



Construction
Leadership
Council

Skills Workstream

2018 Strategy and Action Plan

July 2018

Introduction

The Construction Leadership Council and the CITB will assist and facilitate the UK Construction Industry, through its leadership, to successfully attract and retain the workforce it needs. This will also support the development of the required skills within the industry to deliver the UK's built environment requirements in the short, medium and long term.

The CLC Skills Workstream will engage with the supply chain to support the activities detailed in this plan. It will also take a holistic view of the opportunities and challenges across construction and work with all key stakeholders, such as industry, education, government and training providers to make sure they are working together to achieve a common purpose.

The Construction Sector Deal outlines the strategic actions which government and industry are committed to delivering. Through collaboration we will ensure the construction sector grows and develops a workforce capable of delivering housing, infrastructure and wider industry needs to 2025 and beyond.

These are key objectives for one of the largest and most important sectors of the UK economy. In 2016 the wider construction sector, including contracting, product manufacturing and associated professional services had a turnover of around £370bn; it contributed £138bn in added value to the UK economy, representing 9% of UK value added; employed around 3.1 million workers, or around 9% of the UK workforce and exported over £8bn of products and services.

Challenges and Opportunities

To deliver this plan, the sector must overcome a number of challenges.

In addition to the impact of demographic change, the sector struggles to **recruit and retain** the workers it needs. The Construction Industry Training Board (CITB)¹ estimates that the sector will need to recruit and train 158,000 workers between 2018-22, c.31,000 per year.

The industry has a unique opportunity to change and become **more productive** and establish a **more sustainable** construction sector. **Adopting digital and manufacturing technologies** will help to promote the change agenda and develop a skilled workforce with new capabilities and deliver high quality, well-paid jobs throughout the UK.

CITB's 2017 Migration research² found that over half of employers who have any non-UK workers are concerned about the impact of potential future restrictions on their recruitment. Yet the industry does not yet have **a co-ordinated approach to promoting construction careers**, to attract potentially talented employees to the sector. It also lacks **diversity**, for example 86% of construction workers are male and 95% are white. The consequence of this is the loss of skilled and talented employees to other sectors and lack of diverse thinking.

The number of apprenticeships is growing, up from 18,290 in England in 2015 to 21,460 in 2016 and remaining at this level during 2017.³ Good progress but below the industry's need for more workers and for the specialist and broader skills it will need in the future. Employers need to collaborate with other partners to develop the Trailblazer standards that underpin training in the skills needed for the future.

We must also work with government to **make the Apprenticeship Levy work better for construction** – ensuring funding reaches the SMEs who deliver the majority of construction apprenticeships, particularly in trades.

Other challenges include: coordinating a diverse industry to send out clear messages on construction careers, provide more meaningful work experience, engage with the new T Levels in Construction, and ensure training providers understand and respond to its needs.

The Sector Deal provides an opportunity for everyone to collaborate on a coherent plan that addresses these issues.

Actions for industry

Developing a plan through collaboration is not enough. Supported by a reformed CITB providing strategic leadership on skills, the industry must work together to train, attract and retain the modern, efficient workforce it needs by:

- Co-ordinating work on the development of Trailblazer standards for apprenticeships; prioritising these and working with the Institute for Apprenticeships to secure approval.
- Working together to increase the volume and quality of work experience opportunities.
- Developing a co-ordinated approach to promoting construction careers under the banner of Go Construct.



The number of apprenticeships is growing, up from 18,290 in England in 2015 to 21,460 in 2016 and remaining at this level during 2017

1 CITB – Construction Skills Network 2018–2022 – published January 2018

2 CITB – Migration and Construction: The view from employers, recruiters and non-UK workers – June 2017

3 Apprenticeship Statistics: England, Parliamentary Briefing Paper Number 06113, 25 January 2018

2. Strategic Objective

Our Strategic Objective is to develop the quality and capacity of skills required to support the Construction sector, including its productivity and modernisation aspirations.

We seek to improve the provision of high quality training, so that the sector can attract, retain and develop workers with the skills it needs now and in the future. In doing so, the Skills Workstream will aim to align to the government's overall timetable for reform of post-16 education with other key initiatives such as the National Infrastructure Skills Plan and build on areas where good progress is being made.

This includes skills required to support the transition to a business model based on digital and manufacturing technologies, enabling the sector to improve productivity and mitigate the impact of demographic change. The strategic objective will be delivered through four specific focus areas.

- **Attract, Recruit and Retain**
- **Apprentices**
- **Training**
- **Future Industry needs**

Attract, Recruit and Retain

Specific actions include:

- Developing a single industry campaign to attract the workforce it needs.
- Agreeing the priority actions to develop construction's future workforce.
- Increasing diversity.
- Identifying key drivers of people leaving the industry and develop mitigating strategies.
- Developing programmes to engage and retain the current workforce.
- Identify the priority actions to develop construction's future workforce.
- Developing a structured work experience programme to build on existing initiatives, and to engage industry with the new T Level in Construction.
- CITB will work with DfE and with industry to ensure that the funding allocated for construction under the National Retraining Scheme (NRS) enhances opportunities for onsite work experience and training and to promote industry participation in it.

Apprenticeships

Specific actions include:

- Co-ordinating the development of apprenticeship Trailblazer standards.
- Helping the sector access accurate information about the apprenticeship system.
- Providing a mechanism to support displaced apprentices or those facing redundancy whilst still in training.
- CITB and CLC will establish with the Institute for Apprenticeships (IFA) the appropriate working arrangements.
- Ensure that the Apprenticeship Levy funding delivers training where industry most needs it.



We seek to improve the provision of high quality training, so that the sector can attract, retain and develop workers

Training

Specific actions include:

- Support CITB to implement its reform plan.
- Develop common training standards and programmes in key areas e.g. on how to implement the relevant recommendations of the Independent Review of Building Safety (4).
- Agree the priority skills areas to address with CLC and key trade associations based on CITB forecasts including how to identify training for those in the industry to reduce dependence on migrant workers.
- Use its evidence, influence and, where necessary, its funding to ensure training is accessible in multiple formats which take account of emerging learning technologies, such as immersive learning.
- Address gaps in industry needs for trainers and assessors through evidence. This will be supported by the development of a Training Directory and establishing a National Record of Achievement.
- Develop a plan for implementing the National Retraining Scheme.



Future Industry

Specific actions include:

- Influence central and local Government Procurement strategy and policy.
- Agree the contribution that new technology and smart construction can make to reducing labour requirements.
- Develop programmes to retrain the workforce with the skills to support the future.
- Ensure that skills are taught using a blend of modern teaching techniques.
- CLC will collaborate with CITB on its Future Skills research programme.

Government Commitment

In addition, the CLC Skills Workstream will continue to influence government policy and commitment to the sector fully implement the commitments made in the CITB Review, including working with the industry to hold CITB to account for delivery of its reform programme, and reviewing the status and remit of the CITB before the end of the current Parliament.

- Fully implement the commitments made in the CITB Review.
- Invest £34m through the National Retraining Scheme.
- Work with the sector, IfA and DfE.
- Use public sector procurement to drive investment.

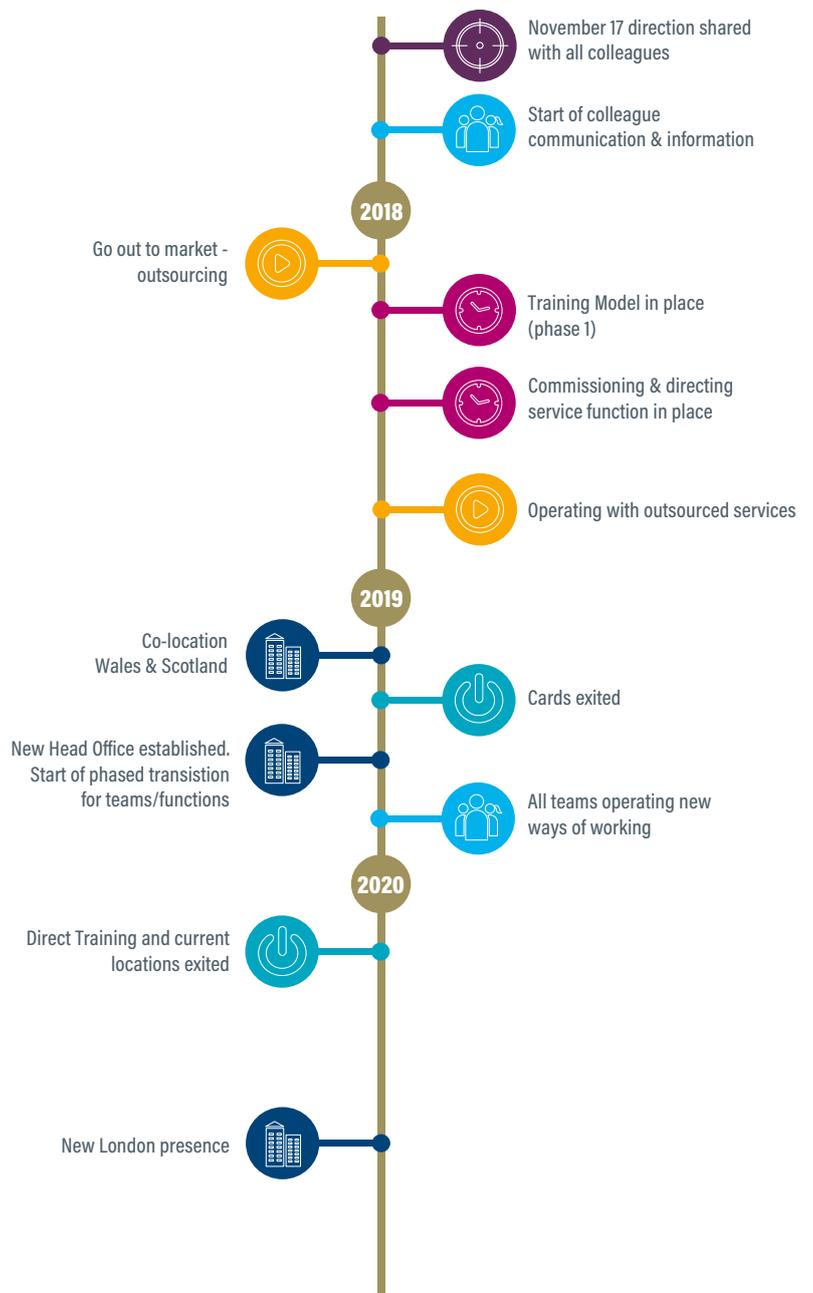
Key Targets

- **By the end of 2018:** deliver 50 new Trailblazer apprenticeship standards in partnership with the IfA. Key skills to be supported by new Apprenticeships should be prioritised in relation to what industry needed but also across all levels. In manual occupations this should be linked to Wood trades/interior fit-out, Electrical trades and installation, Plumbing and HVAC Trades. New apprenticeship standards should also support the development of professional disciplines, effectively widening the routes into these roles from the historically narrow, and less accessible, route from completing a relevant university degree on full time basis.¹
- **By the end of 2018:** set a diversity benchmark based on analysis of gender of new apprentices entering construction using CITB data. This will inform specific objectives around diversity of entrants to the industry up to 2022.
- **By 2019:** bring the industry's careers initiatives together under on comprehensive behavioural campaign, utilising the Go Construct brand. This will include developing a single platform and portal to support construction careers.
- **By 2020:** implement in full the CITB reform programme (see roadmap graphic).
- **By 2020:** Engage the industry to provide 1000 work experience placements for student studying the Construction T-Level.
- **By 2022:** Set the aspiration of increasing the number of construction apprentices to 25,000 pa by 2020, and to 30,000 pa by 2022, and to increase the diversity of those undertaking construction apprenticeships.²

A dashboard demonstrating progress on the key objectives in this strategy will be prepared and monitored regularly by the CLC Skills Workstream.

Vision 2020 Roadmap

Indicative milestones for CITB Transform programme



⁵ CITB Construction Skills Network (CSN) Report – published January 2018

⁶ Apprenticeship Statistics: England, Parliamentary Briefing Paper Number 06113, 25 January 2018
21000 Apprenticeships started in Construction in England in 2017

3. Attract, Recruit and Retain

Overview

The challenge construction faces in attracting recruiting and retaining its future workforce will increase as Brexit requires it to grow more of its workforce domestically. This will require it to attract people from a wider range of backgrounds than present.

At the same time the growth of new roles requiring digital skills presents more opportunities for construction to present itself as an attractive career option.

However, to do so it must become more effective in:

- Speaking with one voice
- Addressing negative perceptions amongst young people and those that advise them
- Effectively targeting career changers and identifying transferable skills from other sectors
- Providing accessible information on the opportunities and the training required to realise them
- Establishing more structured career pathways both into and within the sector, including better quality work experience
- Providing more attractive working environments and welfare support
- Communicating in an contemporary, relevant and engaging tone and manner across all media and online platforms

Specific actions

- **Develop a single industry campaign to attract the workforce it needs.** The focus of this campaign will be to effectively engage with those outside of the industry, communicating across multiple media and online platforms, providing a positive image of working in the industry. It will enhance the CITB 'Go Construct' platform and existing initiatives such as Inspiring Construction and Build UK's Open Doors to improve engagement and communication with schools and colleges.

By the end of 2019, all construction industry image and awareness campaigns should be branded under this single banner. CITB will lead the management and co-ordination of this, including a revamp of 'Go Construct' and building on activity such as 'Inspiring Construction' and working across Construction and the Built Environment.

CITB will raise the effectiveness of the network of Construction Careers Ambassadors through providing the appropriate training and by co-ordinating its engagement with schools, within the new single campaign banner.

- **Increase diversity** with regard to gender, ethnicity and disability, level of household income and to actively promote construction careers across society supporting improving social mobility. Currently, construction is some way behind the average of all industries. For example, just under 12% of its workforce is female compared with an industry average of 47%. The same applies to BAME (5.4% vs 11.9%) and people with a disability (11.9% vs 13.8%)
- **Developing a structured work experience programme to build on existing initiatives** such as 'Experience Construction', and supporting employers to commit to work placements for T-Levels and other work experience initiatives to attract under-represented groups into the industry by setting up clear processes, guidance and incentives at different points of a student's academic career.
- **Identify key drivers of people leaving the industry and develop mitigating strategies**, including pay benchmarking with similar level roles in other sectors, as well as active research into why talent leaves the construction industry.
- **Develop programmes to engage and retain the current workforce** and provide continuous employment to ensure the industry retains its competent and capable talent.
- **CITB will work with DfE and with industry to ensure that the funding allocated for construction under the National Retraining Scheme (NRS) enhances opportunities for onsite work experience and training and to promote industry participation in it.** Through the industry group that CITB has set up, it will identify the potential for the infrastructure created by the NRS to deliver the work placements that will be required by T-levels, when these are phased in from 2020.
- **Identify and agree the priority to develop construction's future workforce** from diverse sections of the community, such as the unemployed, former military personnel, occupations with skills transferable to construction and extending the working lives of those already in the industry through retraining. Where required specific campaigns will be developed to support these actions. Through its funding, CITB will work with industry the commission specific programmes. The case study on Step In, Step Up illustrates one potential example.

Case study:

Pathways into employment - Step In, Step Up to Construction



“Kier Construction was instrumental in founding “Step In, Step Up to Construction” in conjunction with CITB. Candidates selected complete a 12-month programme of training and hands-on experience in construction careers. The courses are as flexible as possible to make them accessible to a wide range of people – for example training can take place in the evenings and at weekends.

Sarah Lockhart is a career-changer and mother of one who retrained through “Step In Step Up to Construction” to become a Construction Estimator with Kier Construction.

I worked at JobCentre Plus in Plymouth for 11 years. I did various roles but wanted to do something more challenging. I heard about “Step In Step Up”, they were looking for people with transferable skills so I decided to see what was available.

I am now enjoying the start of a career as an Estimator with Kier. I have been integrated into the team, my colleagues are very supportive.

My role fits with family life. My job is flexible. An average day is 8am – 5pm. I have a 4-year-old daughter and I can fit her schooling around that. Whether I’m pricing a job in Plymouth or further afield I can do it directly from the office or at home if needs be. I’m doing my Higher National Certificate in construction at the moment and enjoying my work.

There are diverse opportunities in construction regardless of gender. People from various backgrounds work together to build schools, hospitals and communities; it is a career to feel proud of.

Women in construction bring a diverse set of skills. I’ve met talented women from Bricklayers to Site Managers, all of whom are integral parts of the business.”

4. Apprentices

Overview

Construction apprenticeship starts in Great Britain are at a record high. Since 2012 the figure of those joining a construction apprenticeship has continued to rise steadily each year from 17,528 in 2012 to 26,195 in 2017, a rise of 49%. This is the highest figure since the present way of recording apprenticeships began in 2003. While the overall picture for apprenticeship starts is good at the moment, there is no room for complacency. More employers need to step forward to offer apprentices places so they can start a rewarding career in construction.

CLC and CITB will work with employers, trade associations and government to create the optimum structural approach to ensure that employers are able to invest in high quality and relevant apprenticeships and to support them to grow the numbers starting and completing apprenticeships.

Apprenticeships should support both entry and career progression. CLC, CITB and other industry groups will encourage IFA to adopt a positive view of Apprenticeships being approved at progressive levels within the same disciplines. This supports the ability to both attract from a wider range of candidates and then support progression and retention e.g. from a level 2 entry apprenticeship to higher levels.

Specific actions

- **Co-ordinate the development of apprenticeship Trailblazer standards** across the sector, and to work with the Institute for Apprenticeships (IfA) to ensure these are developed to the required standards approved and ready for delivery quickly and reflect the skills needs of a modernised construction industry. The CLC Skills workstream sub-committee will oversee and monitor the development of the Trailblazer standards in the medium term (up to Q3 2018) when a decision how to govern the development will be reviewed. A Construction Apprentice working group will be established – refer Appendix 2 detailing outcome and deliverables. This will be led and co-ordinated by CITB with membership from employers. It will report direct to the CLC Skills workstream sub-committee. Its objective is to support the CLC Skills workstream sub-committee by providing evidence on construction's future apprenticeship needs, the barriers to meeting them and identifying the specific actions – refer Appendix (3) for a list of current apprenticeship standards in the process of seeking approval. It should also advise the CLC on an appropriate target for completions and for quality.
 - **Help the sector access accurate information about the apprenticeship system and support.** This includes information on standards, the Apprenticeship Levy, models for supporting apprentices in small employers and CITB grant funding.
 - **Ensure that the Apprenticeship Levy funding delivers training where industry most needs it.** CITB and CLC will work with the Department for Education to address key concerns such as that proportionately less funding is available to support investment in apprenticeships by the smaller firms who do not pay the Apprenticeship Levy but who are the major investors in construction apprenticeships particularly in the trades. At the same time, many construction Apprenticeship Levy payers will struggle to make full use of the funds in their digital accounts, which are also less likely to be invested in construction's skills priorities.
- Amongst the key areas on which CITB and CLC will work with DfE will be:
- The importance of preserving funding for non-Apprenticeship Levy payers beyond the current 2018/19 allocation
 - Providing an understanding to DfE of the areas of apprenticeships provision most at risk if funding for non-Apprenticeships Levy payers is reduced
 - Increasing the opportunities for Apprenticeship Levy payers to pass on unused funds to other construction employers
 - Influence government to incorporate additional flexibilities for the sector to recognise the use of two levies and the construction model for employment and training
- **Provide a mechanism that supports Apprentices who are displaced or made redundant while in their training period** by continuing to provide employment and training opportunities where jobs cease to be continued or available.
 - **CITB and CLC will establish with the Institute for Apprenticeships the appropriate working arrangements to ensure that:**
 - The work of the IFA's route panel is informed by an overview of the priority occupations for which standards are required
 - The standards developed reflect differences in roles within the same occupation
 - All standards developed meet the requirement of industry National Occupational Standards

Case study:

Pathways into employment - Employer Engagement Apprenticeships

Keith Tyson, Lignum Associates is a British Woodworking Council Member and an assessor for the Code of Conduct Scheme.

“Over the past 10 years I’ve visited many Architectural Joinery Companies. One of the questions I’m asked is: “Does the company employ apprentice joiners?”

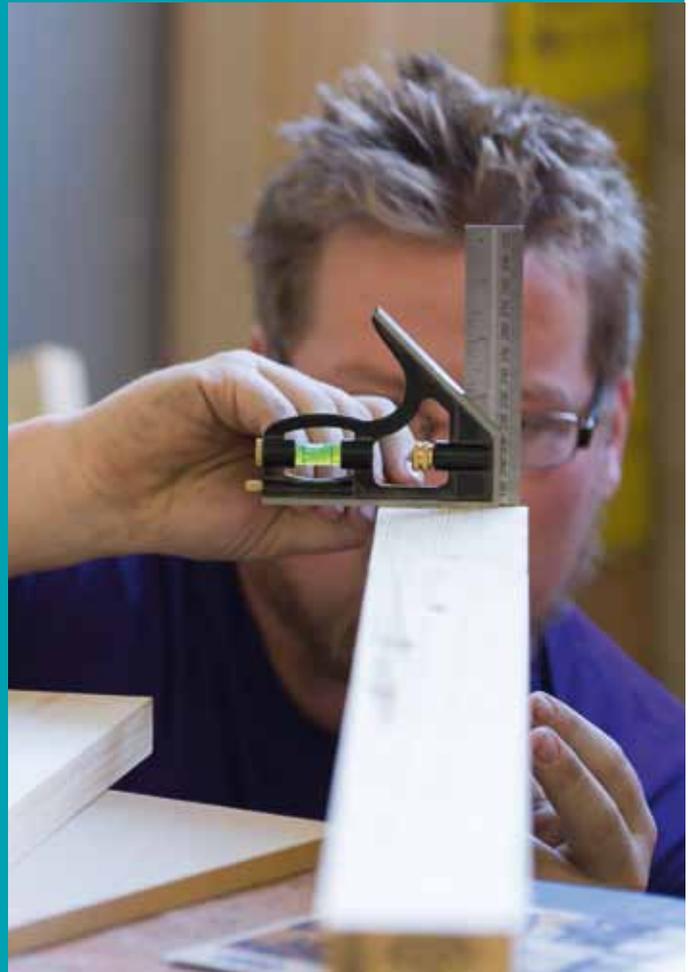
I have found the answers disappointing. Employers say there’s a lack of good candidates; a lack of work ethic in them and the courses produced by colleges are unsatisfactory.

When speaking to the apprentices their general view of the college course was the syllabus’ content did not reflect the current trade practices and skills required with too much emphasis on Health & Safety.

With this evidence I was pleased to take up the opportunity of being a member of the Wood Occupation Trailblazer Group, the “proto-type” Trailblazer for trades in the Construction Industry. As a Non-Executive of a family-owned housebuilding company (125 dwellings per year), it helped with the carpentry input.

Working with the group on course content, along with other working groups, we were able to arrive at the course content that has had a very good response from both industries.

The time taken in meeting the various Government departments in requesting amendments have caused long delays but finally we have courses which have been well-received by the awarding bodies and course providers. This will enable the apprentices to develop a good background for their future as tradesmen.”



5. Training

Overview

With CITB now an active player in the CLC Skills Workstream, we will now work together to agree what are the sector's priority skill needs, reflecting both current demands and future skills needs. We will use this agreed industry picture to ensure that Training Providers understand and respond to these needs and to target support at the areas of greatest need.

CITB will improve the impact of construction's investment in training by targeting funding support on the priority area, by influencing and supporting providers to use innovative training methods and by providing evidence on the competency that has been delivered by industry training and where the gaps remain.

Specific actions

- **Support CITB to implement its reform plan** to provide greater strategic direction and leadership.

This will support CITB to deliver on:

- identifying of current and future skills needs and training methods,
- supporting and influencing Training Providers to deliver them,
- setting out training and progression routes,
- setting standards,
- funding construction training,
- promoting the industry.



CITB will improve the impact of construction's investment in training by targeting funding support on the priority area



- **Develop common training standards and programmes in key areas** such as health & safety, management and employee wellbeing, to continue to improve standards in the UK construction sector, such as implementing the recommendations of the Independent Review of Building Safety (7) in relation to construction skills.
- **Agree the priority skills areas to address** with CLC and key trade associations based on CITB forecasts and analysis of trends in demand and supply, research on future skills and discussion and agreement on which skills areas will have the greatest impact. This will also look to support an industry action plan to reduce dependence on migrant workers by supporting the upskilling and re-skilling of those working in the UK industry.
- **Use its evidence, influence and, where necessary, its funding to ensure training is accessible in multiple formats** which take account of emerging learning technologies, such as immersive learning, thereby ensuring more employers train and that the training is relevant. This includes continuous review of quality and capacity, geographically and by occupation.

Case Study: Supporting innovation in training delivery through Immersive Learning

Immersive Learning (the use of Virtual Reality technology) has huge potential to revolutionise training in construction but it is currently lagging behind other industries, CITB research showed that it could improve the quality, speed, cost and appeal among students of training. But it was being held back by a lack of awareness, experience and of standardisation. To build capacity and spread best practice, CITB launched a £1.5m commission opportunity for collaborative and innovative IL projects.

- **Target funding at the areas of industry-agreed greatest need** either through enhanced grant rates or through support specific programmes or commissions.
- **Address gaps in industry needs for trainers and assessors** through evidence, and where required, funding. This will be supported by the development of a Training Directory, to assist with increasing industry access training that is most relevant to its need and delivers the greatest value for money. Including establishing a National Record of Achievement that provides the industry with evidence on the outcomes being achieved by training helping to reduce wasted duplicate training and to target where the gaps remain.
- **Develop a plan for implementing the National Retraining Scheme.**



Case Study: National Retraining Scheme

The National Retraining Scheme (NRS) has allocated £34m for construction, of which £24m over two years will support innovative ways of training new entrants. CITB has been asked by DfE to identify how best this fund could be deployed and has proposed the development of 20 On-site Learning Hubs. These are mobile learning centres which have facilities to deliver educational and practical skills. They would ideally be located within a large housing development or infrastructure project, and will deliver onsite work experience and training opportunities and are likely to provide the facilities that could support work placement for T-levels when these are introduced in 2020.

CITB will be working with employers, housing associations, LEAs and local authorities to encourage bids to run these Learning Hubs.

6. Future of the Industry

Overview

Investing in the future skills required by digital construction and offsite construction could generate significant productivity improvements. These will underpin reduced costs and project delivery times, increased quality and better environmental outcomes. It will also support the recruitment and retention of a more skilled workforce.

To realise these opportunities, industry, government, training providers and other related organisations must be able to access the right evidence. This will:

- Support the development of a shared understanding of the opportunities available and help to galvanise the actions required by all parties to realise them.
- Ensure that the industry's careers campaigns are forward-looking and reflect the full range of opportunities available.
- Help those responsible for standards and qualifications, including CITB and training providers to better understand construction's future skill needs and respond to them quickly.
- Provide CITB with the intelligence to target its funding.

Specific actions

- **Influence central and local Government Procurement strategy and policy** in relation to construction and infrastructure to include clearer expectations that projects are delivered using smart construction.
- **Agree the contribution that new technology and smart construction can make to improving productivity** over the next decade and the actions required by industry, CITB and by government to make this happen.
- **Develop programmes to retrain the workforce** with the skills to support the future industry needs to embed and maximise the use of digital technologies and smart construction.
- **Ensure that skills are taught using a blend of modern teaching techniques**, including developments such as simulation, virtual and augmented reality as well as exploiting developments in contextual learning for core skills.
- **CITB Future Skills research:**
CLC will agree with CITB the development of research to highlight the potential scenarios for construction employment level in different occupations should the industry start to make more progress and move further towards application of new technologies and smart construction. This would seek industry agreement on what is achievable in the next decade, analyse the implications for the level of construction employment and the occupational mix and set out the actions required to make this happen.
- **Digital skills.** Review which types of digital platforms and tools are most widespread, now and in the future and where there is the most potential for uptake in construction. Analyse the skills, knowledge and behaviours needed to support their use and greater adoption and what forms of training intervention are most appropriate.

- **Industry Culture and Productivity.** Improve the understanding of the link between industry culture, individual behaviour to improve productivity.

This will include reviewing:

- To what degree are individual behaviours influenced and shaped by industry culture and can this be influenced through training?
- How is the identified need for more flexible skills sets and behaviour change being supported by industry's supporting infrastructure (Associations, Professionals Bodies, and Awarding Organisations). What more can be done?
- Are silos in industry culture and infrastructure a barrier to behaviour change?
- Looking at behaviour change in other industries and how it's been achieved.

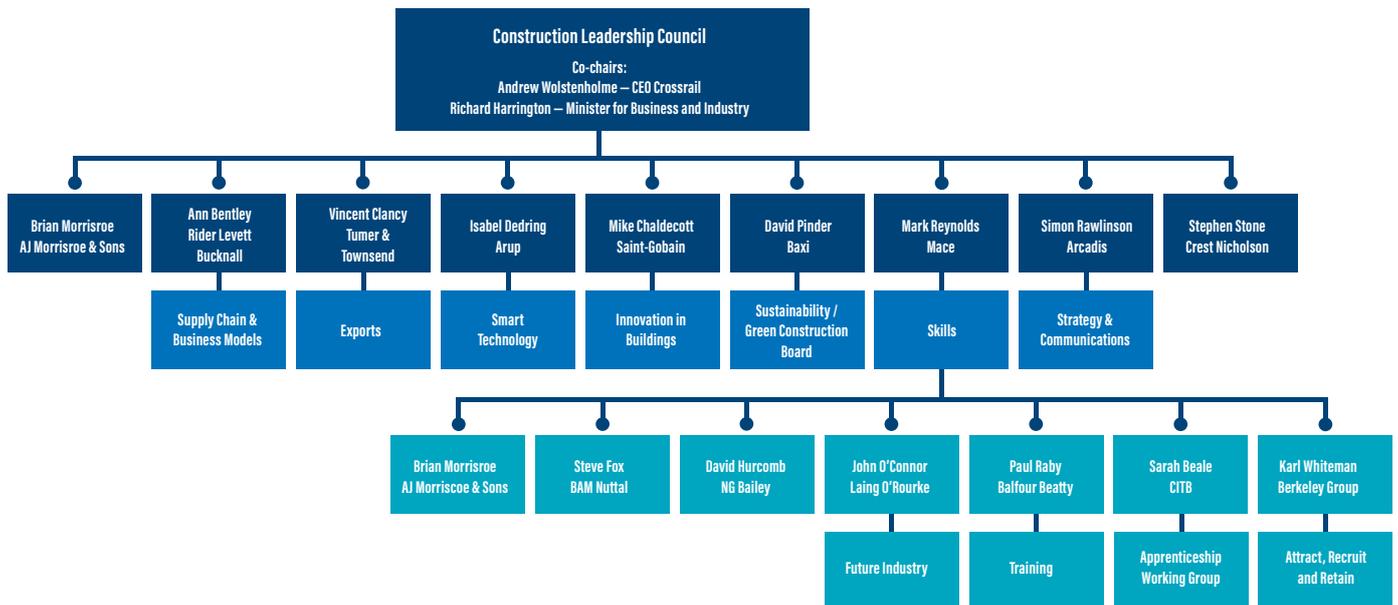
- **Research the skills needed to deliver future requirements** whilst considering impact of technology and smart construction development.

- **Encourage action to reduce the number of workers not in direct employment**, especially false self-employment which is a clear barrier to employers investing in training. Industry needs to collaborate to encourage all public and private sector clients to consistently mandate direct hire practices in their supply chain.

In all areas of the above research areas, CITB will work with the CLC to agree the implications of its research for CITB's careers, standards and qualifications and training and development work and its funding support and for action by industry and by government.

Appendix 1

Organisation - May 2018



Appendix 2

Construction Apprenticeships Working Group

Outcome for the Group:

- To support the Construction Apprenticeships Strategy Group (CLC Skills Group) by providing evidence on construction's future apprenticeship needs, the barriers to meeting them, and identifying the specific actions in terms of new development of Standards and enabling appropriate provision to support them.

Areas of Discussion:

- Defining what occupations employers need from apprenticeships and challenge employers on the need for multiple occupations from the same occupational family
- How this is likely to change in the light of potential take up of smart construction
- Commissioning and overseeing development of new Standards against agreed principles and within the framework of the construction occupational map
- To engage with the Institute for Apprenticeships on development principles and agree common understanding and approach

- Identifying the key reasons for failure to complete apprenticeships and/or enter construction and the actions required to address this
- Identifying methods to grow the proportion of women and BAME undertaking and completing apprenticeships
- Identifying the actions needed to ensure provision is available in the occupations and locations where it's needed
- Creating viable routes for specialist occupations both in terms of competency recognition and access to provision
- Identifying the potential to expand shared apprenticeship schemes and the barriers to this for both learners and employers

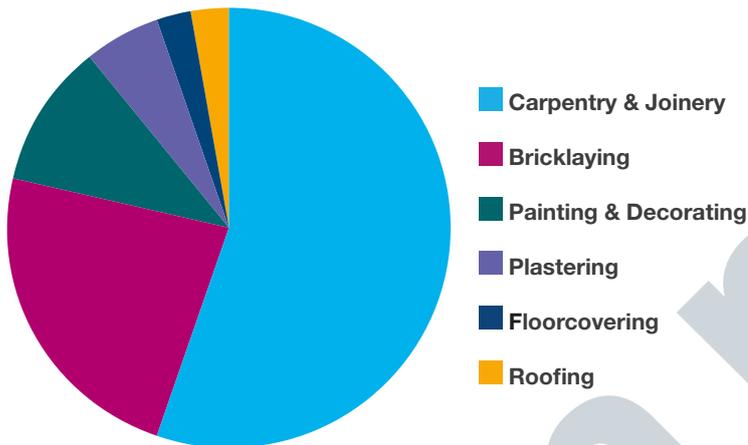
Appendix 3 – Sector Plan Report

Apprenticeship Development Summary Prepared by CITB

Total Number of Apprenticeships in Development	CITB Supported	Standard in Development	Assessment Plan in Development	Approved for Delivery	Being Delivered
66	36	19	43	9	1

** Construction apprenticeships only

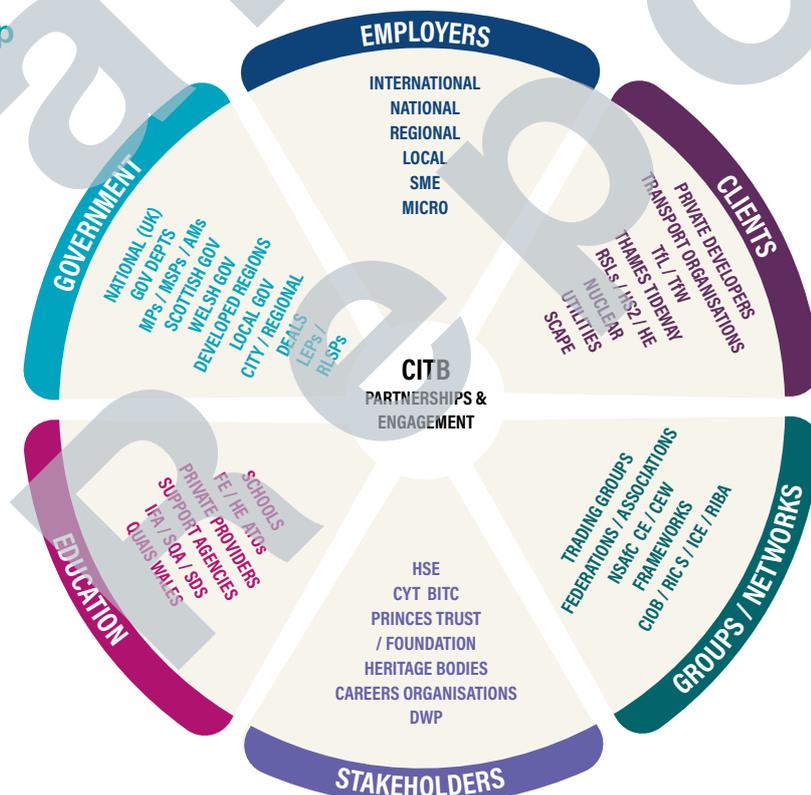
Priority Occupations make up 70% of SASE Starts



Priority Occupation	Current RAG Status
Carpentry & Joinery	Pending Final Approval
Bricklaying	AP – awaiting feedback
Painting and Decorating	Red
Plastering	AP – awaiting feedback
Floorcovering	In development
Roofing	In development
Total RAG Status	
Red	17
Amber	6
Green	16

Key
 Red = No known activity for more than 6 months since last submission
 Amber = No known activity for more than 6 weeks since last submission
 Green = Has been submitted within last 6 weeks and awaiting feedback

Appendix 4 Stakeholder Map





Construction
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