

CECA Midlands
BUSINESS PLAN 2026



INTRODUCTION

The Civil Engineering Contractors Association (CECA) Midlands is committed to driving sustainable growth and innovation across the region's infrastructure sector.

This business plan outlines our strategic priorities for the coming year, focusing on strengthening member support, enhancing workforce development, and championing investment in critical transport and energy projects. By aligning with government initiatives and regional development goals, CECA Midlands aims to ensure that our members remain at the forefront of delivering high-quality, safe, and sustainable civil engineering solutions.

In 2026, the Midlands will see major infrastructure investment focused on transport, highways, and regional growth, with billions allocated to rail, road, and urban development projects. These include (but are not limited to):

- £980 million Birmingham Highways Framework: Launching in April 2026, this framework covers everything from minor road improvements to large-scale upgrades.
- £10.2 billion national rail investment includes funding for the Midlands Rail Hub, East-West Rail, and HS2 connectivity.
- Expansion of the West Midlands SPRINT rapid transit bus corridors, Cycling and walking infrastructure and Freight movement improvements.
- Birmingham Westside Metro Extension



Picture credit: Kepax Footbridge, courtesy of Alun Griffiths

- Minworth reservoir and significant water upgrades across the network in the region, include flood alleviation and sewage upgrades
- The M54/M6 Corridor.

In summary, the Midlands will benefit from nearly £1 billion in highways upgrades, multi-billion rail investments, and new growth funds throughout 2026.

There are currently 82 members of CECA Midlands, and we have key relationships with national and regional clients and policy makers. This plan outlines how CECA Midlands work consistently to support members across our five "core pillars" which are:

CECA CORE PILLARS

These pillars allow our members and partners to easily understand how we are supporting them and how we prioritise our work to create meaningful impactful outcomes.

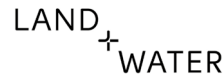
All the work across CECA, be it in the Midlands or beyond, underpins our commitment to promote the infrastructure sector and work in partnership with others to help deliver our priorities.

This plan details the planned activities by the Midlands Office and the CECA Policy office which reflect and support the pillars, and our member's needs. However, this plan does not preclude additional activity reacting to regional or local demands as the year unfolds, it is a working document designed to be updated and amended as required.

2026 is set to be another busy year with the service and support of members being at the heart of all activities.

CECA Midlands: delivering a package of business support and services to members.





CECA MIDLANDS PRIORITIES 2026/27

The activities and services planned for 2026 are delivered to members regionally in a tangible manner to bring return on investment. A key theme running throughout the activities will be working with other stakeholders in a collaborative manner to bring additional impact and innovation.



Health, Safety and Wellbeing – Creating a Safer Workplace

This pillar supports the Health, Safety, & Wellbeing of our people and we will support this by:

CECA MIDLANDS STRATEGY

- *Promoting and supporting CECA's Stop. Make a Change annual programme*
- *Support & promote Mental Health Awareness Week*
- *Represent members with HSE & inform members and influence decision makers on Health, Safety & Wellbeing legislation and guidance*
- *Explore & run a Safe Digging Event in the region*
- *Circulate relevant Health & Safety information and promote best practice to support all elements of HSE wellbeing to all members*
- *Offer at least one subsidised Mental Health First Aid training & Suicide Awareness training course.*





Client, Policy and Workload - Creating Work Opportunities

This is about our engagement with construction clients, developing construction-related policies, supporting a pragmatic commercial environment, and identifying future workload opportunities for our members. We will support this by:

CECA MIDLANDS STRATEGY

- *Delivering a workshop with CECA Policy for Midlands members to update and establish CECA's primary policy positions*
- *Support the CECA policy office to embed CECA within key Whitehall Departments focussed on infrastructure policy, the Construction Leadership Council, and other key organisations*
- *Engage/lobby/influence with Local Government and politicians through a targeted communication plan to influence policy development, decision making and to support local contractors in relation to infrastructure and civil engineering across the Midlands*
- *Ensure CECA Midlands members are embedded into to CECA Policy programme of roundtables and webinars with senior policy, client, regulatory and political stakeholders to bring CECA closer to key decision-makers*
- *Engage with clients to develop mutually beneficial partnerships and to promote upcoming procurement opportunities for members*
- *Work with the wider CECA network to establish a clear purpose for sector and cross-sector groups managed by CECA Policy and develop programmes of activity for each thereafter. Contribute to the 'Friday Focus' meetings to provide updates on policy/engagement with clients and partners*



- *Ensure Midlands members' views are represented in CECA Asks surveys and the Workload trend survey, supporting any development of the survey*
- *Continue to engage with NISTA and clients regarding improved pipeline reporting.*
- *Lead on the Rail work for the collective CECA network, developing regular updates and information updates*
- *Deliver a schedule of contractual and tendering workshops.*
- *Deliver a partnered legal service with Diales including the delivery of a legal update programme*
- *Provide regular updates on tax via the Joint Tax Committee (JTC).*



Skills and Training - Creating a Skilled Workforce

Focussing on the development of skills and training across our membership. Our plan for 2026 is:

CECA MIDLANDS STRATEGY

- *On behalf of the industry, Chair the CITB Infrastructure Sector Advisory Group. Support CECA related funding submissions. Work via CECA to understand and influence the skills mission funding*
- *As a PO advocate for the sector with CITB to ensure training needs/ skills/grants are appropriate for our sector*
- *Engage with CITB and Employer Networks to ensure access to focused and relevant training for members*
- *Represent members' interests with CITB, Skills England, WMCA, EMCA and card schemes to ensure members have access to relevant and localised training*
- *Engage with WMCA and their Construction Skills plan – championing the need for civils training provision. Explore the potential of Civil training 'hub'*
- *Deliver a robust training and networking schedule reflecting the needs of members*
- *Promote organisations such as the Supply Chain Sustainability School to support Fairness Inclusion and Respect within the industry.*





Sustainability & Social Value - Creating A Better Environment For All

This pillar is about increasing sustainable practices across the sector, decarbonising operations and increasing social value.

CECA MIDLANDS STRATEGY

- *The UK government has committed to becoming net zero by 2050. CECA will represent members' interests with relevant organisations and share advice, guidance and training to support members on their zero-carbon journey including but not limited to Circular economy, non- invasive species and PAS2080*
- *Support the development and publication of the Carbon Reduction Demystified for SMEs in Civil Engineering Booklet.*
- *In conjunction with the Social Value forum deliver a programme of events around ESG*
- *Use our training programme to share good practice across the membership.*



Picture credit: R&C Williams, Cressbrook Footbridge



Careers & Recruitment - Creating A Talent Pipeline

Focussing on attracting more people to the sector and giving them clear career paths. We will seek to do this by:

CECA MIDLANDS STRATEGY

- *Promoting the CECA Midlands careers toolkit to members for them to use at school/college engagement events*
- *Ensure members are up-to-date with employment law and CIJC regulations. Midlands will lead the CIJC representation for CECA UK*
- *Engage with WMCA and their Construction Skills Plan - championing the need for civils training provision. Explore the potential for a civils training 'hub'*
- *Engage with the new CTECs – Dudley and Derby Colleges to ensure civils training need is understood and where practicable is embedded in the construction plans*
- *Develop a mutually beneficial relationship with both West Midlands Construction College Heads and the West Midlands Combined Universities to update them on industry developments as well as source new talent into the industry.*



Above: Kai Ginifer (McPhillips), CECA Midlands Most Promising Apprentice

- *Continue to work with partners to support the careers curriculum particularly around T-Levels and construction courses.*
- *Work in partnership with the social value group to promote the Civil Engineering Sector as the career of choice to potential new entrants – including (but not exclusive to) school leavers.*

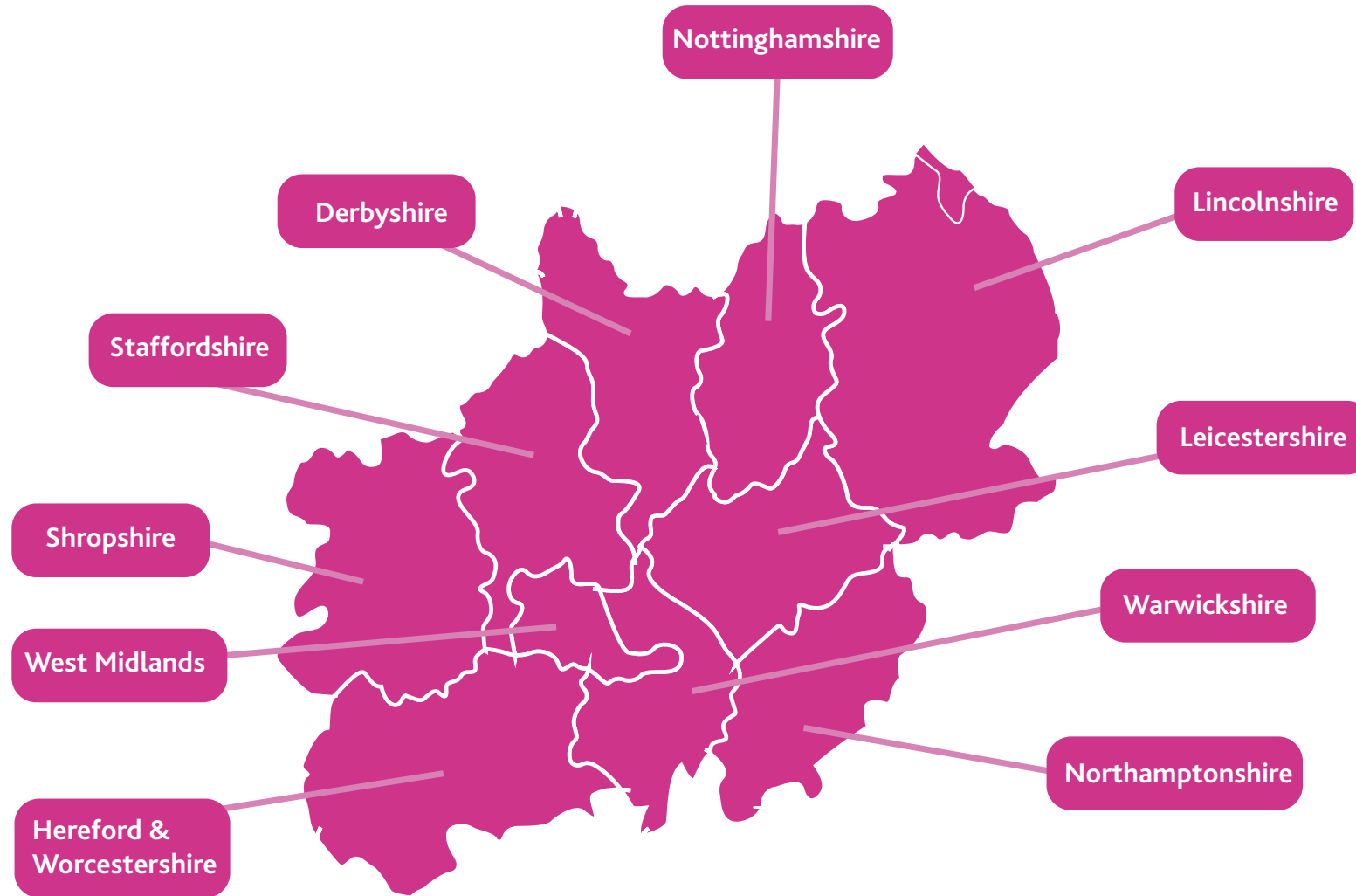
ACTIONS

In order to deliver against the objectives, set out in this plan, key actions will be implemented at operational level.

- **Maintain current members and membership levels**
- **Continue to develop and evolve the CECA Midlands training and networking offer**
- **To investigate training skills 'hub' models across the Midlands region for Civil Engineering contractors**
- **Grow Social Media activity by 10%**
- **Expand partnership activity to support delivery of CECA Midlands priorities.**
- **To work with CITB regarding potential funding through employer networks and the infrastructure hub**
- **Grow membership by 2 new members.**



CECA MIDLANDS REGION





Working for Infrastructure

REGIONS & DEVOLVED NATIONS

CECA members are supported by a network of six regional offices across England, a national office in Westminster, and offices in the devolved nations of Scotland and Wales.

CECA's regions and devolved nations are:

- CECA **Scotland**
- CECA **North West**
- CECA **North East**
- CECA **Yorkshire & The Humber**
- CECA **Wales**
- CECA **Midlands**
- CECA **Southern**
- CECA **South West**





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