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RESPONDING TO CHANGE

STRATEGIC PLAN 2010/2013

January 2010



*The HVCA adds value to members' businesses
by providing quality services, promoting excellence
and shaping the commercial environment
through representation and leadership.*



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RESPONDING TO CHANGE



**It is clear that
– whatever the
long-term prospects
for the UK economy as
a whole – HVCA members
are facing very significant
challenges in their
businesses, and that
this state of affairs is
likely to continue for
the foreseeable future.**

It is during such testing times that membership of a reputable and well-resourced trade association becomes more valuable than ever – that the expert advice and guidance available to members can, when things get tough, spell the difference between success and failure.

HVCA must ensure that its members are aware of the many ways in which their Association can help them to stand firm in the face of adversity – and must constantly re-programme and fine-tune its activities fully to satisfy the continuously developing requirements of its membership and their specialisms.

The HVCA is committed to:

- * maintaining its position as the sector's premier trade association and employers' organisation;*
- * improving the commercial environment in which its members operate;*
- * equipping its members to operate effectively and profitably;*
- * promoting competence and enhancing professional standards across building services engineering.*

To deliver on these commitments, the HVCA's efforts on behalf of its members will be focused over the next three years on four key areas of action:

- * commercial recovery and risk management;*
- * employment relations and lifelong learning;*
- * environment, sustainability and energy use;*
- * standards, competence and qualification.*



COMMERCIAL RECOVERY AND RISK MANAGEMENT



HVCA is committed to enabling its members to operate profitably by promoting reform throughout the construction procurement process, by maximising the legislative protections available, and by providing expert advice, guidance and support covering all aspects of building services engineering contracting.

In this context, the Association contributes continuously to the work of the Specialist Engineering Contractors' (SEC) Group and of the Confederations of Associations of Specialist Engineering Contractors (CASEC) in Scotland and Northern Ireland.

In line with this commitment, HVCA will seek to ensure that:

- * *new and enhanced services are identified and developed, for the benefit of all member companies;*
- * *specialist contractors derive maximum benefit from the enhancements – in terms of payment security and dispute resolution – currently being introduced into the Construction Act;*
- * *the sector continues to campaign for the widespread use of project bank accounts and the phase-out of retention clauses from public sector construction contracts;*
- * *contact is maintained on all key issues with ministers, parliamentarians and senior officials;*
- * *alliances are developed, maintained and enhanced with like-minded industry, professional, regulatory and Government organisations;*
- * *its own independent inspection and assessment regime is developed to address all risk-prone aspects of members' businesses.*



EMPLOYMENT RELATIONS AND LIFELONG LEARNING



HVCA recognises that, in people-intensive businesses such as contracting, the most successful organisations are those that have a coherent people management strategy and access to a skilled and adaptable workforce.

The Association is committed to ensuring the development of appropriate skills and competences to satisfy the short and long-term needs of the industry, to the maintenance of an adequate skills pool across the building services engineering sector.

In its distinct but closely associated role as an employers' organisation, HVCA can implant changes in working practices, and is committed to reforming and reshaping the industry's industrial relations landscape.

In line with these commitments, HVCA will seek to ensure that:

- * *training provision and vocational qualifications are matched to employer and industry needs;*
- * *there is an adequate level of new-entrant training and recruitment, along with a lifelong learning culture which can ensure that skills levels are maintained throughout the workforce;*
- * *the business case for training is understood by all stakeholders;*
- * *an integrated building services engineering approach is adopted to employment relations;*
- * *new technologies and new working practices can be accommodated in an integrated building services engineering context;*
- * *employers are able to adjust their employment practices in line with the emerging requirements of the marketplace.*



ENVIRONMENT, SUSTAINABILITY AND ENERGY USE



HVCA is committed to assisting in the achievement of the UK's carbon reduction targets by promoting energy efficiency and the use of renewable technologies in buildings.

The Association is also committed to ensuring that its members gain maximum commercial advantage from the increasing demand for sustainable solutions across the built environment.

In this context, HVCA is actively engaged in the initiatives being taken forward by M&E Sustainability, its joint venture with the Electrical Contractors' Association.

In line with these commitments, HVCA will seek to ensure that:

- * *members are aware of the increasing demand for sustainable buildings;*
- * *vocational training is available that will deliver the additional skills that are demanded by the sustainability challenge;*
- * *standards, specifications and guides to good practice are developed against which potential sustainable solutions can be evaluated;*
- * *its members can gain commercial advantage by being recognised as experts in the application of low and zero-carbon technologies;*
- * *member companies are able to take a holistic approach to the energy needs of their customers and clients;*
- * *m&e contractors will be equipped to calculate their own overall "carbon footprint", and that of their projects.*



STANDARDS, COMPETENCE AND QUALIFICATION



HVCA is committed to rationalisation of the industry's procedures for demonstrating both corporate and individual competence.

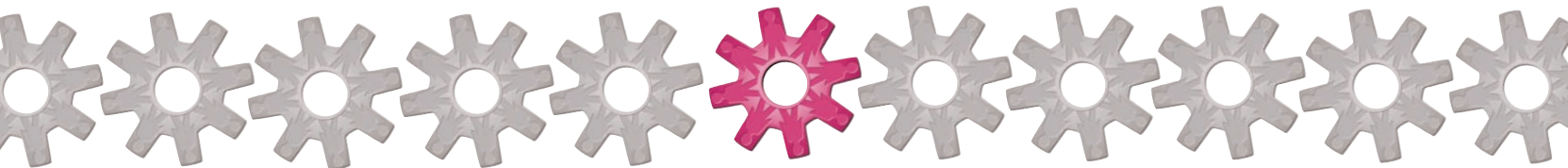
The Association is also committed to encouraging the effective policing and enforcement of legislation designed to raise standards and protect the environment.

In line with these commitments, HVCA will seek to ensure that:

- * *the proliferation of contractor qualification schemes is seen to be burdensome, wasteful and costly to all concerned;*
- * *core criteria are developed for determining the competence of both individuals and businesses;*
- * *the complexity of diverse contractor qualification schemes is minimised through the development of "deemed to satisfy" arrangements;*
- * *the Association's own third-party member and inspection and assessment regime is developed to maximise "deemed to satisfy" opportunities;*
- * *Engineering Services SKILLcard is further established as the personnel and qualifications register for the mechanical services sector;*
- * *legal requirements – such as notification of "controlled services" work under the Building Regulations and the mandatory inspection of air conditioning systems – are understood, policed and energetically enforced by the appropriate agencies and authorities.*

HVCA

BUILDING BETTER BUSINESSES



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