



SECTOR: CONSTRUCTION

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# SKILLS ACTION PLAN

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MARCH 2014



Derby  
Derbyshire  
Nottingham  
Nottinghamshire

THE UK'S MOST  
INSPIRATIONAL  
POSTCODE

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# INTRODUCTION

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The development of a robust, successful and sustainable construction industry in the D2N2 LEP area depends on maintaining and creating a skilled workforce. The Construction and Industry Training Board (CITB) July 2013 report "Construction: Supporting the D2N2 LEP area" provides an overview of the region to promote economic growth through the D2N2 LEP Strategic Economic Plan. The headline data from this report provides a snapshot of where the construction sector sits within the local economy. Construction:

- Is a similar size to the financial services sector generating 8% of GVA\* in D2N2
- Employs almost 70,000 or 1:12 people in the D2N2 LEP area\*\*
- Has nationally half its employees qualified at A level equivalent or above
- Creates 3,200 jobs for every £100m invested in projects
- Generates £2.84 for the economy for every £1 spent
- Is 40% more labour intensive than manufacturing

\*Workplaces GVA by industry groups a current basic prices 2010

\*\*Annual population survey – workplace analysis Oct 11- Sep 12

From consultation with stakeholders operating in the construction sector, through survey work, consultation meetings, forum activity and one to one discussions the feedback on the major skills and employment issues have been collated and fed into the six D2N2 LEP priority areas and detailed below.

## SECTOR FEEDBACK AND DATA

**PRIORITY 1:** DEVELOP SECTOR GROWTH AGREEMENTS TO MAKE EXPLICIT OWNERSHIP AND SHARED RESPONSIBILITIES FOR INVESTMENT, ICT, LABOUR MARKET INTELLIGENCE AND IMPACT MEASURES

## TOTAL EMPLOYMENT BY OCCUPATION – EAST MIDLANDS

Job role	2014	2018
Senior, executive, and business process managers	10,630	10,710
Construction project managers	2,310	2,630
Other construction process managers	12,940	14,250
Non-construction professional, technical, IT and other office-based staff	22,120	22,280
Construction trades supervisors	1,590	1,680
Wood trades and interior fit-out	15,080	16,520
Bricklayers	3,620	3,620
Building envelop specialists	8,240	8,060
Painters and decorators	6,240	6,230
Plasterers	4,480	4,270
Roofers	1,690	1,760
Floorers	1,670	1,720
Glaziers	2,750	2,620
Specialist building operatives (not classified elsewhere)	5,930	5,800
Scaffolders	400	310
Plant operatives	3,480	3,410
Plant mechanics/fitters	3,810	4,640
Steel erectors/structural fabrication	1,480	1,600
Labourers (not classified elsewhere)	5,800	5,410
Electric trades and installation	13,330	13,140
Plumbing and HVAC Trades	9,480	10,710
Logistics	1,140	1,240
Civil engineering operatives (not classified elsewhere)	2,130	2,400
Non-construction operatives	2,500	2,450
Civil engineers	3,480	3,550
Other construction professionals and technical staff	7,560	8,110
Architects	570	560
Surveyors	5,450	5,380

Data in above table taken from CITB Construction Skills Network (CSN) Blueprint for Construction 2014-2018 Labour Market Intelligence (Source CSN, Experian).

# SECTOR FEEDBACK AND DATA

## TOTAL EMPLOYMENT BY OCCUPATION – D2N2 REGION

Job role	2014	2018
Senior, executive, and business process managers	4571	4605
Construction project managers	993	1131
Other construction process managers	5564	6128
Non-construction professional, technical, IT and other office-based staff	9512	9580
Construction trades supervisors	684	722
Wood trades and interior fit-out	6484	7104
Bricklayers	1557	1557
Building envelop specialists	3543	3466
Painters and decorators	2683	2679
Plasterers	1926	1836
Roofers	727	757
Floorers	3884	740
Glaziers	1183	1127
Specialist building operatives (not classified elsewhere)	2550	2494
Scaffolders	172	133
Plant operatives	1496	1466
Plant mechanics/fitters	1638	1995
Steel erectors/structural fabrication	636	688
Labourers (not classified elsewhere)	2494	2326
Electric trades and installation	5732	5605
Plumbing and HVAC Trades	4076	4605
Logistics	490	533
Civil engineering operatives (not classified elsewhere)	916	1032
Non-construction operatives	1075	1053
Civil engineers	1496	1527
Other construction professionals and technical staff	3251	3487
Architects	245	241
Surveyors	2344	2313

Data taken from CITB Construction Skills Network (CSN) Blueprint for Construction 2014-2018 Labour Market Intelligence (Source CSN, Experian) then calculated against the number of construction companies in the D2N2 Region (43% of total East Midlands) detailed on the Office of National Statistics Inter Departmental Business Register taken on 12th March 2013.

## SECTOR FEEDBACK AND DATA

### LABOUR MARKET RESEARCH

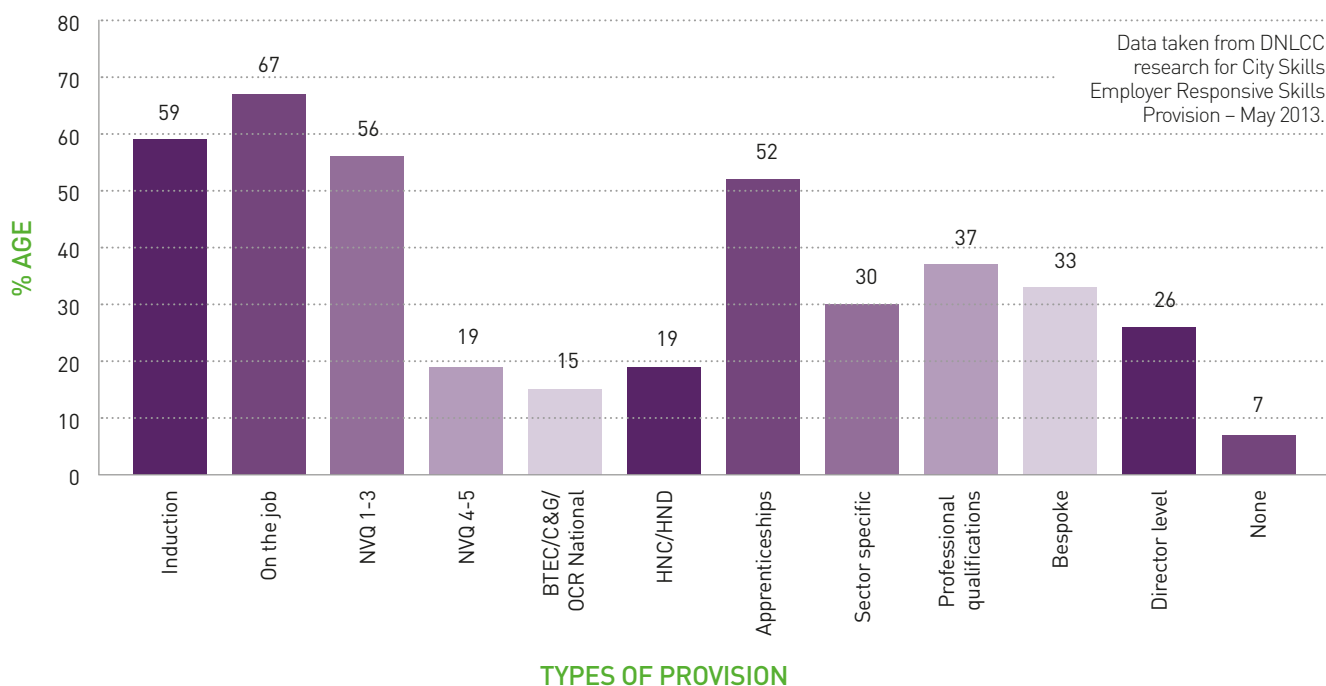
Data published by the Office of National Statistics (August 2013) shows that across the UK:

- 19% (equivalent to 406,000 people) of the UK construction workers aged 55+ are set to retire in the next 5-10 years;
- 37% of the UK construction workforce is self-employed and 23% (equivalent to 182,800 people) of those are set to retire from the industry in the next 5-10 years;
- The East Midlands will be particularly hit with 22% of construction workers (equivalent to 31,900 people) set to leave the industry in the next 5-10 years.

### TYPES OF TRAINING CURRENTLY OFFERED OR PROVIDED BY EMPLOYERS IN THE CONSTRUCTION SECTOR

The data below provides information on the range of training skills development engagement in the sector, the areas of high interaction listed under "Induction", "On the Job" and "NVQ 1-3" are the areas which encompass the mandatory training required to get employees "site ready". Compared to other sectors the use of Apprenticeships is relatively high, the only other sector above construction is manufacturing and engineering – both sectors are what can be classed as "traditional trades" and have historically used the apprenticeship model for career development.

#### TOTAL EMPLOYMENT BY OCCUPATION – D2N2 REGION



### WHAT NEW SKILLS ARE REQUIRED?

Building Information Modelling (BIM) was seen as a priority. The sector needs to respond to the demands of procurement criteria; this is particularly in relation to public sector and EU contracts. This is also becoming more prevalent in the private sector as clients demand contractors to deliver more for less. This will be a mandatory requirement by 2016 for Public Sector and EU Contracts.

At the empa Forum on the 28th February Peter Hansford, HM Government Chief Construction Advisor stated that BIM is a "key component that will transform the industry".

There are increasing demands from the sector around low carbon and sustainable practices; this includes the manufacture and innovation of products to be used in construction. To ensure advantage is taken of these opportunities there needs to be a focus on upskilling employees in this area. This is particularly important in respect of fulfilling the demands of the public sector in terms of criteria set by the Public Services (Social Value) Act 2012. Those companies who develop their staff in this area will become more competitive in the tendering process and training them to use tools such as products such as Net-Positive Tools and understanding of Local Multiplier Calculators (LM3) support this aim. Forward thinking companies understand why a sustainable construction approach matters in supply chains for large construction projects, how sustainable construction can also mean good business and how to show credentials when bidding for contracts. There is still a lot of work to promote the benefits of developing a low carbon and sustainable action plan for future growth within the construction sector – DNCC Quarterly Economic Survey (Q4) show that when asked how important to their business is developing the low carbon industry 73% of construction companies thought that it was "slightly" important or "not important at all". However with regards to developing sustainability practices this was somewhat improved where 45% thought it was "critical" (14%) or "very important" (31%).

# SECTOR FEEDBACK AND DATA

To ensure that any future activity in this area is fully co-ordinated reference to the work being undertaken in developing the skills action plan for the low carbon sector is essential.

Other areas of need highlighted by the sector were:

- Knowledge Management (financial and project)
- Specialist construction skills for the delivery of construction and maintenance of buildings for advanced manufacturing and energy markets (Carbon Capture, Nuclear, Waste to Energy, Recycling)
- Rail construction
- Retrofit of old buildings
- Communication and collaboration.

## IS THERE ESTIMATED TO BE A DECREASE IN EXISTING JOB ROLES?

None stated, more likely to increase.

## WHAT SKILLS WOULD BE REQUIRED FOR EXISTING STAFF TO RETRAIN?

There are recurring concerns over the career progression of employees within the sector particularly around the ability of current leadership and the management to progress staff to management positions; this is discussed further under Priority 2.

Looking at the supply chain, specifically around minerals and aggregates, there is a major concern around the current demographic make-up of the sector where the average age is 50-55 years old.

In addition to upskilling existing staff in the new technologies/processes detailed above other areas that were highlighted included general ICT, social media and environmental construction management.

This demand for training also applies to the local sub-contractor networks used by the large construction companies. Larger construction companies see the benefit in training subcontractors to take on their company ethos, thus increasing customer satisfaction.

The Construction Industry Training Board (CITB) has a number of regional training operators who deliver training for the construction sector; these organisations survey their members as to their future specific training needs. Information provided by the Construction Action Group for Employers (CAGE) provides an insight into the types of training currently required, these show a strong emphasis with regards to health and safety related activity. Training requests include:

- Asbestos Awareness
- Site Environmental Awareness Scheme (SEATS)
- Site Supervisors Safety Training Scheme (SSSTS)
- Site Manager Safety Training Scheme (SMSTS)
- PASMA (Prefabrication training)
- Working at Heights
- First Aid
- Manual Handling
- Abrasive Wheels
- Mobile Platforms
- Cable Avoidance Training and Genny.

The CITB state that in their experience the smaller companies training needs are driven mostly by legal and health and safety related requirements (around 95%), this is down to securing the licences to operate. Larger companies are more likely to take a more strategic view of their training needs.

CITB are working with regional Local Enterprise Partnerships through a Joint Investment Strategy (JIS) which will see CITB Levy funding matched by core cities in the UK, one of which is Nottingham. The data collated through organisations such as CAGE has been provided to inform the provision required to respond to the sector needs, especially around delivery of a cost-effective offer for small and micro companies. Scaling this offer across the D2N2 region is a consideration.

## EVALUATE THE EFFECTIVENESS, ASSESS, SHARING OF LABOUR MARKET INFORMATION (LMI) FOR STAKEHOLDERS

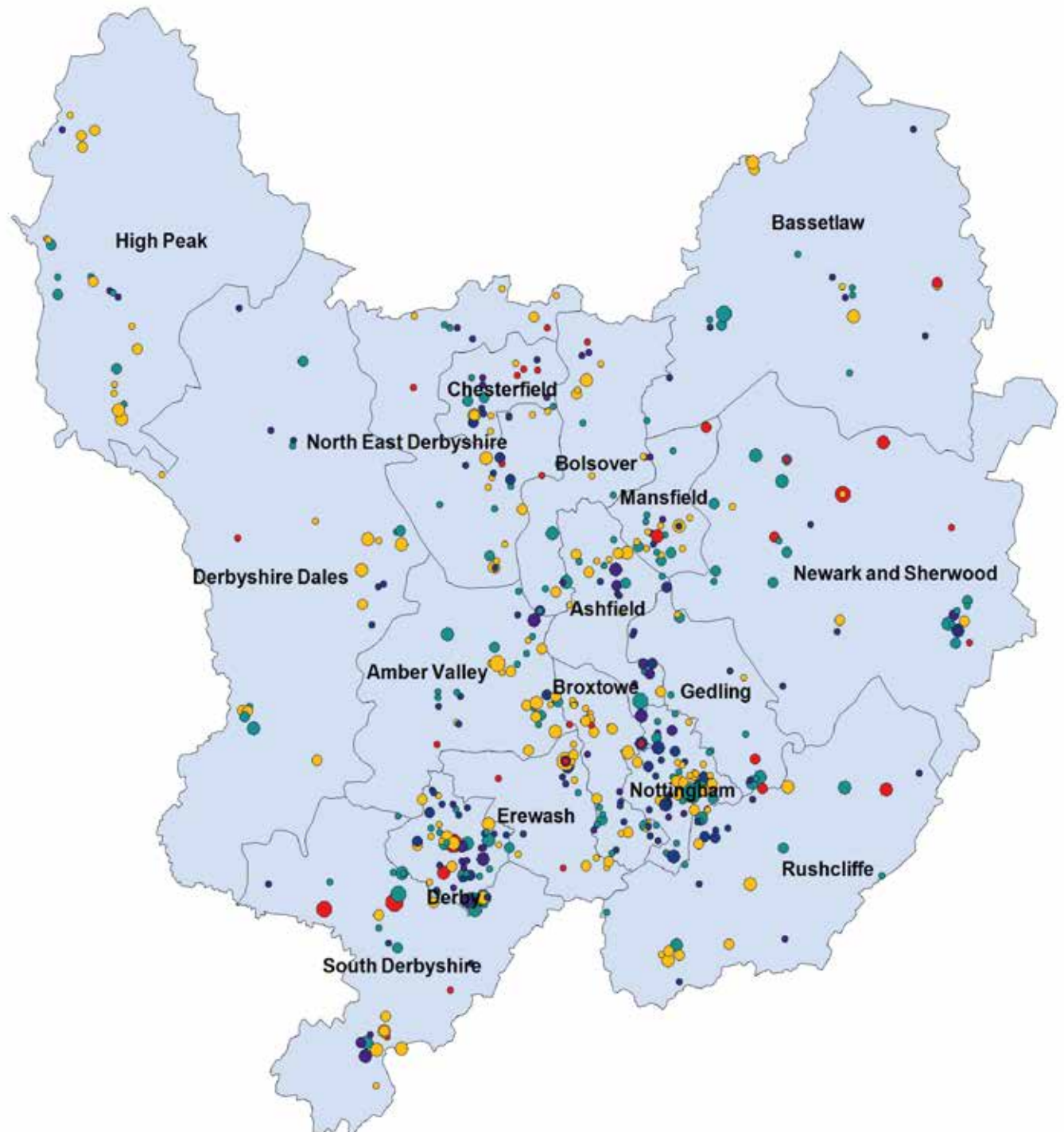
LMI data with regards to sight of market opportunities and availability of skilled labour was also something that most people felt was patchy. These are two separate asks which intertwine so should not be looked at in isolation.

Details of LMI for careers advisors and schools is covered in more depth under Priority 5.

With regards to access to details of future construction and infrastructure projects there is some data available through portals such as Glenigan and Barbour ABI Government Pipeline Portal but more needs to be done to promote these offers. The main concern was focused around smaller localised opportunities and what can be done to improve visibility of these opportunities, it was thought that working with local authorities and framework providers may improve this situation. Details from the DNCC QES (Q4) show that 37% of construction companies highlighted that improving procurement practices was "critical" or "very important" to their business. There should also be consideration as to whether procurers in the region can standardise their Pre-Qualification Questionnaires by using PAS91.

## SECTOR FEEDBACK AND DATA

Data provided by the CITB on the 14th March 2014 provides a map of planned construction projects in the D2N2 Region. Map below.



### Planned Projects by Sector

● Infrastructure 
 ● New Housing 
 ● Private Commercial 
 ● Private Industrial 
 ● Public Non-housing

### Planned Projects by Value (£m)

○ >100 
 ○ 50 to 100 
 ○ 10 to 50 
 ○ 2 to 10 
 ○ <2

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## SECTOR FEEDBACK AND DATA

When asked whether there is sufficient access to LMI data the construction consultative group responses are as follows:

- 64% thought that there is insufficient LMI with regards to training provider provision
- 78% thought that there is insufficient LMI with regards to availability of skilled labour
- 55% thought that there is insufficient LMI with regards to the availability of local/regional sub-contractors.

It is generally thought that a really useful piece of work that can be undertaken, to ensure that training providers are delivering the skills that the industry require, is to look at the micro level of the needs of the construction sector (which includes those out of CITB Scope).

To be able to map whether there is a skills gap in delivered provision to what the sector is demanding it would be useful to be able to access the Skill Funding Agency (SFA) data cube to have sight of delivered qualifications to date.

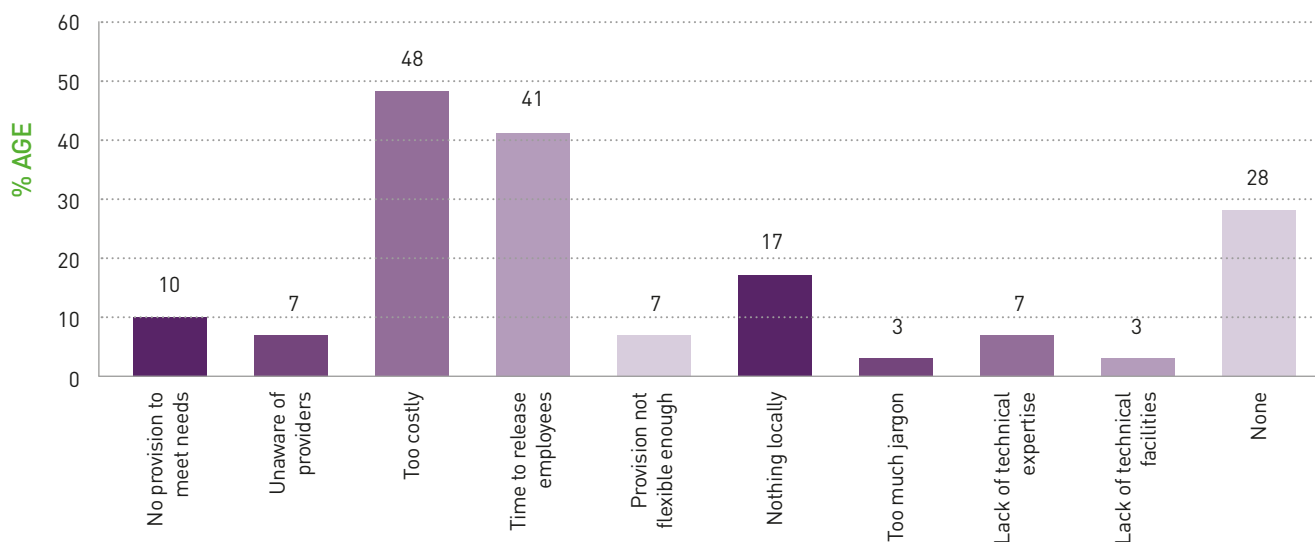
When asked about the previous 3 months 34% of respondents from the construction sector to the DNLCC Q4 QES have increased their labour force, however for those companies recruiting 55% experienced problems finding suitable staff with the main issue revolving around sourcing "Skilled Manual/ Technical Staff" and "Professional Management" – this shows that there is a disjointed approach between school curriculum, training provider provision, FE, HE, IAG and the needs of the construction sector.

Looking to QES (Q1) 37% of respondents from the construction sector are looking to increase their workforce and 32% of businesses had made a revision upward of their training budget over the previous 3 months.

One respondent, a large home builder, has provided details that they believe the skills gap challenge "is our biggest, current, constraint on volume growth" They specifically highlighted that due to increased volumes from just about all house builders their immediate shortages are:

- Bricklayers
- Joiners
- Plasterers (via subcontractors)
- Plumbers (via subcontractors)
- Engineers
- Quantity Surveyors
- Site Managers
- Experienced Senior Managers.

### BARRIERS TO ADDRESSING SKILLS AND TRAINING NEEDS IN THE CONSTRUCTION SECTOR



When looking at the size of construction companies who have less the 50 employees the top three issues highlighted are:

1. Provision is too costly
2. Time to release employees
3. No provision locally.

The larger companies, over 50 employees, tend to experience these problems less.

## SECTOR FEEDBACK AND DATA

When compared to other sectors within the region construction tops the list of those that highlight the issue with regards to releasing employees as a barrier to investing in training.

The CITB have found that the main barriers to addressing training requirements reflects DNLCC research i.e. time off site and cost – training delivered at weekends for example attracts a premium rate from providers.

The CITB felt that there are a lot of companies who are in scope of the CITB Levy who do not take advantage of the funded training they are eligible for. Small and micro businesses feel that the grant funding scheme can be too complex and therefore are put off from applying. Activity in this area to support these smaller/micro businesses to understand their eligibilities would support the skills development of the sector – there is some activity provided by the CITB in this area, however due to resourcing this is not fully exploited.

It was felt that there needs to be more interaction with awarding bodies to ensure that the content of the current qualifications reflect the modern construction sector.

Representation from schools were concerned that vocational routes were being side-lined as the GCSE-equivalent vocational qualifications have been stripped out of the league tables by the Government.

### COMMENTS FROM SME CONSTRUCTION COMPANIES

"In our business we are simply expected to retrain for so many things constantly it is quite honestly unaffordable and getting to the point of being silly, for instance we now have to have Asbestos awareness Training every 12 months for all employees cost approx £11k p/a inc wages".

"Out of hours training would be an option – work doesn't stop on site but the employee still gets trained".

"We would like training to fit our individual needs on occasion".

### PRIORITY 2: IMPROVE BUSINESS LEADERSHIP, MANAGEMENT SKILLS AND TRAINING NEEDS ANALYSIS TO HELP INCREASE PRODUCTIVITY AND PERFORMANCE

**Evaluate the effectiveness, access, communication, suitability of existing provision. Include narrative around current issues, barriers and general aims for this priority.**

Data from the DNCC Quarterly Economic Survey (Quarter 4 2013), from respondents from the construction sector, can add some context here.

When asked about the previous 3 months 34% of respondents have increased their labour force, however for those companies recruiting 55% experienced problems finding suitable staff with one of the main issues revolving around sourcing "Professional Management".

A follow up survey shows that Leadership and Management was highlighted as an area that is a priority however only 60% of respondents from the construction consultation group provide this to their employees. Reasons that this type of training is not currently provided are that:

- Training hasn't been picked up since the downturn
- Time to release staff
- Cost is restrictive
- Available training isn't specific enough for the sector.

The types of Leadership and Management training that would support the sector was around the clear progression from "tools" to "Supervisor" to "Site Management" moving to "Contract Management" and this should be allied to associated formal training. It was felt that Leadership and Management training should be led and organised by experienced and qualified construction people.

The issue of unfulfilled vacancies is also reflected in the UK Commission for Employment and Skills (UKCES) Employer Skills Survey 2013: Evidence Report 81 (January 2014) which shows that across the UK there is a 31% density of skills-shortage vacancies listed under "Managers" in the construction sector (see table below), although a high figure this is showing an improving trend. The report also shows that the provision of management training to employees was far lower than the average across other sectors with only 22% of the construction sector offering this type of training.

### DENSITY OF SKILLS-SHORTAGE VACANCIES BY CONSTRUCTION SECTOR (UK % AGE)

	Managers	Professionals	Associate Professionals	Administrative/ Clerical Staff	Skilled Trades and Occupations	Sales and Customer Service	Machine Operatives	Elementary staff
UK	20	30	26	13	39	13	25	13
Construction	31	16	19	11	29	7	35	9

Densities are based on skill-shortage vacancies as a percentage proportion of all vacancies within construction sector, rather than the number of establishments with vacancies. Data taken from UKCES Employer Skills Survey 2013: UK Results (Evidence Report 81 January 2014)

## SECTOR FEEDBACK AND DATA

### PRIORITY 3: PROMOTE AND DEVELOP APPRENTICESHIPS AND TRAINEESHIPS TO ACHIEVE HIGHER LEVEL SKILLS AND IMPROVE SOCIAL MOBILITY

There is need to ensure that the apprenticeship model fits the needs of the sector. The further development of the Apprenticeship Training Agency (ATA) model supports apprentices who are employed on contracts shorter than the framework length, to ensure that this model continues to work and expand in the region additional support from employers is required – promotion of the benefits is key to its continued success.

The timing of vacancies was raised as an issue where there is a mismatch between the demands of employers and the timetables of schools (this also relates to Priority 5). Suggested solution is for employers to offer an extended work placement programme for post 16; this will enable candidates to take up an apprenticeship at the appropriate time.

When asked whether the engagement strategy for Traineeships, Apprenticeships and other funded training was effective there was a general feeling that this area was lacking. General concerns that there is especially little clarity on Traineeships for providers and little understanding from employers.

Concerns were also expressed over the implications of the changes proposed under the ongoing Richard Review of Apprenticeships; this was particularly a concern for smaller and medium sized employers – all parties would be concerned at an increase in the cost of Apprenticeships which is most probable with the proposed changes. Representatives from the sector generally thought that the current system was mostly fit for purpose. However changes suggested to the current system include:

- Longer programmes for technical trades and shorter programmes for operative frameworks
- To ensure that frameworks reflect today's new technologies
- Better wage incentives for employers
- More on-site experience
- A different level of functional skills that are more relevant to the construction sector
- Consideration of office-based construction roles – current provision doesn't support this area
- More shared apprenticeships with flexible funding, terms and support with the management of same
- More work on introductory level apprenticeships in the Mineral Products Sector.

With regards to the changes being made to the apprenticeship offer, from frameworks to competency standards in response to the Richard Review, the opportunity to ensure the new standards are fit for purpose may be available through the Trailblazer process. Phase 1 is underway but did not include areas in the construction sector; Phase 2 of the Trailblazers, announced in March 2014 will include the following within the construction sector:

- Construction – developing standards for Wood Occupations and an Assembly Technician
- Property Services – developing standards for a Property Maintenance Technician.

Phase 3 will be announced in September 2014 and any organisation wishing to be involved in this process needs to express interest before the 1st August 2014. Details need to be provided via email: [apprenticeship.trailblazers@bis.gsi.gov.uk](mailto:apprenticeship.trailblazers@bis.gsi.gov.uk)

There was little feedback as to whether Higher Apprenticeships were a route that is fully exploited within the sector, if there are any developments in this area it tended to be in areas such as civil engineering. Other sectors, such as finance, seem to be more forward looking towards the development of higher apprenticeships to "grow their own" with a progression route from levels 2 and 3 through to Level 4 (Higher Education Certificate), Level 5 (Foundation Degree) moving through to Level 6 (BA/BSc) and Level 7 (MA/MSc).

When looking at the range of skills, aptitude, personality traits and sector training for young people entering the construction sector at various levels the overwhelming feedback was that the focus wasn't necessarily on qualifications but more on having the right attitude, willingness to work and all round employability skills. There is however the mandatory requirements demanded by the sector with regards to health and safety regulations.

Some of the main examples of what employers state they are looking for include:

- Excellent time-keeping
- Appearance
- Attitude
- Good social skills
- Ready to learn
- Knowledge of Microsoft Office applications.

Where young people have already undergone training there is an expectation that they can reflect this learning in the workplace.

When addressing career ladder expectations feedback from the sector was that they were not totally clear of what this would look like and they were therefore concerned that this wouldn't be clear to a young person. It was felt that there should be more work done in this area potentially using something similar to the "wiring diagram" of career progression which has been previously been created by the CITB who have also created an online Careers Progression Tool to support this process.

In respect to a more specific area within the sector, mineral products, there is the possibility to progress using higher apprenticeships or a foundation degree route, this is a 2 to 3 year pathway for Mineral Extraction, Concrete, Cement, Asphalt or Clay Technologies, this route is through trainee to supervisor to assistant manager to manager/engineer.

## SECTOR FEEDBACK AND DATA

### PRIORITY 4: FOSTER ENTERPRISE AND THE CHARACTERISTICS OF ENTREPRENEURIAL BEHAVIOUR, CAREER ADAPTABILITY AND RESILIENCE

Entrepreneurial skills should form part of the school and college curriculum, this will engender further employability skills which improve attitude, aptitude and adaptability.

There was a suggestion as to how to support social inclusion by supporting NEETs into the sector around a consideration to create a social enterprise to provide the unemployed with the skills needed to enter the construction sector or to become self-employed within the sector. The development of entrepreneurial behaviours also provides transferable skills and this may be provided through a hub that can introduce young people as to how they can become a small business owner/manager. The problem faced with this suggestion is how to fund, and how to make it sustainable.

There is a major role for careers advisory services ensure that this is fully covered in their remit.

### PRIORITY 5: RAISE THE VISIBILITY OF AND ACCESS TO CAREERS INSIGHTS AND SPECIALIST CAREERS SUPPORT FOR YOUNG PEOPLE AND ADULTS TO RAISE ASPIRATIONS, PARTICIPATION, RETENTION AND ACHIEVEMENT IN LEARNING AND WORK

There were general concerns that access to LMI for careers advisors isn't robust and holistic enough, it was thought that young people were not enthused about the sector and did not know about the width and depth of opportunities that construction can offer.

A further discussion was had around whether the types of future career opportunities and new job roles in the region were understood by those providing careers advice e.g. opportunities in the emerging nuclear sector and with regards to emerging low carbon technologies.

As to whether the range of opportunities in the sector are sufficiently promoted in schools, colleges and to the unemployed a majority of respondents thought this was only partially, or not at all, fit for purpose. Also as to whether the gender stereo-type barrier is being broken down to attract more females into the sector was also expressed as a concern.

The battle to gain or retain 6th form students restricts schools and colleges from offering the full range of available career paths and opportunities was also highlighted and an issue, and that there is a fallacy that pre-16 students that do not exceed academically will only be suitable to work in construction.

With regards to employers involved in this consultation highlighting that the sector suffers from not providing young people details of all the opportunities available in the sector, and in relation to data gathered by the Mansfield Learning Partnership showing that young people look to those who are doing a job for advice, there is a notable mismatch between this and the data gathered in the DNCC QES. The QES asked "How important over the next year is it to build better links with schools" 37% of respondents from the construction sector said "Not at all" 33% "Slightly" 17% "Very" and only 13% "Critical".

The issue of providing robust careers advice and enthusing young people about the sector addresses only part of the problem, there needs to be a change in the pattern of recruitment of education leavers and young people more generally. When looking at recruitment trends across the UK employers the Construction sector were by far the least likely to have recruited education leavers into their

First job (only 18% of establishments) with only 30% of construction employers stating that they had recruited a young person under the age of 25 in the two to three years prior to being surveyed (data taken from the UKCES Employer Skills Survey 2013 Evidence Report 81- January 2014).

To specify where the responsibility lies to ensure that all opportunities are made available to young people there is a mixture of responses which include DNLCC, employers spending more time in schools, universities and colleges and a suggestion along the lines of Connexions but with a "sector champion" with the CITB being the favoured choice of respondents.

To support those individuals that are not in employment, education or training (NEETs) into the sector, a suggestion was made that mapping the provision to support the unemployed to access the sector would be useful, bringing together those initiatives, such as training providers which have Skills Support for the Unemployed programmes, Work Programme providers and the regional Big Lottery "Talent Match" initiatives. The DWP generally maps support for the unemployed on their District Provision Tool, this should be explored to avoid duplication.

It was generally felt that the Sector Based Work Academy (SBWA) offer, used to support recruitment, was not widely known of in the sector, however where it was deployed it was felt that it was a good tool to support employers and the unemployed. The SBWA provision should be driven by employers and supported by the DWP and providers to ensure that candidates get access to the most appropriate support; this should include bringing in other agencies to provide subsidiary support for clients where necessary.

Someone who is unemployed who has no previous experience of the construction sector would be expected to enter the industry at the lowest level, i.e. labourer. However, to enable a new entrant to work on a construction site safely there are a number of courses and accreditations that are a necessity to employment. At present all labourers must have a green CSCS card which is gained by simply taking and passing a health and safety test, however as of the 1st July this year all operatives that require a green card must also take a Level 1 Award qualification in Health and Safety in the Construction Environment as well as a Health and Safety test. There are concerns that this qualification, which is 4 credits (40 Guided Learning Hours), does not attract any funding through the Adult Skills Budget and will be a cost to the learner/employer. Suggestions to overcome this are to encompass the Level 1 Award (which is very basic construction health and safety) with other short courses which could include: Working at heights; Confined spaces; Manual handling; Abrasive wheels; thus creating a labourer that has the correct cards and courses and is ready to start work safely.

A further problem is that there are many types of construction sites, civil engineering, house building, rail and utilities that all require different skill sets and Health and Safety knowledge for labourers.

## SECTOR FEEDBACK AND DATA

Consideration must be given to the fact that there are significant numbers of young people who do not have the personal and social networks to take advantage of support and employment opportunities, with regards to the latter there are still a number of entry level jobs that are not promoted through traditional advertising mediums.

Suggestions on who should lead on schools engagement were based around an Education Business Partnership model that uses “sector champions” and to expand the CITB offer. A potential solution is to use the model currently used by STEMNET to provide STEM Ambassadors, this is a model that can be replicated specifically around construction (this already happens in areas such as Civil Engineering through the STEM Ambassador networks) and has proven to be successful.

National organisations such as “Inspiring the Future”, delivered by The Education and Employers Taskforce, were also highlighted as an organisation which has an effective route into schools.

### PRIORITY 6: PROMOTE GRADUATE RECRUITMENT AND FACILITATE GRADUATE RETENTION IN THE REGION

There were a mix of organisations who do recruit graduates and some who do not, the latter tended to be the smaller organisations.

The Chartered Institute of Building (CIOB) reported that UCAS figures for enrolments on undergraduate degrees showed a worrying decline of 43% since 2008. University built environment departments faced major restructuring losing large numbers of teaching staff and being subsumed into other departments such as engineering which have a perceived higher value. There is a potential threat to Construction Management as an academic discipline which is a cause for concern.

Suggestions to promote graduate recruitment and retention included:

- Apps and website that can match graduates with employers in the region
- Graduate training programmes linked to the sector
- Making the local area an attractive, safe and exciting place to live with great local infrastructure
- More visible activities and events to support this agenda – site visits, guest lecturers etc
- Employers with good career development and progression opportunities.

This also relates to supporting Leadership and Management with a suggestion to provide a graduate training programme aimed at teaching management skills, along the lines of a young managers club.

Responsibility should however lie with the employers and this relates back to providing an attractive career development pathway.

### LIST ACTIVITIES/PROJECTS WHICH ALREADY ADD VALUE TO THE SKILLS AND EMPLOYMENT AGENDA IN D2N2 IN ADDITION TO THOSE PROVIDED ABOVE

1. ICE/EMC East Midlands project pipeline and client steering group and ICE involvement in u19 schools activity – Bridges to Schools – **Adrian Coy** BSc (Hons), CEng, FICE ICE Vice-President.
2. Supply Chain Sustainability School ([www.supplychainschool.co.uk](http://www.supplychainschool.co.uk)) – This site is an online learning forum designed to help the construction sector assess and improve their knowledge of sustainability issues facing our industry.
3. Construction Youth Trust [www.constructionyouth.org.uk/home/](http://www.constructionyouth.org.uk/home/)
4. CITB Career Progression Tool [www.citb.co.uk/careers-in-construction/careers-progression-tool/](http://www.citb.co.uk/careers-in-construction/careers-progression-tool/)
5. University of Derby Corporate – support for the Mineral Product sector through work-based learning programmes – Mark Osbaldeston.
6. Skills Support for the Workforce – offering SMEs funded workplace learning up to level 4 – delivered through a range of providers in the region.
7. Heritage Skills Hub Network, providing support with understanding the skills related to the sustainability of old building [www.heritageskillshub.org/about/](http://www.heritageskillshub.org/about/)
8. Employer First – enabling low carbon businesses and entrepreneurs to develop and improve the skills and employability of their workforce, very relevant to the construction sector [www.employerfirst.co.uk/](http://www.employerfirst.co.uk/)
9. The Business Advice Website – regional business support which include signposting to employment, skills development and training projects and funding [www.thebusinessadvicewebsite.co.uk/](http://www.thebusinessadvicewebsite.co.uk/)
10. SPOKE – employment and training portal [www.spokeportal.co.uk/](http://www.spokeportal.co.uk/)
11. STEMNET Ambassadors [www.stemnet.org.uk/](http://www.stemnet.org.uk/) – regional contracts held by Phil Hughes Educational Consultants (Nottinghamshire) and Derbyshire Educational Business Partnership (Derbyshire) – particularly useful in civil engineering.
12. Women into Science and Engineering [www.wisecampaign.org.uk/](http://www.wisecampaign.org.uk/)
13. Tomorrows Engineers [www.tomorrowsengineers.org.uk/](http://www.tomorrowsengineers.org.uk/)
14. Education and Employers Taskforce – supporting the link between business and education, also deliver the initiatives “Speakers for Schools” and “Inspiring the Future” [www.educationandemployers.org/](http://www.educationandemployers.org/)
15. Business in the Community (BITC) Generation Talent a joint initiative between BITC and the Department for Work and Pensions to help businesses scale up the number of unemployed people (18-24yo) they recruit. This initiative has been picked up by construction companies in the region [www.bitc.org.uk/programmes/generation-talent](http://www.bitc.org.uk/programmes/generation-talent)

## SECTOR FEEDBACK AND DATA

### PROVIDE THE TOP “ASKS/NEEDS” OF WHICH D2N2 LEP SHOULD CONSIDER AS PART OF THE SPECIFICATIONS FOR FUTURE ESF SKILLS AND EMPLOYMENT

The details below have been provided by the members of the construction consultation group listed at the end of the document to this specific question; however the detail contained in this document includes more detail examined in the “Recommendations” section.

Upskilling of the unemployed and those who have migrated away from the sector in the downturn – funding for specific mandatory qualifications to achieve market entry level eligibility.

Support with funding with large long term projects to assist with the funding of infrastructure and to enable works to help bring projects to market more quickly. Also not only to deliver jobs in the construction industry but also permanent jobs for the local community and economic growth for the region.

Assistance with funding for infrastructure projects to help bring to market more quickly to deliver jobs in construction and the local community jobs.

Recognise not only the high level skills but the low level skills. Training for the latter cohort is as important as ever, there is a demand for unemployed people to access the construction sector at entry level however they will need the right courses, cards and qualifications.

Continuous collaboration for all levels of education providers and employers is important; focus groups need to be formed for each sector with results and suggestions acted upon.

A more effective partnership between employers and the education system needs to be forged.

Effective strategic action planning is required to achieve the desired end result which could be measured by job creation.

Harness the pockets of good practice that exists and work in partnership to ensure that delivery is universal. There is enough intervention and “good will” to really make a difference and to ensure that the transition from education/unemployment into the construction sector works better for employers.

### EMPLOYER/SECTOR GROUPS OF MEMBERSHIPS WHICH COULD ADD VALUE /LINK TO THE CONSULTATIVE FORUMS

1. Derbyshire, Nottinghamshire, Leicestershire Chamber of Commerce – Construction Forum, Manufacturing and Engineering Forum, Sustainability Forum.
2. Empa Skills Academy Working Group.
3. Nottingham Construction Forum [www.nottsconstruction.co.uk/](http://www.nottsconstruction.co.uk/)
4. Construction Action Group for Employers (CAGE) [www.cage.org.uk/about/](http://www.cage.org.uk/about/)

## RECOMMENDATIONS

From interactions with the construction sector, undertaken to develop this skills action plan document, the prevailing topic focused around the sector improving communication and collaboration and to ensure that the sector builds on some of the excellent work already underway in the region. The detail below tries to rationalise the information garnered from the sector over the last few months and to distil this into a number of key recommendations. The intention is not for these to be taken in isolation but to think of them as key drivers to transform skills development into sector growth and employment.

Returning to communication and collaboration there is a general consensus that there is room to bring a lot of the initiatives discussed in this document together to be driven forward by a group of proactive stakeholders in a sector specific "hub". This will pull in those supporting the unemployed, those providing IAG in schools and colleges, awarding bodies, universities, sector skills councils, procurers, developers, housing associations and employers.

Recommendations are listed under the identified D2N2 LEP Priority areas.

### PRIORITY 1: DEVELOP SECTOR GROWTH AGREEMENTS TO MAKE EXPLICIT OWNERSHIP AND SHARE RESPONSIBILITIES FOR INVESTMENT, ICT, LABOUR MARKET INTELLIGENCE AND IMPACT MEASURES

- Building Information Modelling (BIM) – development of a strategy to ensure that the small and micro construction companies are engaged with BIM, failure to do so will impact on their ability to support the delivery of public sector contracts and will stifle future business growth.
- Sustainability and low carbon – increased visibility and promotion of the benefits and opportunities to the sector, this includes engaging with this agenda to improve market competitiveness. This can be delivered through forum activity and partnership events. Seek ways to capture the reality of capital expenditure vs cost in use to promote confidence in low carbon built environment strategies. Interrogate the accessibility of locally sourced materials to reduce embodied carbon and engage with materials manufacturers in driving down embodied carbon and improving accessibility to materials sources.
- Career development opportunities, a collaborative approach – working with employers, schools, colleges, universities and those providing Information and Guidance, to make explicit the range of career paths available to young people; this will be supported through leadership and management training within the companies. This activity supports the attraction of young people to the sector, the retention of graduates in the region and manages issues of an ageing workforce in particular areas. Delivery of a central/hub service provided by industry specialists supports this work along with working with organisations such as the CITB and the Construction Youth Trust.
- Simplification and collation of the range of Labour Market Information for the region into one simple dashboard. This will provide sight of procurement opportunities, apprenticeships, training provision and job seekers – provides data for forward planning of skills, training and recruitment needs. Consider creating Skills Action Plan targets that can be derived from regional capital spend in line with CITB guidelines to create benchmarks for success and goals to be achieved. This will create a collective sense of ownership amongst stakeholders.
- Support for small and micro companies to upskill to become eligible to be listed on framework agreement sub-contractor lists e.g. using the example provided by East Midlands Property Alliance (empa) who delivered a similar project a few years ago to upskill local construction companies to be listed on their framework, this was seen as a quick win to improve the visibility of smaller construction companies to the prime contractors. Promote the use of the National Supply Chain Sustainability School to help enable small supply chain companies.
- Influence the funding cycles of local authorities to allow more stability and forward planning to the recruitment and procurement process.
- Actively measure and map the skills needs of all construction companies, map to current skills provision to provide a gap analysis view for providers to address any shortfall.
- Consideration as to how to support SME businesses, within the CITB Levy scope, to benefit from the funded training they eligible to undertake. CITB provide a range of support through their Company Development Advisors however resourcing can be an issue where one to one support would be the only way to take full advantage of this opportunity. This should also encompass the work being undertaken through the JIS initiative.
- Look to provide project management support to ensure that there is collaboration between initiatives. This is intended to ensure that initiatives are as simple as possible by removing duplication and maximising spend on skills rather than back office costs.

### PRIORITY 2: IMPROVE BUSINESS LEADERSHIP, MANAGEMENT SKILLS AND TRAINING NEEDS ANALYSIS TO HELP PRODUCTIVITY AND PERFORMANCE

- Supporting SMEs with progression management, creating careers progression maps and development of training plans through leadership and management training delivered by experience and qualified construction representatives. Collaboration and communication through industry leaders-employers taking greater ownership of the skills agenda.
- Provide a "what is possible" landscape to smaller construction firms so they understand the rewards that are possible from investments they are willing to make. Potentially via LEP sponsored meet the buyer days.
- As per Priority 1 ensure that there is authoritative data on future skills needs for the sector to support forward planning.
- See Priority 3 – Higher Level Apprenticeships.

## RECOMMENDATIONS

### PRIORITY 3: PROMOTE AND DEVELOP APPRENTICESHIPS AND TRAINEESHIPS TO ACHIEVE HIGHER LEVEL SKILLS AND IMPROVE MOBILITY

- Improve promotion of Traineeships in the sector – working with the Department for Education, National Apprenticeship Service and training providers to ensure that employers and parents understand what Traineeships are and where they sit within the skills and employment process. There needs to be a clear marketing and information strategy to engage stakeholders on this topic.
- Develop further ATA models to support smaller employers and short term construction projects working with organisations such as Futures and the East Midlands Property Alliance (empa) Academy. Working with local employers who are willing to sign up to the ATA offer, and where they can support employment and provide work which fulfils the apprenticeship assessment model.
- Develop information sharing from the sector to Information and Guidance providers. Facilitation of employers providing CPD opportunities to ensure that the advice provided is relevant and up to date.
- Ensure that the new apprenticeship standards reflect the need of the sector and are fit for purpose; the development of these will initially be through the Governments Trailblazer initiatives. Promotion of the ability to input into this process is essential. Phase 3 will take place in September 2014 with expressions of interest to be provided by 1st August 2014.
- Higher level skills – working in collaboration with training providers to explore the development of apprenticeships over level 3. This provides a clear progression pathway for those interested in entering the sector and allows employers to shape employees to their business needs; this also supports the development of strong leadership and management skills with an organisation.

### PRIORITY 4: FOSTER ENTERPRISE AND THE CHARACTERISTICS OF ENTREPRENEURIAL BEHAVIOUR, CAREER ADAPTABILITY AND RESILIENCE

- Work with Community Voluntary Sector (CVS) organisations to identify how to best support the unemployed gain the skills to enter the constructions job market or to become self-employed. This will require support from employers who should see this as a way to access skilled labour and would be willing to work alongside these organisations.
- Exploration as to whether the creation of a social enterprise to support the above is viable and sustainable

### PRIORITY 5: RAISE THE VISIBILITY OF AND ACCESS TO CAREERS INSIGHTS AND SPECIALIST CAREERS SUPPORT FOR YOUNG PEOPLE AND ADULTS TO RAISE ASPIRATIONS, PARTICIPATION, RETENTION AND ACHIEVEMENT IN LEARNING AND WORK

- Work with Department for Work and Pensions (DWP) to identify those unemployed individuals who have some construction experience and to provide Short Upskill Programmes (SUPs) to make them "site-ready" (Data provided to CITB by DWP in February 2014 showed that there were 1491 people in Nottinghamshire signing on who claimed, in the last 0-12 months, they had some construction experience).
- In addition to the point above, agreeing on a suite of training to make unemployed candidates "site-ready", a discussion with sector as to what this will look like needs to be undertaken. Initial suggestion is to encompass the Level 1 Award in Health and Safety in the Construction Environment with other short courses such as Working at heights, Confined spaces, Manual handling, Abrasive Wheels thus creating a labourer that has the correct cards and courses and is ready to start work safely.
- Create a sector working group between local authorities (Children and Young Adults Team and Economic Development), independent careers advisors, Futures, DWP and employers to provide sharing of information. This includes updates on the opportunities available in the sector, the types of roles available and the availability of numbers of potential clients with required identifiable skills.
- As per priority 1 – development of LMI dashboard.
- Bridging the gap between employers and schools – roll out a model, such as the Mansfield Learning Partnership "Careers Champion" and a STEMNET Ambassador style offer to provide career insights, mentoring, work experience etc. Promoting the benefits to employers i.e. access to their future workforce.
- Working with DWP, CVS, Colleges, HE and training providers to map the range of support available to support NEETs and the unemployed. This includes taking full advantage of Sector Based Work Academies.



## RECOMMENDATIONS

### PRIORITY 6: PROMOTE GRADUATE RECRUITMENT AND FACILITATE GRADUATE RETENTION IN THE REGION

- Development of a suite of sector specific “meet the employer” events for University students. This will also include creating graduate training programmes, site visits and guest lectures. There is potential for very small public sector works to be program managed by undergraduate Construction Management/Quantity Surveyor students with the operatives being apprentices and NEETs. There are pockets of this delivered nationally where local authorities are working with colleges and universities to deliver very minor works to their estates.
- Working in partnership with Universities and employers to provide a handbook on the range of opportunities in the region, this would include a “wiring diagram” of a range of careers paths. It would also promote the region as a vibrant and successful place to live.
- Ensure that the graduate programmes around business management and leadership are made aware of the career development progression routes within the sector.

# CONTRIBUTORS

## LIST ORGANISATIONS/NAMED INDIVIDUALS WHO HAVE CONTRIBUTED TO THE SKILLS AND EMPLOYMENT SECTOR ACTION PLAN

These organisations have attended the consultation meeting, have provided input or have offered to input in the future –the list will change as the process moves forward.

Name	Organisation
Daren Atkins	Atkins Construction
Clare Lee	Balfour Beatty
Andy Sheppard	C&G Assessments
Nick Rudkin	Chesterfield College
Meg Hankinson	CITB
Jon Burton	CITB
Alan Jackson	CITB
Paul Allford	CITB – National Construction School
Brian Frost	Civil Engineering Contractor Association (CECA)
David Knifton	Clegg Group
John Reddington	David Wilson Homes
Pratibha Hindocha	Derby City Council
Andy Williams	Derbyshire County Council
Dan White	Derbyshire County Council, CAYA
Andy Marsh	Derbyshire County Council, CAYA
Steve Meadows	Derbyshire Training Network
Hamish Elliott	Employer First
Steve Midgley	Fairgrove Homes
Daryl Woolley	Faithfull + Gould
Adele Curry	Faithfull + Gould
John Watson	Federation of Master Builders
Sam Webster	Futures
Martin Sherman	Futures Housing Group
Terry Nash	Gusto Homes
John Slaughter	Home Building Federation
Darryl Matthews	Hope Construction Materials
Malcolm Jackson	ICE
Lee Barnes	Inspire Design and Developments
Richard Charman	Keir Group
Nick Harrington	Laing O'Rourke
Terry O'Mahoney	Larchwood

# CONTRIBUTORS

Berni Dickenson	Mansfield Learning Partnership
Louise Townsend	Morgan Sindall
Emily Braham	Nottingham City Homes
Dr Andrew Knight	Nottingham Trent University
Ron Glen	Notts Construction Network and CAGE
Andy Barron	NTU Future Factory
Shamir Ghumra	Responsible Solutions
Charlotte Baker	Responsible Solutions
Mike Baulcombe	RIBA
David Woodhead	Robert Woodhead Ltd
Alan Coole	Scape
Mark Osbaldeston	University of Derby
Steve Upcraft	University of Nottingham
Adrian Coy	URS and Institute of Civil Engineers
Mary Gaskell	URS
Robert Armitage	URS
Helen McLoughlin	Waystone

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[www.d2n2lep.org](http://www.d2n2lep.org)

0115 957 8765

[info@d2n2lep.org](mailto:info@d2n2lep.org)

 @D2N2LEP

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Derbyshire  
Nottingham  
Nottinghamshire

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