



CARES Annual Operating Plan 2018

18 July 2017

1. Introduction

This paper presents the annual operating plan for 2018. In September 2016 CARES published its updating Strategy as part of Annual Plan, CB/1048, setting out our vision over the period 2014 -2019. The Strategy acts as an effective roadmap that provides a clear direction for CARES through its five key Aims:

1. Maintain the existing CARES reputation, business and market.
2. Broaden and, as appropriate, expand the portfolio scope.
3. Broaden and expand the geographic market.
4. Contribute to, and influence appropriate standards for the benefit of the construction industry and its clients.
5. Ensure that CARES is managed and resourced to support the above Aims.

Organisational change will continue through 2018 as the new organisational structure continues to be embedded into the organisation, in particular the new Head of Finance, new Scheme Manager-Steel and Technical Development Manager as well as a number of full-time UK-based auditors.

In the forthcoming year, we will keep viewing our greatest challenges to be securing the delivery of this annual operating plan and the development plan. Equally, we will continue to focus attention on our certification services to provide our stakeholders with confidence in CARES's effectiveness as a leading internationally recognised certification body.

Our annual operating plan shows how we intend to judge our performance and we recognise it is important to demonstrate our value to stakeholders, especially the Members and PAC.

2. Focusing on delivery

Setting objectives

The outcome CARES seeks to achieve is to secure the strategic direction for our annual plan and establish priorities and the investment we put into them. The actions to deliver these objectives are captured in this annual operating plan and will feed into individual team members' personal annual Performance Appraisals. This will ensure that everyone understands how they can contribute towards supporting the CARES strategy.

In achieving its objectives and performing its functions, CARES places high priority on providing value for money for its stakeholders and being fully accountable for this.

Monitoring progress

Progress is monitored through our internal governance arrangements at Executive, Board and Scheme Manager level.

Reporting to our stakeholders

Progress towards achieving our objectives will be reported to the PAC and Board at regular intervals.

3. Achieving our objectives – Operational and development

The following sections set out the key operational and development objectives for 2017

(i) Maintain the existing CARES reputation, business and market.

(ii) Broaden and, as appropriate, expand the portfolio scope.

(iii) Broaden and expand the geographic market.

Figure 1 – CARES organisational structure

CARES Organisation Chart – April 2019

