

Conflict Avoidance Coalition Strategy

1. Introduction and purpose

The Conflict Avoidance Coalition is a unique, cross-industry movement with a purpose to transform the landscape of building and engineering projects into universally cooperative alliances.

By fostering best practices in collaborative working and conflict avoidance, we can reduce disputes, improve project outcomes, and drive a culture shift that benefits everyone - from clients and contractors to communities and taxpayers.

This document sets out how the vision and objectives of the Conflict Avoidance Coalition (CAC), as adopted in our Constitution (June 2025), will be translated into targeted actions. It is intended to inform, engage, and secure support from government officials, leaders and professional advisers across the construction and engineering sectors.

2. Our role

CAC acts as a unifying force across a fragmented sector and serves as a non-partisan platform advocating coordinated operational efficiency and smarter policies in procurement, contracting, and project delivery.

We are committed to improving the delivery of projects in the UK and globally by reducing the prevalence of disputes. We do this by encouraging collaborative behaviours and promoting use of early conflict avoidance and management strategies throughout the project lifecycle.

3. Why the CAC matters

- Disputes in construction projects cost time, money, and productivity - yet do not contribute positively to GDP.
 - Disputes damage commercial relationships, slow project delivery, and can undermine the mental wellbeing of individuals and the morale of teams.
 - CAC now has a critical mass of institutional and industry support, creating a rare opportunity for coordinated change.
-

4. Our objectives

The Coalition's Steering Group brings together experts from across the construction ecosystem. Our members are united in their commitment to:

- **Promote a collaborative culture** across the construction and engineering sectors to reduce the likelihood of disputes.
 - **Highlight the cost of conflict**, including its impact on project outcomes, relationships, mental health, and organisational reputation.
 - **Share practical guidance** on early intervention and conflict avoidance, tailored to all levels of the industry supply chain.
 - **Encourage proactive risk management** and early identification of emerging issues.
 - **Equip project teams** with effective tools and techniques for dispute avoidance, including structured processes that reduce escalation.
 - **Recognise and celebrate best practice**, through our conflict avoidance recognition scheme.
-

5. What we currently offer

- An annual conference.
 - Conflict Avoidance Guidance - our exemplar guide for embedding conflict avoidance strategies into live projects.
 - Access to a selection of online webinars and podcasts which provide learning about conflict avoidance.
 - A tiered Bronze, Silver, and Gold Recognition Scheme for organisations to demonstrate integration of conflict avoidance practices.
-

6. Our strategy going forward

To operationalise our potential and achieve our purpose and objectives, the CAC will prioritise the following areas:

- **Influence and advocacy** - Campaign for smarter procurement and project delivery practices - Host conferences, webinars, and industry discussions

- **Education and thought leadership** – Work with Universities and training organisations (e.g. RICS, ICE etc) through courses, events, publications, and learning tools
 - **Training on the benefits of contract standardisation** - Promoting the adoption of clear and balanced contract conditions and raising awareness of the risks of amendments to standard forms
 - **Standards and recognition** - Distinguish commitment to conflict avoidance via our bronze, silver, and gold recognition scheme
 - **Collaboration** with like-minded national and international allies
 - **Develop tools** – such as the CAC Guidance Toolkit and information/frameworks that can be used by businesses and organisations to self-assess commitment to and adherence to conflict avoidance measures
 - **Communicate** using social media, e.g. targeted campaigns and promotional collateral, newsletter, webinars, podcasts, etc.
 - **Undertake and publish research** to inform practice and policy with real-world insight
-

7. Sustainability and capacity building

- Expand the CAC's reach and impact by improving digital infrastructure and communications.
 - Build a sustainable funding model while maintaining accessibility to the industry.
 - Strengthen volunteer engagement and leadership pipelines.
 - A rigorous, yet accessible, process to validate commitment to proactive dispute management.
 - A recognition scheme to highlight exemplary projects and teams that demonstrate collaborative delivery and early conflict resolution.
 - Need for additional expertise to ensure our toolkit remains user-friendly and technically robust.
-