

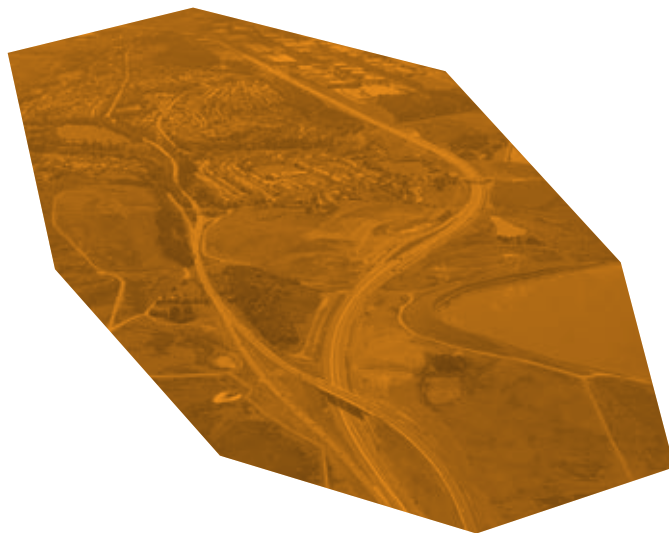


ceca

Working for Infrastructure  
Adeiladwaith yw'n Gwaith

# Annual Report

2016-17



## Who are CECA Wales?

The Civil Engineering Contractors Association (CECA) Wales represents 60 of Wales' largest and smallest civil engineering contracting businesses with a cumulative annual turnover in excess of £1bn and employing over 6,000 people. These businesses play a huge part in supporting communities across Wales and make a significant contribution to the economic prosperity of our nation. Our members are also major providers of training and apprenticeship opportunities.

On a more fundamental level it is our members who will build the infrastructure that our nation needs to prosper.

## The CECA Wales Annual Report 2016-17 – What should it tell you?

This report reflects on the last 12 months and how things have been for civil engineering contractors in Wales. It highlights how CECA Wales has sought to address the priorities of the membership over the last 12 months, how it has furthered the interests of civil engineering contracting businesses and how it has contributed to a more prosperous Wales through better infrastructure.

Importantly this report also offers a glimpse of what the next 12 months could hold for the industry and our members.

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# Reflections of the Chairman

The year has thrown up many surprises, Brexit & Trump, and has been challenging for all of us but there's no doubt it has offered opportunities for change and improvement. Infrastructure investment has finally got to the top of the agenda, well near the top, within Wales and across the UK. In fact, it's probably fair to say that infrastructure hasn't had this profile for decades and, at CECA Wales, we have played our part in supporting and driving this agenda. We called on the Welsh Government to make infrastructure a priority and give a clear commitment to create a vision for infrastructure in Wales. The creation of a new Cabinet Secretary for Economy and Infrastructure and a National Infrastructure Commission for Wales are steps in the right direction but it doesn't stop there.

We need to see the infrastructure vision turned into reality, with firm commitments on funding and delivery of major projects such as the, improvements to the M4 and A55, electrification of our railways, Swansea Bay Tidal Lagoon and many others. This is what we need to help us plan for the future, employ and train more people and build the infrastructure we need to grow our economy. However, although we're all hopeful that the long-term workload forecasts are accurate the Workload Trend Surveys produced by CECA paint a less confident picture for contractors over the next 12 months. That's why we need to keep making the case for infrastructure spending and keep the pressure on all levels of government.

As I come to the end of my term as chairman of CECA Wales I am pleased that we have established ourselves as a key influencer of decision makers, clients, politicians and funders. Through the work done by Ed Evans, our Director, they are in no doubt who we are, who we represent and what our objectives are. But they also know that we are here to work with them, to support them and help them to deliver a more prosperous and resilient Wales.

**Peter Crabtree,**  
Chairman CECA Wales



## Views from the Director

As my first year as Director of CECA Wales comes to a close I can reflect on a year of incredible change and turbulence across Wales, the UK, Europe and globally. It's certainly been an exciting and challenging year!

My first priority when I joined was to better understand the concerns of CECA Wales members, set them out clearly in a strategic plan for the future and then work with others to take us forward and deliver on our objectives. Needless to say, 12 months was never going to be enough to get to where we need to be but I am confident that we are moving in the right direction. It is no surprise that investment, procurement, skills and recruitment and the health, safety and wellbeing of our workforce have topped the agenda for members. Another way of looking at it is increasing workload, simplifying the way we get the work, making sure we have enough of the right people to deliver and making sure these people are looked after.

I'm sure we can all understand and buy-in to that message as we move forward to what, I hope, will be a more promising and successful year for us all.

**Ed Evans,**  
Director, CECA Wales

# The key priorities for CECA Wales over the last 12 months – how did we do?

We agreed 5 priority areas for 2016 which reflected areas of concern for the industry.

## 1 Valuing Infrastructure

Promoting the value of infrastructure to the Welsh economy and seeking increased investment was universally agreed as a key priority for CECA Wales to pursue – both for the benefit of members and, more broadly, for the population of Wales.

Since this call to action we have continually engaged with and supported the Welsh Government in developing a National Infrastructure Commission for Wales. We, along with our construction partners, provided evidence to the National Assembly's Economy, Infrastructure and Skills Committee as to why a Commission, set up on a statutory basis and

arms-length of government, is essential to improving Wales' economic prospects. The Committee's report demonstrates how successful this engagement proved to be. Early indications from the Cabinet Secretary suggest a positive outcome. For its part, CECA Wales, worked with Plaid Cymru to raise awareness of the importance of a Commission via cross-sector breakfast debates led by Adam Price, Shadow Economy Minister. And we hosted a business debate with Ken Skates, Cabinet Secretary for Economy, Infrastructure and Skills and Julie James, Minister for Science and Skills at the Labour Party Spring Conference

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“...to ensure that bidding costs for contractors are minimised whilst maximising value for money for clients”

## 2 Streamlining Procurement

Procurement continues to be a hugely contentious issue for civil engineering contractors. Public sector procurement processes represent the gateway between public and private sectors but the process is, so often, bureaucratic, costly and time consuming. Streamlining the process of bidding for work, making it more efficient and effective, has been a key priority for CECA Wales.

We have worked with major construction clients including Welsh Government, local government, Dŵr Cymru and Network Rail to ensure that bidding costs for contractors are minimised whilst maximising value for money for clients.

CECA produced a report on procurement, called *“Directions in policy for the UK infrastructure industry”*, based on responses from members, which has made a series of recommendations for improvement. This report forms the basis of ongoing discussions with major construction clients.





### 3

## Attracting a Diverse and Talented Workforce

One of the biggest challenges facing the industry is attracting enough talented people into the workforce, from diverse backgrounds, to support the sector as the anticipated increase in workload materialises. To do this we have worked with a range of industry partners and stakeholders to develop clear career pathways and accredited apprenticeships for new entrants. Whilst there remains some way to go our aim is to provide a consistent route for site based contractors which will

help us attract recruits, and persuade parents and teachers of the value of a career in civil engineering.

We are also increasing our engagement with younger members through social media and events and we hope to deliver a leadership and development competition, in partnership with the Armed Forces, for our Annual Award winners.

### 4

## A Highly Skilled Workforce

For those who are attracted to the sector or for those already part of the workforce it is essential that we provide high quality training and development opportunities to maintain and grow their competency and deliver a 21st Century service

At CECA Wales we have developed a training and development programme for our members which focuses on contractual skills, predominantly the NEC form of contract, new Welsh-specific legislation, such as the Wellbeing of Future Generations Act, the Environment Act and the Planning (Wales) Act, mock trial experiences, softer skills such as communications and political awareness.

We have worked closely with the Welsh Government, Qualifications Wales, training providers and industry stakeholders to develop consistent qualification standards and career pathways for the civil engineering sector.



# 5

## Securing the health, safety and wellbeing of our workforce

The health, safety and wellbeing of our workforce is the essential component of our industry. Every family has a right to expect any member working in the industry to return home safely from work at the end of every working day.

Earlier in the year CECA produced their own CDM document identifying and promoting good industry practices. This was well received across the industry and is being used by many to drive improvements.

A report on the health, safety and wellbeing of the workforce in Wales is also currently being compiled and this will sit alongside experiences from the rest of the UK to allow us to identify areas for improvement.

Across the UK, the CECA led “Stop. Make a Change” campaign involved businesses across the sector “standing down” their employees to specifically draw attention to and focus on workforce welfare issues. Our hope is that this will become a regular event.





## Celebrating success

The old adage “work hard, play hard” is very apt for the construction industry. And this is why, over the course of a year, it’s important that we come together to celebrate successes and, sometimes, just to relax!

### CECA Wales Annual Golf Day 2016

In October members and guests met at Royal Porthcawl Golf Course to compete for the CECA Wales Trophy. The triumphant team was Costain. Glorious weather and a perfect setting contributed to a great day of golf and the opportunity to, temporarily set aside the challenges of work!



### CECA Wales Annual Awards 2016

The winners of the CECA Wales Annual Awards 2016 were:

Bethan Jones (right)	Robert Geraint Fon Williams
Graduate Engineer Winner	Apprentice Winner
Raymond Brown Ltd	Jones Bros (Ruthin)
Steve Morgan	Brian Roberts (far right)
Non Graduate Engineer Winner	Lifetime Award
Alun Griffiths (Contractors) Ltd	Jones Bros (Ruthin)



### Cross Sector

#### Senedd Celebrations 2016

Later in the year our CECA Wales Award Winners for 2016 joined their peers from across the industry at the Cross Sector Senedd Celebrations organised by Constructing Excellence in Wales and hosted by Lesley Griffiths, Cabinet Secretary for Environment and Rural Affairs. This is a great opportunity to celebrate the best of the industry.





## Progress through Partnership

Positive change will not happen through one organisation alone. To achieve the changes that we need CECA Wales continues to actively work with others to drive our shared priorities forward. Over the course of the year we have :

- Supported governments, politicians and other decision makers by providing the views of the sector and fact-based evidence on specific issues
- Worked with key clients to deliver greater value by sharing information and developing good practices
- Worked in partnership with other stakeholders to drive forward common issues

"deliver greater value by sharing information and developing good practices"

### Wales Construction Federation Alliance (WCFA)

The WCFA comprises CECA Wales, FMB, SEC, HBF, MPA and BMF and represents the interests of trade federations with a direct stake in the construction industry. Although representing different sectors within the construction industry we face many common issues varying from procurement, legislation and investment to skills, recruitment and training. Our partnership adds considerable strength and impact in our dealings with governments, clients and other stakeholders and adds value to our respective memberships.

### Joint Civil Engineering Partnership – CECA Wales, ICE Cymru, ACE, CEW, CIWM, CIHT

As a partnership, we represent the interests of a broad range of infrastructure stakeholders encompassing a significant proportion of the infrastructure environment. This gives us a major presence in promoting the value of infrastructure to the Welsh economy and in highlighting the need for increased investment.

## Looking forward to the next 12 months

2016 proved to be an extremely turbulent year in a political sense. Will 2017 go down a similar route? Who knows, but, undoubtedly, we will need to deal with the fallout from 2016 in its various guises.

The future of the EU will remain a hot topic as a number of European countries go to the polls. Donald Trump's "America First" policies will have global implications and, not least, the ability of the UK to negotiate beneficial trade agreements. Closer to home downward pressure on sterling will impact on the cost of imported goods and restrictions on immigration are likely to exacerbate recruitment difficulties.

From a CECA Wales perspective, if we are to represent the interests of our members, we know that we will need to continue to actively work with others to achieve the positive changes that we need. In reality the priorities that we have followed through 2016 remain relevant now and so we will continue to work towards:

- Increasing investment in infrastructure by promoting its value
- Streamlining the procurement process making it simpler and less costly to win work
- Increasing diversity and talent in the workforce
- Increasing skill levels for better delivery
- Making sure we look after the health, safety and wellbeing of our workforce

We will continue to strengthen our relationships with politicians and key clients to get our message across that we need increased investment in infrastructure. We will be preparing a report on the value of infrastructure investment to the economy of Wales and we will use it to support our engagement with decision makers.

Improvements to the public procurement process are desperately needed if we are to improve value for money from any investments in infrastructure. We are currently compiling a report, jointly with ACE and the County Surveyors Society, to highlight the top 3 areas for improvement in procurement. Along with another CECA report on bidding costs for contractors we will use these documents to deliver positive changes with clients.

Having established foundations for career pathways for civil engineering contractors we will push forward with proposals for all-Wales Level 2 and 3 apprenticeships with accredited qualifications developed by Qualifications Wales. Alongside this we will support the development of tools to better engage with schools, pupils and parents to increase recruitment into the industry and further develop our CECA Wales training programme for those already in the workplace.

And last, but definitely not least, we will support members to improve the health, safety and wellbeing of the workforce.

**So, there is much work to be done but much to look forward to over the next 12 months.**