

Agenda – Economy, Infrastructure and Skills Committee

Meeting Venue:

Committee Room 1 – Senedd

Meeting date: 23 November 2017

Meeting time: 09.10

For further information contact:

Gareth Price

Committee Clerk

0300 200 6565

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Private pre-meeting (09.10–09.25)

- 1 Introductions, apologies, substitutions and declarations of interest**
- 2 Motion under Standing Order 17.42 to resolve to exclude the public from items 3 and 4**
- 3 Consideration of draft letter from the Chair of the Committee to relevant bodies regarding transport planning at major events**
(09.25–09.30) (Pages 1 – 3)

Attached Documents:
EIS(5)–26–17(p1) Draft letter



4 Stakeholders' views – Careers advice

(09.30–10.30)

(Pages 4 – 23)

Jeff Protheroe, Director of Operations, National Training Federation for Wales

Claire Roberts, External Affairs Director, Colleges Wales

Josh Miles, Policy Manager, Federation of Small Businesses

Attached Documents:

Research brief

EIS(5)–26–17(p2) Colleges Wales

EIS(3)–26–17(p3) National Training Federation for Wales and Federation of Small Businesses

Break (10.30–10.45)

Public session

5 Careers Wales – Careers advice

(10.45–11.45)

Graham Bowd, Interim Chief Executive, Careers Wales

Debra Williams, Chair, Careers Wales

6 Paper(s) to note

6.1 Further information from Universities Wales arising from the Committee meeting on 11 October – Selling Wales to the World

(Page 24)

Attached Documents:

EIS(5)–26–17(p4) Further information from Universities Wales arising from the Committee meeting on 11 October

**6.2 Correspondence from Dan Saville, ARUP regarding Infrastructure
Procurement and Delivery and a response from the Chair of the Committee**

(Pages 25 – 27)

Attached Documents:

EIS(5)–26–17(p5) Correspondence from Dan Saville, ARUP regarding
Infrastructure Procurement and Delivery and a response from the Chair of the
Committee

Private de-brief (11.45–12.00)

Agenda Item 3

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Agenda Item 4

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Agenda Item 6.1

Byllgoriad Economi, Gwybodaeth a Sgiliau/ Economy, Infrastructure and Skills Committee
CIS (5) 26/17 (p4)

Thank you for sending us the draft transcript of the Economy, Infrastructure and Skills Committee evidence session on selling Wales to the world, which took place on 11 October.

It was noted at the session that it was "...the norm...for the countries that are the main destinations globally for international students to incorporate international students within immigration figures". We were asked if we knew of any good practice models used to support and attract international students in countries - such as Australia and the USA - which counted international students within the overall immigration numbers.

As we weren't immediately aware of any models, we were invited to respond in writing.

The United Nations (UN) defines a long-term immigrant as anyone moving into a country for more than 12 months, and a long-term emigrant as anyone leaving for more than 12 months. Therefore, in reporting migration figures to the UN, Australia, Canada and the USA include students in these migration figures.

However, these countries re-classify international students as temporary or non-immigrant admissions, or as temporary or non-permanent residents for the purposes of public policy-making. Since it is therefore not customary to count international students within the net migration numbers in Australia and the USA (apart from when they return data to the UN), the context of implementing any good practice models to support and attract international students in those countries will be different to the UK.

Yours sincerely



Amanda Wilkinson
Director

Agenda Item 6.2

ARUP

24 October 2017

Dear Russell and Members of the National Assembly for Wales, Economy, Infrastructure and Skills Committee

Infrastructure Procurement and Delivery in Wales and the proposed National Infrastructure Commission for Wales

We met earlier this autumn at the Institute of Welsh Affairs' "Building the Future" event. I am writing to you and other members of the National Assembly for Wales' Economy, Infrastructure and Skills committee to highlight three key points I made at the event about how to strengthen the procurement and delivery of Welsh infrastructure projects.

To provide some context, I lead Arup's infrastructure design business across a region that includes our operations in Wales, South and South West England and Northern Ireland. In Wales alone – where I am based and where I live – Arup employs 400 engineers, digital consultants and other technical specialists, providing some of Wales' highest-quality STEM jobs.

In your opening address to the "Building the Future" audience, you named four proposed Welsh infrastructure projects and you raised questions about speed of progress. These were: South Wales Metro, Swansea Bay Tidal Lagoon, the M4 scheme around Newport and Horizon's proposed new nuclear reactor at Wylfa on the Isle of Anglesey. Arup Wales is very familiar with these projects, having played a central design role on all of them. As you know, political and/or legal decisions about the future of two of these projects (Swansea Lagoon and the M4 in particular) are on the horizon, while in the case of South Wales Metro and Wylfa planning and design are ongoing.

My comments below are about how future infrastructure projects in Wales could be procured and delivered more effectively and in the long-term interests of Wales' economic growth. I care deeply about Wales and its people; this is where I have lived for over 30 years and, apart from three years recently working in North America, Wales is where I have spent my career with Arup. My comments are not specific to any individual project, but are based on my experience of almost three decades of being part of and, increasingly, of leading multi-disciplinary design teams delivering large infrastructure projects, both in Wales and internationally. This experience has taught me that good infrastructure is delivered by focusing on the following issues:

1. **Secure the right expertise** – the complexity, scale and cost of infrastructure design and construction means that the pool of people with the required technical expertise is usually small and in many cases is likely to be located outside Wales, even outside the UK or Europe. It is essential to hire people to lead the design and construction of major infrastructure projects who genuinely have the experience of doing so previously/elsewhere successfully and to use this ‘imported’ expertise to build skills in Wales for future projects. *The risk of cost overruns and missed deadlines increases substantially when people in key roles are having to learn how to deliver for the first time.* With the right leadership in place, goals for local community participation, job creation and other benefits can be fully achieved. A project led by a number of ‘imported’ leaders in key roles need not undermine the achievement of Welsh-specific economic and social development goals. An excellent example is Scotland’s newly-opened £1.3bn Queensferry Crossing. This major new crossing of the Forth Estuary required senior expert leaders of global stature and an experienced international delivery team. This approach has benefited Scottish manufacturers and employers enormously. (Yes, Arup played a part in this project, but that isn’t the point I’m making. Regardless of employer, Welsh infrastructure needs to be led, designed and built by the best.)
2. **Political will & depoliticised delivery** – the most successful infrastructure projects are those that are supported wholeheartedly over many years by political leaders – ideally, by a group of cross-party politicians. The long-term benefits of an infrastructure project need to be recognised and agreed early on, designed into project outcomes, and then fully supported over many years by politicians and civil servants who understand the long-term value the project will bring. Infrastructure projects that are instead used for partisan political point-scoring usually fare badly or disappear. Once a project has won broad-spectrum political backing - and assuming there is sufficient funding in place - depoliticised, expert-led delivery needs to be the focus. In some cases, dedicated delivery agencies can be helpful, if they hold sufficient skill and capacity. As an example, my recent experiences in Canada, working with Infrastructure Ontario, demonstrated to me again the positive impact of skilled, depoliticised delivery of a pipeline of major infrastructure projects.
3. **Attracting quality contractors** – projects are generally increasing in size and complexity and the number of construction firms (contractors) operating in the UK that are willing and able to build large scale infrastructure projects in the transport, energy and water sectors is limited. There are significant commercial risks for contractors who bid for such work and, as a result, particular projects and geographies can find themselves struggling to attract contractors with the skills, scale and commercial backing to take on priority projects. In a busy and risky market, Arup has observed contractors in the UK becoming increasingly selective about the projects they will pursue. Contractors make critical bid decisions based on matters such as the cost of bidding, the project’s risk profile, likelihood of the project proceeding, security of project funding and a confirmed workload horizon. If Wales is to attract the best quality contractors – those who will deliver the best value for money - then procuring authorities need to be credible partners, creating an attractive long-term pipeline of projects with a good chance of timely delivery.

As I mentioned earlier, I care about Wales and its future and I write this letter with this in mind. If there is any way that my experiences of infrastructure design and delivery can aid or support the efforts of the National Assembly of Wales, Welsh Government or its agencies please do not hesitate to contact me.

Yours sincerely



Dan Saville
Infrastructure Leader & Director – Arup West UK
Member of Arup UK Infrastructure Executive

cc Hannah Blythyn AM
 Hefin David AM
 Vikki Howells AM
 Mark Isherwood AM
 Jeremy Miles AM
 Adam Price AM
 David J Rowlands AM
 Ken Skates AM

Dear Mr Saville,

17 November 2017

Thank you for your letter setting out some priorities for Infrastructure Procurement and Delivery in Wales.

As I mentioned in my address at the IWA event where we met earlier this year, the Committee's report on the National Infrastructure Commission for Wales, which we published in January 2017, recommended that the appointment of the chair of NICfW should be subject to a pre-appointment hearing.

The Welsh Government accepted this recommendation and we are awaiting details of when this will happen.

We will consider your points in our preparation for that session, which I hope will take place in the next couple of months.

Yours sincerely,



Russell George AM

Chair

Economy, Infrastructure and Skills Committee

