




ceda 4.5
Connecting Our Industry

Welcome & Purpose

It is our pleasure to provide the introduction to ceda's latest strategic development plan ceda 4.5

In 2016, we launched our first ever development plan – CEDA22.

The Plan contained 22 Action Points and was to run through to 2022.

The primary areas of focus were;

- Cultural Reform
- Learning opportunities for all
- Recognition and development of young people
- Raising of professional standards

Despite the COVID Pandemic we achieved all 22 points in late 2022 and our focus turned to a 3-year plan for growth.

In that time, we successfully grew the Association in all areas – recruitment, retention, engagement, outputs, significance, visibility and value.

And we have spent the last 6 months devising the next stage of ceda's evolution, which we are delighted to present to you.

The Association's impact over the last decade cannot be overstated.

We are proud to be Industry leaders in many areas and our future plans aim to cement and develop our position further.

In delivering on our plans to date, we have inspired the Industry to recognise the importance of community, collaboration, recognition of young people, training, apprenticeships and compliance.

We have built deep and stable foundations upon which to launch our next evolution.

A fluid document, given the velocity of technological change, but one that will guide our thinking, our focus and our work.

ceda 4.5

Signed,



Paul Neville



Natasha Baker



Ryan Yeates

Introducing ceda 4.5

After a decade of growth across all areas of the Association, ceda is proud to launch our development plan to take us through the next 4.5 years.

The plan seeks to build upon the strong foundations to support and lead the Industry through the volatility, uncertainty, complexity and ambiguity of the World in 2026 and beyond.

In addition to the development of what the Association does, it will incorporate the messaging, positioning and operations of ceda to ensure that the membership is best positioned to face the business, skills, compliance and technological challenges and embrace the commercial opportunities that are created as we live through Industry 4.0, into Industry 5.0.

Industry 4.0, or the Fourth Industrial Revolution, is about connecting machines, systems, and people with data, using technologies like AI, IoT, and robotics to automate processes, enable real-time decisions, and create highly flexible, efficient systems and processes.

Industry 5.0 marks a shift from purely digital and automation to a sustainable, human-centric, and resilient approach, highlighting collaboration between humans and intelligent machines.

As the World develops through Industry 4.0 and Industry 5.0, so too must what a Trade Association delivers.

The development, growth and sustainability of our sector will be supported by our focus on key topics, packaged into 4 primary pillars.

Addressing these 4 key topics, on an Industry level, will enable individual businesses and their people to thrive.

And they are all built on the premise that a close, unified, end-to-end supply-chain approach will deliver more effective results, more quickly.



**People, Skills
& Culture**



**Information,
Data & Knowledge**



**Collaboration, Connection
& Community**



**Compliance, Competency &
Credibility**



People, Skills & Culture

The greatest challenge facing our Industry is not technology.

It is talent.

Every conversation eventually comes back to people.

And so we will invest in future workforce initiatives – campaigns that see our Industry Champions visit and present at Universities, Technical Colleges and careers fairs.

We will strengthen and expand apprenticeship standards to cover more roles, in order to provide the talent pipelines that we need.

And where apprenticeship standards are not possible, we will create new trainee pathways.

We will expand access to continued professional development learning through cedaLED, our e-learning platform and Engineers Training.

We will grow and formalise future routes for the ceda Academy by creating Management and Leadership Training Programmes.

And we will continue to develop our support for employee wellbeing and workplace culture by developing an Employee Assistance Programme and delivering Leaders and Managers Mental Health Training Workshops.

Surveys and benchmarking data specifically pertaining to Industry job roles and salaries will enhance retention rates.

And the development of the ceda Community Awards will allow the Industry to recognise the individuals and businesses that share our values.

Because technology may transform our Industry.

But it is people that will continue to build it.

And how we attract, develop and retain the right people is absolutely fundamental.



2

Information, Data & Knowledge

Knowledge creates advantage.

The people and businesses that understand more, see more.

The people and businesses that see more, perform better.

Over the last decade we have built significant knowledge assets.

The next step is building more knowledge and making that knowledge even more accessible, more practical and more valuable.

Through a new ceda Knowledge Centre that will include; technical, technological, wellbeing, sustainability, HR and Health and Safety guidance.

Through the continued development of the ceda4 App to ensure the accessibility to information and data for your teams.

And through the creation of Commercial Kitchen Intelligence - an operational performance monitoring platform that can help you and your customers and potential customers better understand their kitchens and equipment and ultimately make smarter commercial decisions.

Our representational role, through our engagement with key regulatory, legislative and government bodies, has provided, and continues to provide, ceda with the most up-to-date and relevant information on topics that directly impact our sector.

The gathering, analysis and sharing of information, data and knowledge will be key to give Members a significant commercial, competitive advantage.



3

Collaboration, Connection & Community

Our membership is more connected and collaborative today than ever before.

And with the blueprint that we have created, we will expand that connection and collaboration throughout the supply-chain.

The challenges facing our sector require collective thinking – Members, Partners, Operators and non-Industry experts.

No one person, company, or organisation, has all the answers.

The best solutions emerge when different perspectives, views, thought and opinion come together.

That is why we will expand and develop the work of our working groups.

Bring more voices into the conversation.

Create more opportunities for knowledge sharing and learning.

And create more opportunities for collaboration.

Because when the right people connect, in the right environment, with collective purpose, then innovation happens.

If we are more aware of operator expectations and requirements, and more aware of suppliers R&D, we can better deliver, perform and manage products, services and projects.

The sector needs to act more as an inter-dependent eco-system so that at every step of the process, there is understanding, knowledge exchange and respect.

If we want to influence change, we need to embrace thoughts and opinions from as wide a base as possible, in order to distil into the solutions that the Industry needs.

This will be meaningful, not just words, and we will appoint co-opted Board members, that understand and believe in our purpose, where appropriate.



4

Compliance, Competency & Credibility

In an age where anyone can create content, on any subject matter, credibility becomes more valuable than ever.

Trust matters.

Competence and credibility matter.

That is why we will continue developing our standards, accreditations, compliance and representation provision.

Work that we are currently undertaking to create competence frameworks, in line with the Building Safety Act, for the various roles in our sector will be enhanced with the creation of a competency platform.

This will all help members to demonstrate exactly why they are the specialists of choice.

Creating opportunity, adding value and supporting growth.

The current ceda Industry Training Standards for CSCS Cards will also be developed further to encompass more job roles and functions.

The launch of our LCL Awards Accredited Training Division will see ceda's technical training provision deliver best-practice Industry gold-standard training courses around the country,

And the ongoing delivery of cedaBIM, cedaSAFE and development of the ceda Brand will enable all Members and Partners to demonstrably evidence their credentials.



When we bring these four pillars together, we believe that we will create something powerful.

A united ecosystem with representation and voice from all areas of our Industry that want better.

Together they strengthen the Industry.

And together they help us prepare for a future where technology and people work together to achieve more than either could achieve alone.

We are looking to find the balance between Artificial Intelligence and Emotional Intelligence. The balance between Commercial Value, Human Value and Social Value.

The balance between Industry 4.0 and Industry 5.0.

And it is about ensuring that our Industry is ready for what comes next.

The last decade has proved what our community can achieve together.

The next four and a half years will show what is possible when we raise our ambitions even higher.

Uniting the Industry and building the service, support and solutions that will help our businesses and our people thrive.



If you require any further information, please contact us:

Adam Mason Director General — adam@ceda.co.uk

www.ceda.co.uk