

# Industry Skills Plan Update

for the UK Construction Sector 2023 – 2024



Construction  
Leadership  
Council





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# Foreword:

## A competent workforce for construction and the built environment's future



### **We are pleased to present our vision for construction and built environment skills.**

This ambitious plan offers solutions to short and long-term skills challenges in England including how to:

- Meet employers' demand for skilled workers.
- Train and retain people.
- Ensure the workforce is competent.
- Expand construction and built environment's career appeal.
- Train experienced workers to become teachers.

Expanding industry's workforce is arguably construction's biggest challenge. It is crucial for our economy because construction and built environment is a major economic driver contributing 8% to output and employing 2.7m people. It is also vital in delivering the houses, hospitals and infrastructure the public wants.

The long term forecast for construction and built environment output is positive. Recent figures show the number of apprentices starting their careers in construction increased for the first time in three years. [CITB estimates](#) an extra 225,000 workers will be required across the UK from 2023 - 2027.

This plan outlines how industry can deliver those workers through shared, aligned priorities namely: culture change; routes into construction and built environment; competence and future skills.

Building on last year's broad aims of culture change and diversity will be important part of this work during the tough economic year that's forecast.



**Our plans for 2023-24 include:**

- A pilot project to give schoolchildren a chance to learn about a career in construction and built environment.
- The launch of a new competence approach to ensure there is an accepted, accredited definition of competence for all construction and built environment occupations.
- Expanding the new entrant apprenticeship [brokerage service](#) and introducing a new apprenticeship mentoring standard to increase apprenticeship starts, continuation and completions.
- The launch of Phase 1 of the Career Pathway Hub, an online portal aimed at defining high value career pathways for net zero, digitalisation, smart construction and repair maintenance and improvement (RMI).

As a new phase begins an old one ends. On behalf of everyone at CLC we would like to express our gratitude to Jackie Ducker and Mark Reynolds, outgoing CLC People and Skills network Co-Chairs. Jackie and Mark's hard work has left a strong legacy.

Construction and built environment is an industry of opportunity, offering well-paid jobs to people of all ages and backgrounds. It can give people a chance in life.

Our industry is exciting and dynamic, it's full of innovation and creativity. Let's use more positive language, of construction and built environment's possibilities, when we talk about where and how we work.

There's an exciting opportunity, over the next few years, to include and involve more small businesses in our work, to get a real multiplier effect on what we're trying to achieve.

Let's work together on this plan for construction and built environment skills in England, for communities, the workforce and the UK economy.



**Nick Roberts**  
CEO of Travis Perkins and  
Industry Sponsor, CLC People  
and Skills Network



**Adrian Beckingham**  
CITB Strategy and Policy  
Director and Co-Chair, CLC  
People and Skills Network





# Industry Call to Action: collaboration is the key to success

**Addressing construction and built environment's skills needs cannot be done by government or one organisation alone, collaboration is essential.**

Our job, while leading the CLC People and Skills Network, has been to influence the skills agenda and deliver for our customers.

We focussed, with industry agreement, on the four key priority areas outlined in Nick and Adrian's foreword. Together we made progress, but there is a lot more work to do. It is important to build on the achievements of the last few years. These include:

- The Apprenticeship Levy pledge campaign which encourages larger firms to transfer unspent Levy funds.
- [Talentview](#), a career launchpad which enables candidates to find their first job, apprenticeship or work experience placement.
- The introduction of [Construction Boot Camps](#) to provide a swift skills boost for industry.







To deliver this plan, partnering for skills on the targets we've set out is paramount. This means employers of all sizes investing in people, improving construction and built environment's working culture and attracting new talent for future skills demand.

There are a variety of practical ways employers can support this plan through:

- Employing and mentoring an [Apprentice](#).
- Transferring or pledging your [Apprenticeship Levy](#).
- Offering a T-Level [industry placement](#).
- Engaging with education providers [teaching](#) alongside your current job.
- Providing a [work experience](#) opportunity.
- Posting vacancies on [Talent View Construction](#).
- Training your workforce in [Fairness, Inclusion and Respect](#).
- Becoming a Construction [STEM Ambassador](#).
- Promoting [Skills Bootcamps](#) and [Free Courses for Jobs](#).

It has been a pleasure working with you, we'd like to thank everyone for their excellent work. We wish all involved in this plan the very best moving forward.

**Jackie Ducker**  
Executive Director – Customer & Product, CITB and outgoing Co-Chair, CLC People and Skills Network

**Mark Reynolds**  
Group Chairman and Chief Executive, Mace and outgoing Industry Sponsor, CLC People and Skills Network



# Successes 2022/23



## Meeting Local Skills Demand

**By giving construction and built environment employers a greater say in training, industry will begin to acquire the skilled workers needed to get the pipeline of work done.**

Local Skills Improvement Plans (LSIPs), which have been trialled in England and are to be rolled out this summer, will address the mismatch of training provision supply with employers' skills demands.

We have worked alongside trailblazer LSIPs since they began in 2021/22. We provided them with labour market intelligence, employer networks and a range of funding, products, and services.

In November 2022, we published a guidance document on LSIPs: [Driving construction skills, growth, and jobs through Local Skills Improvement Plans.](#)

As a result of our work to highlight construction and built environment as a priority sector, six of the eight LSIP Pilots have included construction in their plans. These are in: Cumbria; South Yorkshire; Tees Valley; Lancashire; Sussex and Kent and Medway.

## Increasing Apprenticeship Starts

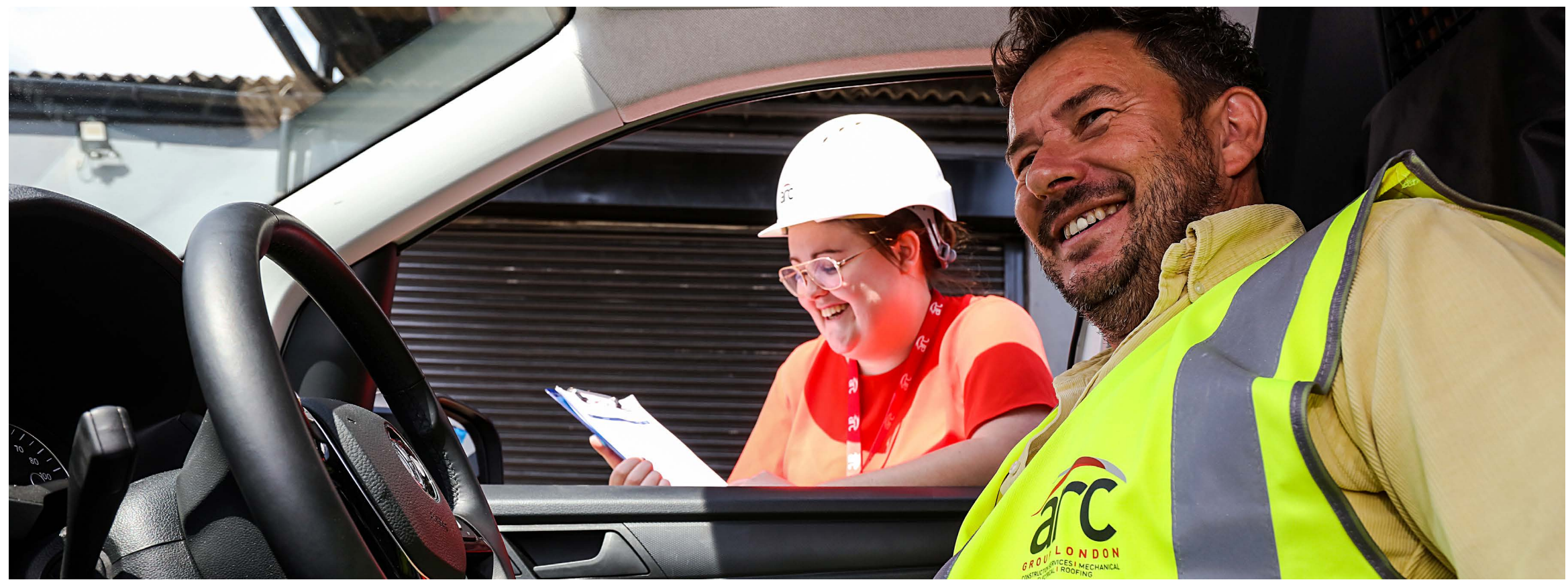
**In September we introduced a pilot apprenticeship brokerage service which has supported approximately 500 apprenticeship starts.**

A national team – CITB's New Entrant Employer Support Team – has been recruited to meet demand. The service will support Small and Medium Enterprises/micro employers to recruit apprentices by assisting them with funding, securing training provision, sourcing applicants and simplifying the process. They will take the hassle out of hiring.

Apprenticeship figures from 2022 show the number of construction apprenticeship starts rose for the first time in three years. Approximately 32,800 apprenticeships began in 2022, a rise of more than 8,000 on the previous year.



# Successes 2022/23



## Improving Industry Culture

**Retaining the existing workforce is a vital part of industry culture. We have supported workforce skills needs by providing learning to individuals and employers. The aim of this support is to increase industry diversity. Our last commission trained over 800 companies and 2,000 individuals.**

We will continue promoting Equality, Diversity and Inclusion (EDI) along with Fairness, Inclusion and Respect (FIR) initiatives as they significantly change industry culture by building greater knowledge and understanding.

We are funding the current FIR programme of free workshops and masterclasses, helping industry to upskill on diversity through courses such as leading people inclusively, setting up an inclusive site, and monitoring and reporting on workplace diversity.

## Raising Competence

**Since our previous Skills Plan in April 2022, CLC has continued supporting industry's fire safety needs. Following the Grenfell fire tragedy, working groups formed by the Inquiry were set up to look at different focus areas.**

Volunteers from the Competence Steering Group collaborated to develop six pilot competence frameworks. These were:

- Domestic Plumbing and Heating.
- Dry Lining.
- Fire Detection and Alarms.
- Fire Stopping Specialist.
- Rainscreen Cladding.
- Roofing.

A report benchmarking existing competence arrangements was published in May 2022 and is available [here](#).

The next step, now under way, is for each pilot sector to improve on what has been done and develop a competence framework in line with the new building safety regime. Completing this work is an objective of this Skills Plan.



# Industry Overview

**Despite 2023's economic uncertainty, the long-term forecast is that construction demand will outstrip industry's capacity.**

While high materials costs and borrowing rates are likely to be brought under control, short-term cost-cutting and low confidence may limit investment in skills and modernisation.

Construction and built environment attracts more than 170,000 people every year – but that's not enough. CITB's Construction Skills [Network](#) shows that by 2027, an additional 225,000 workers are needed to keep pace with demand.

Demand for new workers creates many opportunities. Two of the most important are diversity and modernisation.

Diversity in construction and built environment is improving, but far too slowly. A large part of the population remains missing from the workforce. Ethnic minority workers are significantly under-represented and women fill only 2% of site-based roles.

The long-term opportunity is to create an environment in which everyone can work – a culture that is welcoming, fair and flexible. To do so requires wholesale change in attitudes and employment practices.

Modernisation, as outlined in the [Farmer Review](#), is another big opportunity. UK construction and built environment productivity has not kept pace with other industries, notably manufacturing. Other sectors have enhanced productivity – improving companies' quality, security and sustainability by investing in skills capability and modernisation. The speed and scale of smart construction; modern methods; digitalised tools, logistics and processes needs to be increased.

These opportunities do, of course, present challenges. Firstly, the barriers for the smallest companies tend to be proportionately greater than for the largest. This means industry solutions and co-ordination are essential for small and medium sized enterprises, which make up the bulk of our industry and the supply chain.

Secondly, schools and colleges report shortages of teachers and tutors, so there is a need to support training infrastructure within providers to engage, train and educate the next generation.



# 170,000

people attracted to construction and built environment



# 225,000

additional workers needed to keep pace with demand





# Strategic Overview





# Strategic Overview

**In 2023-24 we will progress the four strategic priorities we set for 2025 to help ensure industry has the workforce it needs to meet immediate and future skills demands.**

Improving construction and built environment's working culture will help attract more people into industry, ensuring they build long-term careers. Improving access to high quality training, focused on future skills, will mean the workforce is prepared for a modernised construction and built environment industry.

## Our plan will help to achieve this by:

### Priority 1 Culture

Changing the working culture and improving access to all by making construction and built environment an inclusive and attractive industry to join.

### Priority 2 Routes into Industry

Boosting routes into industry by improving apprenticeship starts and enhancing training pathways to support continuation, completion and progression.

### Priority 3 Competence

Improving competence by developing frameworks that provide clarity and consistency and link into accreditation systems across industry.

### Priority 4 Future Skills

Developing skills for a modernised industry by creating route maps for future construction and built environment jobs and skills.



# Culture change: An equitable, diverse and inclusive industry

**There can be no argument that an area industry needs to improve on is having a workforce that reflects the make-up of communities we work in.**

Diverse teams deliver better results and we are missing out on large parts of the UK's talent pool at a time when the sector is crying out for resources.

Yet despite this, the data shows us that changes in the industry's demographics over the last few years have been almost too small to measure. This isn't good enough, and we shouldn't accept it.

For that reason, our plans for culture change in 2023 will focus on delivery. Over the last two years we have developed the tools to change our industry – training to create more inclusive workplaces, opening opportunities for work experience and providing an easy one-stop-shop platform for new entrants.







We are well on the way to hitting our long-term targets with more than 6,000 people trained in fairness, inclusion and respect, along with more than 11,000 work taster sessions. We have also established a single standard framework to measure the Equality, diversity and inclusion (ED&I) performance of the sector.

In 2023 we must drive adoption of this good work, while also setting the foundation of the first ever comprehensive ED&I plan for the construction and built environment sector.

We will also be working on an ambitious plan to give every school child nationwide the chance to learn about a career in construction and built environment. In the next 12 months, we hope to pilot this proposal, to help inform a wider rollout in the coming years.

To achieve this we must work like we have never done before to harness the combined resources of the sector more efficiently, moving plans on paper into real change for our workforce culture.

Objective	Target for Industry
Promote the benefits of developing a more inclusive workforce in construction and the built environment	Fairness Inclusion and Respect training for 3,000 employers by 2025
Increase careers engagement with schools	600 Construction Ambassador engagements with young people by 2024
Improve diversity of the construction and built environment industry workforce	Identify a leadership vehicle to develop a construction and built environment diversity plan by 2023
Increase industry awareness and uptake of Talentview Construction and <u>Construction Talent Retention Scheme</u>	20% increase in employer engagement by 2024
Give more people the opportunity to do work experience in construction and built environment	28,000+ taster sessions by 2025
Increase direct employment in construction and built environment	5% increase in direct employment by 2025
Support standard Equality, Diversity & Inclusion data roll out	Reach 1,000,000 responses to whole industry EDI survey by 2025



# Routes into Industry

**Partnering for skills is key to identifying and delivering solutions to improve capacity and capability in the sector.**

To date our work has achieved broad engagement by bringing together industry employers and representatives, government, education providers and wider stakeholders.

On Higher Education (HE), we have developed and delivered a guidance document for providers to support a diverse student body.

On Further Education (FE) our priority has been to ensure students are fully prepared to move into a job or apprenticeship in construction and built environment.







# Further Education and Higher Education

**Last year we successfully completed the development of four standards for a FE to apprenticeship training programme.**

This year our priority will be to work with government to implement the standards across industry. This will ensure FE students have the work-ready skills needed to get a job in construction and built environment, enabling successful progression.

We have also developed a new pathway for T-Level students to enter an apprenticeship. A priority is to tackle the FE tutor shortage by establishing a partnership between education providers and industry, attracting and retaining good quality staff, enhancing the learner experience.

Objective	Target for Industry
<b>Further Education</b>	
Increase uptake and progression of construction & built environment T-Levels	225 onsite construction T-Level learners progressing into employment in 2024
Increase progression from Further Education into construction and the built environment apprenticeships	200 learners through new FE to Apprenticeship route by 2024
Increase employer awareness of construction bootcamps	10% increase in employer awareness
Increase Lifetime Skills Guarantee starts in construction	2,000 starts in 2023/24
Improve FE training delivery capacity and capability	FE vacancy rate reduced by 5% by 2025
<b>Higher Education</b>	
Support the review of the QAA Subject Benchmark Statement for Land, Construction, Real Estate & Surveying	Publication of the Subject Benchmark Statement in 2024
Increase successful degree apprenticeship completions	Publish report on enabling successful technical and professional apprenticeships in 2023





# Apprenticeships

**We established a new apprenticeship brokerage service to increase apprenticeship starts to pre-COVID-19 levels.**

However, we need to ensure apprentices are retained and successful in the long-term to improve continuation, completion and progression.

To do this we will introduce a mentoring standard to ensure employers understand how to support apprentices throughout their apprenticeship. Additionally, we will continue to support the Institute for Apprenticeships (IfATE) construction and built environment route review.

Objective	Target for Industry
<b>Apprenticeships</b>	
Increase apprenticeship starts in construction & built environment standards	5% increase in apprenticeship starts in 2024/25
Increase apprenticeship achievement rates in construction & built environment standards	66% of apprentices achieving by 2025/26
Increase number of employers using the Apprenticeship Levy Pledge (to support completed transfers)	50 employer pledges by 2025
Expand the new entrant apprenticeship brokerage service across the wider construction and built environment industry	2,000 starts in 2023/24
Support the implementation of the IfATE Construction & Built Environment route review	Development and revision of 60+ occupational standards by 2025



# Competence

**The past year has seen implementation accelerate on the new building safety regime, designed in response to lessons learned from the Grenfell Tower tragedy.**

This includes steps to deliver the behavioural and cultural change around competence which Dame Judith Hackitt called for in her [Building a Safer Future](#) report, in May 2018.

Over the past year, CLC representatives have continued working with Working Group 2, Installers and six pilot disciplines to conclude a mapping exercise of current competence arrangements and develop sector-specific competence frameworks for each.





Work is also underway to launch free online fire safety in buildings awareness training, funded by CITB.

Once the pilots are completed, the next challenge will be to scale up this development process to encompass every remaining installer discipline.

CLC will work closely with employers, sector trade bodies and other stakeholders to put appropriate super-sectoral structures in place to drive progress, not only in developing further installer frameworks but also to strengthen links with other built environment participants and stakeholders.

This work will link into the development of construction and built environment standards that align with personnel certification systems across industry.

Objective	Target for Industry
Roll out free online Fire Safety in Buildings awareness training	100,000 operatives training in Fire Safety by 2025
Identify ten new installer disciplines for the next phase of competence framework development work	10 installer competence frameworks identified in 2023
Publish findings, recommendations and resources from first six 'pilot' disciplines	Report on initial pilot competence frameworks published in 2023
Set up new super-sectoral structures to deliver and maintain installer competence frameworks at scale	Launch new super-sector competence framework approach, establish group leads and develop programme of activity in 2023
Complete sector-specific competence frameworks for second wave installer disciplines and confirm list for third wave	10 installer competence frameworks completed in 2024





# Skills for a Modernised Industry

**Our aim is to promote and enable skills and wider competencies which support transformation of the industry, leading to delivery of net zero targets, improved productivity and quality across a more diverse sector.**

To achieve this we will continue to work closely with our partners including the Green Construction Board, Green Jobs Delivery Group and National Retrofit Hub.

In enabling [Skills for a Modernised Industry](#), we are specifically applying focus on skills for net zero, digitalisation and smart construction.

In addition, we must continue to support traditional RMI trades that maintain and construct our historic built environment. By ensuring we promote these areas in the progressive adoption of technology and innovative construction techniques we can develop a more productive and sustainable industry.







In updating our 2023 Skills for a Modernised Industry plan, we have focused on securing a credible evidence base of research for skills for net zero. This will allow development of a skills route map for net zero which will identify the ‘gap analysis’ of skills necessary to deliver net zero.

In 2023, we will also research proposals for development of a credible evidence base on skills for digitalisation and smart construction.

In addition, we plan to deliver on our commitments to define professional career pathways for net zero, digitalisation, smart construction and RMI. This will involve the launch of Phase 1 of the Career Pathway Hub as a new online portal aimed at high value careers in the built environment. The ethos will be to highlight the compelling purpose of such roles and focus on an inclusive environment which embraces diversity.

We look forward to continued collaboration from all stakeholders across the sector as we embrace and deliver our 2023 Skills for a Modernised Industry business plan.

Action	Target for Industry
Deliver credible evidence base research for net zero skills	Skills for net zero evidence base published in 2023
Develop future skills route map for net zero	Skills for net zero route map published in 2024
Increase awareness of net zero construction and the built environment career opportunities	10% increase in employers planning net zero training by 2025
Develop future skills route map for digitalisation and smart construction	Digitalisation and smart construction route map published in 2025
Define professional career pathways for net zero, digitalisation, smart construction and RMI	500 learners through future skills career pathways by 2025
Ensure Local Skills Improvement Plans address the future needs of the construction and built environment industry	10 construction focused Local Skills Improvement Plans by 2024



# Working with Government

**During 2023/24 there will be key opportunities to ensure the skills system can more effectively respond to construction and built environment employers' skills needs.**

We will work with government departments and agencies through the Construction Skills Delivery Group to:

- Encourage more employers to hire apprentices through a variety of delivery models, including targeting provision for specific standards, occupations to support 'in-demand' roles.
- Promote opportunities for employers to engage with T-Levels and develop an employer-backed mechanism for Onsite T-Level learners to evidence full occupational competence.
- Ensure the government qualifications review delivers high quality qualifications that make learners more work ready for jobs in the construction and built environment industry.
- Improve alignment of local training provision with the skills needs of construction and built environment employers by assisting the implementation of Local Skills Improvement Plans.

- Support the successful implementation of the National Skills Fund's Free Courses for Jobs offer, Skills Bootcamps, and Lifelong Loan Entitlement to increase upskilling of the construction workforce.
- Understand how the points based immigration system can meet short-term peaks in skills demand, aligned to work to upskill the domestic workforce.
- Help industry modernise through the publication of new analysis on the skills required to support increased construction productivity.
- Map the knowledge, skills and behaviours required for industry's transition to net zero in retrofit and develop an evidence base to understand existing upskilling in this area.
- Work with political parties to shape and influence skills policies in election manifestos.







# Thank you for the continued support of CLC People and Skills Network members:

Association for Consultancy and Engineering  
ARC Group  
Arcadis  
Association of Brickwork Contractors  
Association of Colleges  
British Association of Construction Heads  
Balfour Beatty  
Barhale  
Department for Business and Trade  
Berkeley Group  
BRE Group  
Brick Development Association  
British Board of Agrément  
Build UK  
Builders Merchants Federation  
Building People  
Chartered Institute of Building  
Construction Industry Training Board  
Council of the Heads of Built Environment  
Civil Engineering Contractors Association  
Construction Coach

Construction Industry Council  
Construction Plant Hire Association  
Construction Products Association  
Construction Skills Certification Scheme  
Department for Education  
Engineering Construction Industry Training Board  
Electrical Contractors Association  
Electrical Distributors Association  
Electrotechnical Joint Industry Board  
Federation of Master Builders  
Home Builders Federation  
Imperial College London  
Infrastructure and Projects Authority  
Institute of Carpenters  
Insulation Insurance Authority  
Keltbray  
Laing O'Rourke  
Lendlease  
Loughborough University  
MACE  
Mates in Mind

National Federation of Roofing Contractors  
Natural Stone Industry Training Group  
National Federation of Builders  
National Federation of Demolition Contractors  
NG Bailey  
National House Building Council  
Rider Levett Bucknall  
SJD Electrical  
The Scaffolding Association  
Travis Perkins  
Unite the Union  
University College of Estate Management  
Vaillant Group  
Wates  
YouthBuild