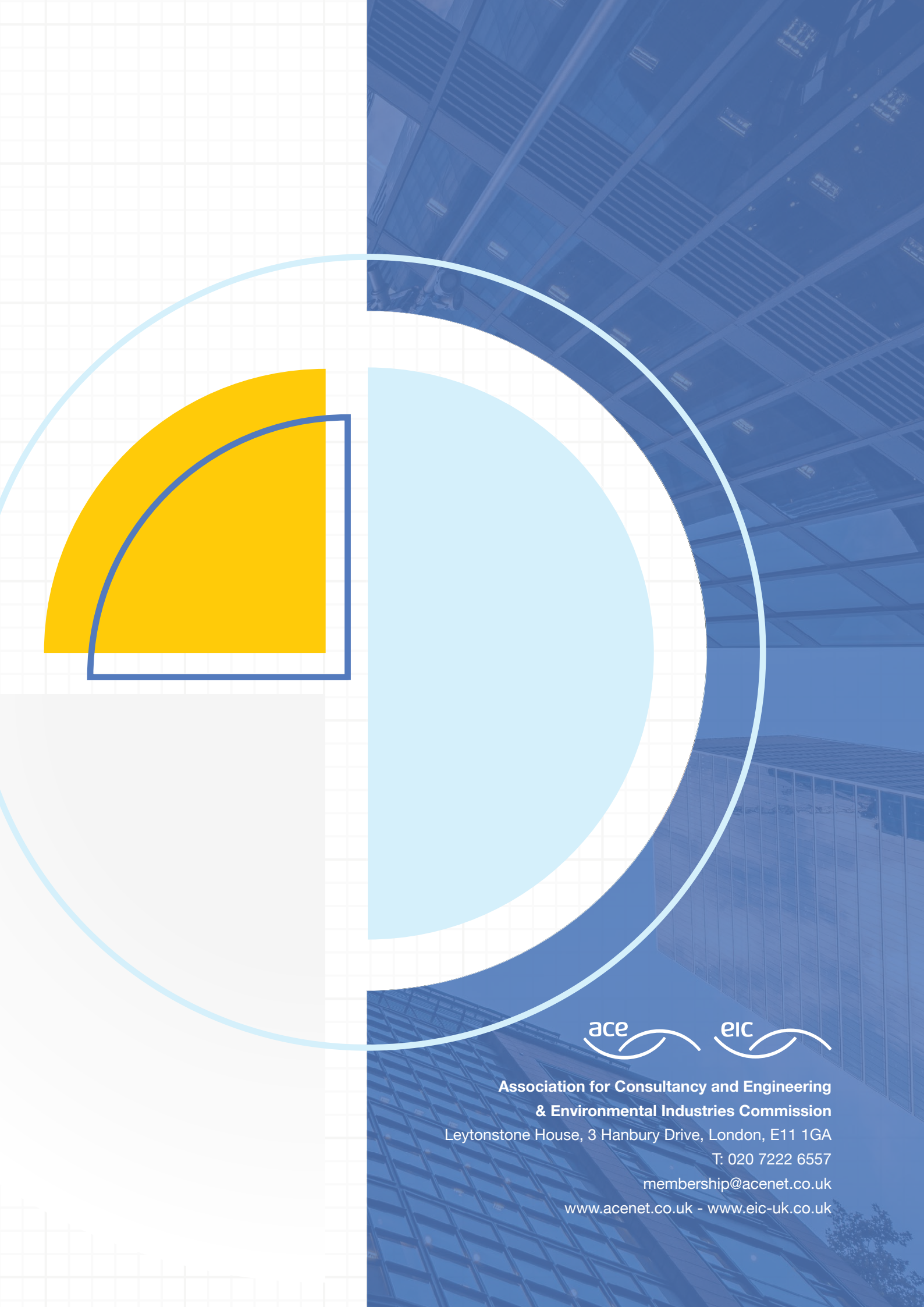| Advocacy	Regions & Nations	Operational groups
Climate Change	Scotland	Health & Safety
Procurement	Wales	HR
Transport	Northern Ireland	Legal & Commercial
Places	Midlands	Emerging Professionals
People	North West	

EIC's four taskforces reflect the Environment Act and work with the government on its implementation while promoting members' skills, knowledge and expertise in supporting its objectives.

These are supplemented with our groups on contaminated land and laboratory analysis and EIC members can also get involved in the HR forum and Climate Change group shared with ACE.

Get in touch with the team today to find out how your organisation can get involved and make the most of membership: membership@acenet.co.uk

EIC Advisory Board

Waste	Air Quality		HR	Contaminated land
Water	Nature and Biodiversity		Climate Change	Laboratory Analysis

Our taskforces mirror the Environment Act