

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny – 31 January 2018

**Subject:** Construction, Skills and Employment Opportunities

**Report of:** Head of Work and Skills

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**Summary**

The purpose of this report is to summarise the size and scale of construction sector in the City and the current & future skills requirements and challenges for the sector nationally and locally. The report provides an overview of the construction skills provision, numbers and levels including apprenticeships, which show a decrease despite the growth of the sector. It also provides some examples of the ways in which Manchester residents can be provided with the appropriate skill sets to access employment within the construction sector. To help illustrate the approach of key clients and companies there are examples of a number of key developments including; The Factory; Old Town Hall refurbishment; and Manchester Airport T2 transformation.

The presentation on the Construction Pipeline Analysis and the report from the University of Manchester Local Inclusive Growth Analysis Unit provide further detail on aspects of this report. Representatives from the key developments along with the Chamber and University will attend Economy Scrutiny to respond to question and take part in the discussion.

**Recommendations**

- (1) To note and comment on the report
  - (2) To consider if there are any specific construction projects or initiatives that the Committee would like to receive reports on in greater detail, in the next Municipal Year
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**Wards Affected:**

All Wards

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**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Construction sector pipeline accounts for £5bn of investment into the City and as a result there will be new jobs and training opportunities for our Manchester residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The construction sector needs a range of skills including high level skills to meet the needs of a modern construction industry. There are many opportunities for our Manchester residents wishing to pursue a career in the industry.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	As above the construction sector needs a range of skills and there are entry level and apprenticeship opportunities, as well as the need for skilled labour. Generally, the sector pays above the Living Wage and offers progression opportunities. Report from the University of Manchester's Local Inclusive Growth Analysis Unit provides an assessment to the contribution and challenges of the sector in terms of inclusive growth.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Economy Scrutiny Committee report of Jobs from key developments Nov 2016
- Economy Scrutiny Committee report on apprenticeship activity in Manchester, 3 January 2018
- Manchester Work and Skills Strategy 2015-2020

## 1.0 Introduction

- 1.2 Manchester's economy has grown substantially in recent years and there are now approximately 374,700 people working in the city, with an estimated 236,000 Manchester residents in employment at the end of 2015. This growth has been driven by the private sector including core and high-growth sectors; increasing numbers of international visitors; a rising and changing population, an expanding business base, a buoyant city-centre commercial market, internationally renowned cultural and sporting sectors and major investments in transport and infrastructure.
- 1.3 Construction is one of the four growth sectors in the City and plays a key role in contributing towards the GVA and employment base of the local economy. More importantly, the construction industry has recovered well in recent years and has been contributing to the UK's economic growth since 2013. Construction output in the North West is at a record high, and Manchester and Greater Manchester are expected to continue to grow at faster than the national average. A separate presentation by the Chamber provides a detailed analysis of the construction pipeline and opportunities in Greater Manchester.
- 1.4 Access to skilled labour is critical to ensuring that the construction sector continues to thrive and grow. The construction sector offers employment across a range of skills from entry level labour, apprenticeships through to higher level professional opportunities. Historically, migrant labour has played a key role in augmenting capacity in the UK construction sector.

## 2.0 Background and Context

- 2.1 Many of the structural issues within the construction sector specifically in relation to competition, fragmentation, performance and skills of the workforce are long standing challenges. As far back as 1934, Alfred Bossom's book "Building to the Skies" highlighted issues with the standard of performance of the UK construction industry. Since that time there have been further reports on critical issues in the sector including skills namely;
- The Simon Report 1944
  - The Emerson Report 1962
  - The Barnwell Report – 1967
  - Faster Building for Commerce – 1988
  - The Latham Report – 1994
  - The Egan Report – 1998
  - The Farmer Review 2016
- 2.2 The construction sector has evolved and responded to some of the challenges more recently with the use of technology, BIM modelling and improved collaboration particularly in response to the new Apprenticeship Levy and development of the new Standards. However the sector faces many more

challenges and opportunities, which are outlined in this report, including an aging workforce and skills gaps, alongside the increase in modern construction methods with off-site construction becoming more prevalent as the sector begins to change its focus in the future.

2.3 In the Autumn Budget, the Government pledged £204 million of funding for innovation and skills in the construction sector, including training a workforce to build new homes and £34 million to scale up innovative training models across the country. Furthermore the government announced that it will use its purchasing power to drive adoption of modern methods of construction, such as offsite manufacturing, through its 'Transforming Infrastructure Performance' programme.

2.4 Since The Farmer's review, there has been a further review by the McKinsey Global Institute: *Reinventing Construction: A route to higher productivity – Feb 2017*. Whilst this was a global review focused on the factors that are contributing to productivity in the construction industry as a whole, there are a number of recommendations that echo the findings of Farmer's review including:

- extensive regulation and dependence on the public sector funding cycles
- construction being opaque and highly fragmented
- poor project management and execution
- lack of skilled labour at frontline and supervisory levels
- industry underinvests in digitization, innovation and capital

## 2.5 **The Farmer Review**

Mark Farmer, a consultant was commissioned in February 2016 by the Construction Leadership Council at the request of the government to undertake a "no holds barred" review of the construction sector.

2.6 The report suggested that the UK's construction industry faces 'inexorable decline' unless longstanding problems are addressed. In particular, the review highlighted the sector's dysfunctional training model, its lack of innovation and collaboration, and its non-existent research and development (R&D) culture. It found that high levels of cost inflation, driven by labour shortages, have caused numerous housing & other schemes to stall as their costs have risen prohibitively. Carillion is a high profile example of a very large company becoming insolvent because of some of the pressures in the industry.

2.7 As more people leave the industry each year than join it, the construction workforce is shrinking, placing increasing constraints on its capacity to build housing and infrastructure projects. However, the Farmer review found that there was little incentive for contractors to invest in long-term training when they are increasingly reliant on a fractured supply chain, very small companies and self-employment.

- 2.8 The solutions, according to Farmer, lie in the need to better align the requirements of construction firms and the clients and businesses, which hire them. To address the challenges in the construction sector including the under-investment in research and innovation, as well as skills, Farmer recommends a more radical approach to drive transformational change through a tri-partite agreement between Government, industry and Clients.
- 2.9 To deal with the fundamental issues in the construction sector the Farmer Review set out 10 headline recommendations:
1. The Construction Leadership Council (CLC) should have strategic oversight of implementing the recommendations;
  2. The Construction Industry Training Board (CITB) should be comprehensively reviewed and reformed;
  3. A reformed CITB should reorganise its grant funding model for skills and training aligned to a future modernised industry;
  4. Investment in R&D and innovation in construction by changing commissioning trends from traditional to pre-manufactured approaches
  5. A comprehensive innovation programme to define key measures of progress and report regularly against these;
  6. A public-facing story and image for the holistic 'built environment' process, including an outreach programme;
  7. Government willingness to intervene to help establish and maintain appropriate skills capacity;
  8. Government should promote the use of pre-manufactured solutions in the housing sector;
  9. Government should assemble and publish a comprehensive pipeline of demand in the new-build housing sector;
  10. Government should consider a behavioural deterrent scheme similar to the 'carrier bag charge', taxing businesses that buy construction work in a way that doesn't support industry innovation or skills development.
- 2.10 Following the Farmer review, the Government provided a response in July 2017 and has been incorporating the findings and recommendations into policy development. The Government's response to Farmer set out its commitment across 3 common strands, which aims to ensure that the sector becomes more digitally enabled; commissioning improves to include off-site manufacturing and the CITB is reformed. The Government response is at Appendix 1.

## 2.11 **Sector Deal**

The Construction Leadership Council responded by outlining their vision on how Sector Deal Funding could be used to transform the industry and make wholesale improvements in research and innovation and make better use of technology. Their proposal outlined the need for a three year deal of £250m that would create a "Core Innovation Hub" comprising of 3 research and innovation centres.

- 2.12 The Government published the '*Industrial Strategy: building a Britain fit for the future*' White Paper on 27 November 2017, setting out its long term plan to boost the productivity and earning power of people throughout the UK. The Industrial Strategy confirmed that there would be further investment through a number of Sector Deals. The Sector Deal for Construction was one of the first sector deals announced, which will result in £170m investment (Nationally) from the Industrial Strategy Challenge Fund supporting "innovation and skills" which was a recommendation of the Farmer Review
- 2.13 The Construction Sector Deal aims to substantially boost the sector's productivity, through greater investment in innovation and skills, creating new and well-paid jobs and maximising its export potential and reduce the environmental impact, improve the efficiency and reduce whole life cost of new projects and buildings to help build the houses, schools, hospitals and major transport projects. However, the Construction News reports that the Construction Sector Deal is being postponed with the detail set to be changed in the light of the Carillion situation.
- 2.14 As part of the Autumn Budget announcements, Greater Manchester will work in partnership with Government to develop one of the first Local Industrial Strategies - the GM Local Industrial Strategy, which will be aligned to the Greater Manchester Strategy. This will allow for a focus on construction and other sectors locally with the opportunity to better tackle some of these issues at a place level. There will be reports on the development of the GM Local Industrial Strategy to future Economy Scrutiny meetings.
- 2.15 Another key recommendation of the Farmer Report was that the Government should undertake a review of the Industry Training Boards. This was timely given the introduction of the Apprenticeship Levy in April 2017, which meant that larger construction companies are paying both an apprenticeship levy and the CITB levy. The review of the Industry Training Boards concluded with a report in November 2017 and recommended that the CITB reforms.
- 2.16 CITB responded outlining their Vision for 2020 "Agenda for Change" as a result of a comprehensive consultation outlining what UK construction wants from a modern training body:
- Renewed governance, increased transparency on outcomes and greater accountability regarding their achievement
  - An effective, sustainable business model
  - Better value for levy payers and a reformed grants scheme
  - Modernisation to boost productivity and careers in the industry
  - A sustainable, high quality training and development market
  - A streamlined organisation
- 2.17 CITB has been working with Greater Manchester as part of their national consultation, which has informed their agenda for change. CITB's Agenda for Change can be found in Appendix 2.

2.18 An issue highlighted by the Farmer review related to the lack of new entrants attracted to the sector. Figures from a 2016 YouGov poll confirmed the view that school leavers and graduates do not view construction as an attractive career choice. The poll found that two-thirds of Britons wouldn't consider a career in construction nationally. There are some increased risks to the sector from Brexit which is the subject of a separate report to this Committee. Notwithstanding this, CITB and the industry is undertaking significant work with schools to promote the sector as an attractive career option with good progression. More needs to be done with school Careers Education Information Advice and Guidance practitioners to raise the profile of construction and assist them in understanding the range of opportunities the sector can offer.

### 2.19 **Design Engineer Construct (DEC)**

DEC is a nationally accredited learning programme for secondary-school age students, developed to create and inspire the next generation of Built Environment professionals. Through a project-based approach, DEC applies pure academic subjects (STEM) to the latest construction industry practices. This is working well with St Ambrose RC High School in Salford at both pre and post-16 levels but one of the key challenges for Manchester is the lack of uptake from secondary schools. Work continues to work with schools to adopt this approach in Manchester and we will use "Our Town Hall" project as another mechanism to promote it.

### 2.20 **Off Site construction**

Farmer highlighted the need for "*Investment in R&D and innovation in construction by changing commissioning trends from traditional to pre-manufactured approaches*". Off-site or modular construction is a term used to describe the use of factory-produced pre-engineered building units that are produced off site and delivered to site and assembled as large volumetric components or as substantial elements of a building. Off site or modular build is becoming more commonplace within the construction sector.

2.21 CITB's Off-site Construction report: *Faster, Smarter, More Efficient: Building Skills for Offsite Construction in April 2017*, highlighted that 16% of employers already use offsite construction, representing 10% of construction's total output. This is set to grow in the next five years, with 42% of larger construction employers estimated to be using offsite construction by 2022. Greater use of modular and offsite housing solutions is seen as a significant opportunity to increasing output. This increased use of Modular Building techniques will change how sector employs staff in the longer term, with more being employed at construction manufacturing bases. It also provides opportunities for the construction sector to diversify its workforce. At present there is no off-site construction facility in Greater Manchester.



2.22 The CITB report found that offsite construction can increase productivity, reduce timescales and lower build costs compared with traditional construction. The greatest potential for growth in offsite is in the housing and commercial sectors. In order to capitalise on these opportunities, the UK needs to have sufficient capability and capacity within its construction sector workforce. This research identified six key functions for offsite construction:-

- Digital design
- Estimating/commercial
- Offsite manufacturing
- Logistics
- Site management and integration
- Onsite placement and assembly

2.23 The CITB off site research found a number of issues with training and qualifications, acting as barriers to delivering the skills needed for off-site construction, notably:-

- Limited training and qualifications that are specific to offsite construction, as opposed to traditional construction
- Training that is available does not typically include coverage of relevant 'softer skills', including behaviours and attitudes for offsite, even though these are very important for the holistic nature of offsite work
- There is a shortage of skilled tutors and assessors with relevant and sufficient knowledge of offsite to be able to deliver high-quality training
- Where relevant training and qualifications are available, most employers are not aware of them, or are unable to access them because few providers offer the courses or because they are not able to release employees to attend training

2.24 CITB's recommendations included a review of National Occupational Standards to understand gaps and to consider using CITB's funding to further develop training opportunities within this growing area.

### **3.0 Current scale of the construction sector in GM**

3.1 Greater Manchester Chamber of Commerce has, over a number of years, undertaken a Greater Manchester Construction Pipeline analysis and the latest findings are about to be published. There will be a presentation from GM Chamber summarising the most recent findings at the meeting.

3.2 The pipeline for Greater Manchester includes 769 projects with a total value of £12.5bn, extending to 2033. Housing accounts for approximately 40% of the forecast output – see table 1.

Category	2017	2018	2019	2020	Total Output
Housing	£1.35bn	£1.32bn	£0.76bn	£0.36bn	£3.79bn
Infrastructure	£0.16bn	£0.67bn	£0.62bn	£0.13bn	£1.58bn
Private Commercial	£0.70bn	£0.77bn	£0.41bn	£0.17bn	£2.04bn
Private Industrial	£0.11bn	£0.07bn	£0.00bn	£0.00bn	£0.18bn
Public Non-Residential	£0.38bn	£0.48bn	£0.29bn	£0.08bn	£1.24bn
Total Output	£2.71bn	£3.31bn	£2.08bn	£0.75bn	£8.84bn

Table 1: Output by category, GMCC & CITB GM Construction Pipeline 2017

3.3 In summary, the findings of the construction pipeline report finds:

- There is currently £12.5 billion worth of projects in the pipeline for Greater Manchester
- £8.8 billion of this output is set to be delivered in the four-year period 2017-2020
- New project starts over the same period are worth a total of £7.8 billion
- £3.5 billion or 45% of the industry's total output over this period is accounted for by housing projects
- Manchester dominates forecasted output in the pipeline, accounting for 58% the total at £5.1 billion (see table 2). There are also substantial developments occurring in Salford amassing £1.2 billion representing 14.5% of the GM total. Other areas with significant spend contributing to the total for Greater Manchester are Stockport (£619 million), and Trafford with £556 million. With the exception of Tameside, the remaining GM Local Authorities are projected to have a pipeline in excess of £100m

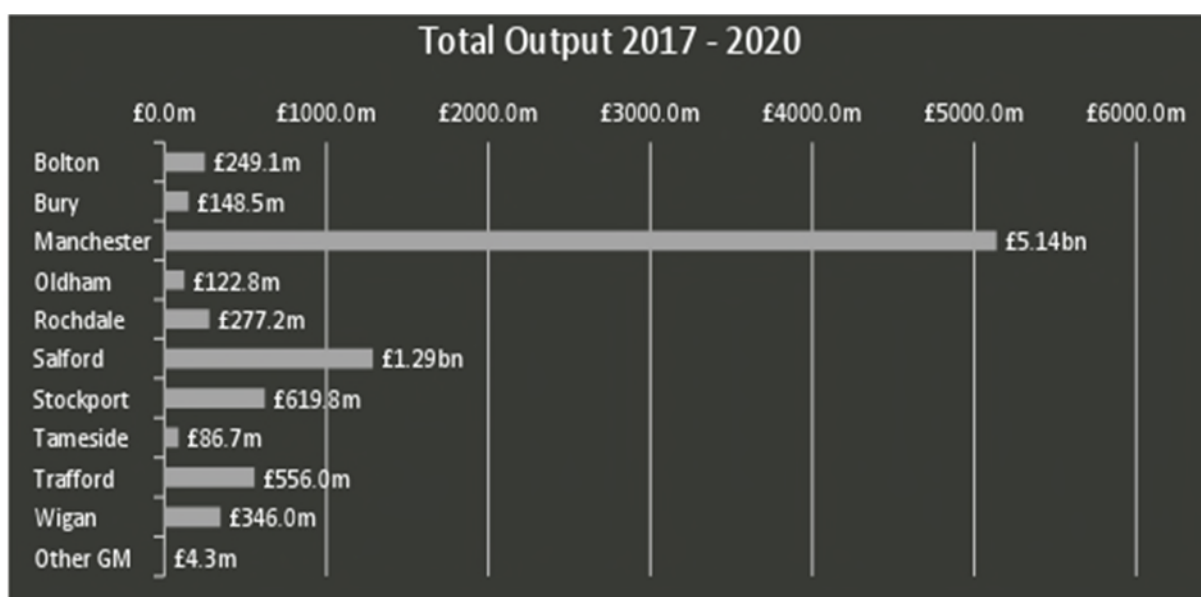


Table 2: GM Output by Local Authority, GMCC & CITB GM Construction Pipeline 2017

## 4.0 Skills Demand and Supply

### 4.1 Construction Skills supply from ESFA data

The latest year for which we have a comprehensive breakdown of skills supply data for Manchester is the 2015/16 academic year. This shows that there has been a 39% reduction in the number of SFA funded courses in construction across all age groups from a total of 2518 starts in 2014/15 to 1552 starts in 2015/16. Further detail is provided in table 3

Number of EFA funded course starts by Manchester residents (16-18) by subject and level 2014/15 – 2015/16											
Course	Entry level		Level 1		Level 2		Level 3		Totals		
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	
Construction	81	48	251	305	216	209	82	107	630	669	

Manchester residents (19-24) SFA funded course starts by sector 2014/15 – 2015/16											
Course	Entry & Level 1		Level 2		Level 3		Level 4+		Total		
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	
Construction	150	69	146	98	45	53	14	16	355	236	

Manchester resident (25+) SFA funded course start by sector 2014/15 – 2015/16												
Course	Entry & Level 1		Level 2		Level 3		Level 4+		N/A (Other)		Total	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Construction	380	279	365	202	98	135	18	21	3	10	864	647

Table 3 Source: SFA 2015/16

### 4.2 Manchester Construction Apprenticeship Training analysis

Table 4 highlights that the number of apprenticeships in the construction sector in Manchester overall is very low. However, across the 3 age categories the number of apprenticeships has increased by 45% from 120 in 2014/15 to 218 in 2015/16. While this is welcome, it goes nowhere near enough to meeting the skills needs of the sector. As with other sectors, it is too early to evaluate the impact of the apprenticeship levy on construction companies and whether it will increase the number of new apprentices starting their career in the sector and/or be used to upskill existing workforces.

Manchester resident youth apprenticeship (16-18) starts by sector 2014/15 - 2015/16

Course	Intermediate		Advanced		Higher		Total	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Construction	47	45	8	7	1	7	56	53

Manchester resident youth apprenticeship (19-24) starts by sector 2014/15 - 2015/16

Course	Intermediate		Advanced		Higher		Total	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Construction	32	60	5	10	0	4	37	74

Manchester resident adult apprenticeship (25+) starts by sector 2014/15 - 2015/16

Course	Intermediate		Advanced		Higher		Total	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Construction	18	75	9	13	0	3	27	91

Table 4 source: SFA 2015/16

4.3 GM Chamber's Pipeline includes an analysis of future employment and skills requirements and the key findings include:

- Around two-thirds of the construction workforce in Greater Manchester is located within the four authorities of Manchester (31%), Bolton (13%), Wigan (11%), and Stockport (10%)
- Current construction workforce within Greater Manchester is estimated at just under 110,000 workers
- Greater Manchester accounts for 40% of the North West's total current construction workforce and 37% of all construction firms in the North West
- Recent employment trends show the construction workforce within Greater Manchester growing at a slightly faster pace than the North West as a whole over the last five years (7.1% vs. 5.5%)
- Around 60 training providers have delivered construction-relevant FE courses within Greater Manchester over the last three years, with eleven main providers delivering 85% of provision.

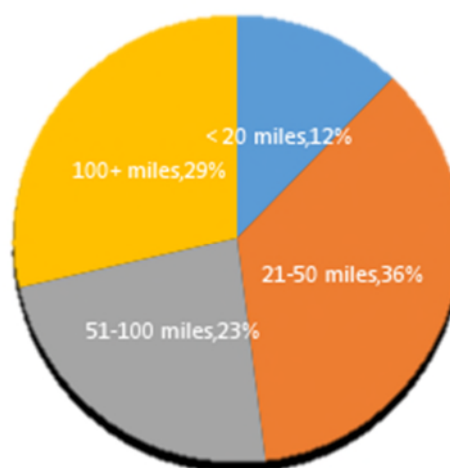
4.4 **Mobility of the Workforce**

Construction workforces are fluid by nature and findings from the CITB survey into Workforce Mobility and Skills in the UK Construction Sector 2015 gives a picture of mobility within the workforce. GMCC key findings within their pipeline report include:

- Two fifths of North West construction workers have worked in the construction industry for over 20 years (40%). Two-thirds have worked in the industry for at least 10 years (66%).
- The majority of construction workers in the North West (91%) started their construction career here. Workers in the North West are among the most likely to have remained in the same region, in which they were based for their first construction job.
- Within the North West, the average (mean) distance from workers' current residence (taking into account temporary residences) to their current site was 20.5 miles (22 miles is the UK average).

- More than three quarters of all construction workers in the North West are confident that when they finish their current job they will get a job that allows them to travel from their permanent home to work on a daily basis (79%).
- Overall around two fifths of all construction workers have only worked on one type of project (43%)
- Around half of construction workers in the region aged under 60 say they definitely will be working in the industry in 5 years' time (52%) and a further third think it is very or quite likely (33%).

4.5 The chart below shows breakdown of distance worked over a 12 month period based on CITB's survey into Workforce Mobility and Skills in the UK Construction Sector 2015.



#### 4.6 Skills gap Analysis

Potential shortfalls, where the demand exceeds local supply by nearly 25% or more, are particularly high amongst: *Architects, Surveyors, Bricklayers, Building envelope specialists and Glaziers*. Table 3 shows that demand is likely to exceed current employment estimates for many of the occupations listed, suggesting a need for significant extra training.

4.7 **Table 3: Occupational breakdown of demand for Greater Manchester compared to current employment (Source CITB/WLC)**

Occupation	Greater Manchester Employment	2018 demand as a % of 2016 employment
Senior, executive, and business process managers	6,760	108%
Construction Project Managers	1,800	100%
Other construction process managers	8,570	88%
Construction Trades Supervisors	1,780	95%
Civil engineers	1,790	98%
Other construction professionals and technical staff	8,420	93%
Surveyors	2,380	125%
Architects	1,490	133%
Wood trades and interior fit-out	10,540	110%
Bricklayers	2,920	140%
Building envelope specialists	3,440	148%
Painters and decorators	4,500	118%
Plasterers	2,130	109%
Roofers	2,380	88%
Floorers	1,300	98%
Glaziers	1,180	123%
Specialist building operatives	2,350	104%
Scaffolders	1,260	79%
Plant operatives	1,910	79%
Plant mechanics/fitters	2,070	77%
Steel erectors/structural fabrication	1,040	101%
Labourers	5,850	95%
Electrical trades and installation	8,510	95%
Plumbing and Heating Ventilation and Air Con Trades	7,610	102%
Logistics	1,000	81%
Civil engineering operatives	520	107%
Non-construction professional, technical, IT, and other office-based staff	14,470	102%
Non-construction operatives	1,700	77%
<b>Total</b>	<b>109,670</b>	<b>103%</b>

**Key**

<b>Manager/Professional occupations</b>
<b>Skilled Trades</b>
<b>Office-based Staff</b>

Peak demand <90% of current employment
Peak demand between 90% - 120% of current employment
Peak demand >120% of current employment

#### 4.8 **Longer Term requirements**

The long term forecast for Greater Manchester identifies a range of occupations with a high occupational requirement, either as a proportion of employment or as a percentage of overall demand. These occupations are: wood trades and interior fit-out; plasterers; electrical trades; plumbing & HVAC (Heating Ventilation & Air Conditioning); logistics; civil engineering operatives; non construction professional, technical, IT, and other office based jobs.

Since the Farmer review there remains the need to improve collaboration across the sector, with much better and more detailed pipeline information that provides SME's greater oversight and clarity about opportunities. This will allow the industry to plan with greater certainty for the future and invest in future as well as current skill needs.

#### 4.9 **Impact of skills on the Construction Sector – University of Manchester**

The University Of Manchester Inclusive Growth Analysis Unit has been undertaking a study into skills and career pathways within the Construction Sector across Greater Manchester. Professor Ruth Lupton from the University of Manchester has provided a separate report and will present her findings and recommendations at the Scrutiny meeting.

4.10 Building on the work of the GMCC Pipeline skills analysis, the University of Manchester research and the recommendations from the Farmer Review, Manchester needs to position itself to better respond to the national construction skills issues at a local level, using City Council leverage where appropriate. Following a workshop with key developers and construction companies last year focusing on the skills and supply chain challenges, we are working closely with a number of construction companies and the GM Chamber, to address some of these issues.

4.11 The construction sector offers good employment and skills development opportunities for all residents of Manchester entering the construction industry. Given the skills gap and range of opportunities, it can contribute to the inclusive growth agenda as well as the highly skilled one. Whilst there are these opportunities for residents it would appear that entry into the sector remains difficult with 'word of mouth' and a prevalence of agency work a contributing factor.

4.12 Demand for specific trade level and higher skills is a clear issue for the sector and the Apprenticeship levy has not yet had an impact but has the potential to do so in the future. Beyond apprenticeships, there is a confusing picture for both businesses and individuals, when it comes to colleges and training providers particularly in relation to trade based training and qualifications. Competition amongst colleges and training providers is high and there are not always clear pathways into good quality construction jobs. The introduction of the technical pathway for construction as part of the Government's Post-16 Skills Plan and a reformed CITB should help simplify the landscape for construction businesses.

## **5.0 Key strategic investment projects that will deliver skills in the City**

5.1 As indicated earlier in this report, the 2017 GM pipeline outlines £5.14bn of investment in the City of Manchester. There are opportunities for Manchester City Council as a Client and/or through our strategic partner arrangements, to leverage or build in specific key performance indicators (KPIs) linked to skills and employment on some of the major contracts across the City. There is a track record of the construction industry delivering employment and training opportunities as part of public sector construction projects in particular. However, these need to be greater in scale and impact to achieve sustainable change.

5.2 Below are examples of headline KPI's that have been included on some of the City's current key projects which give a flavour of the local benefit that can be generated. The projects are Manchester Airport Terminal 2, The Town Hall Project and The Factory building. Officers from Manchester Airport Group and Laing O'Rourke have provided more detailed information and will attend Economy Scrutiny Committee to further discuss the opportunities and challenges.

### **5.3 Manchester Airport Terminal 2 - Value £1bn**

- Create 150 sustainable apprenticeships
- Recruit 10 local apprentices
- Facilitate over 10,000 educational engagements
- Create a recruitment hub for new opportunities with 100% of jobs advertised locally
- Train 40 STEM Ambassadors
- Sustain employment for 1000 people with 50% of these being local to the project
- Work with our supply chain to deliver 50 business skills analysis reports
- 80% project expenditure at Tier 1 within Greater Manchester
- 50% of work to be awarded to SME's within a 35 mile radius
- 50% of jobs filled from postcodes within a 35 mile radius

### **5.4 Factory Building value £100m**

- 50 sustainable apprenticeships
- 50 Work experience placements
- 60 education activities including:
  - 30 Mentoring, training and employability/career development events supporting 400 residents of all ages
  - 20 STEM events supporting 750 young people
  - 4 higher level apprenticeships created
- Support Manchester's Homelessness Charter
- Engagement of Age Friendly Manchester through project activities (to be determined)
- Upskilling of 50 unemployed residents



## 5.5 **Town Hall Value £330m**

- 100 new apprenticeships
- 100 sustained apprenticeships
- 50 Higher level apprentices (Level 4+)
- 45 new FTE jobs created
- 50 STEM educational events
- 50 CEIAG related sessions delivered in Manchester Schools
- 50 Work experience placements for young people (14-16 years)
- 50 Work experience placements for adults (17+ years)
- Manchester residents are the priority for all of the above.

## 6.0 **Initiatives supporting residents into construction**

6.1 There are a large range organisations and programmes/initiatives that aim to support residents into work within the construction sector. Within this report we have highlighted a number of projects that are having some success.

### 6.2 **Walking with the Wounded.**

Established in 2010, Walking with the Wounded (WWTW) supports a pathway for vulnerable veterans to re-integrate back into society and sustain their independence. At the heart of this journey is employment.

6.3 WWTH have forged a great number of partnerships within the construction industry, to name but a few; Kier Construction, Lyndon Scaffolding, Spire Group, Gerrard's of Swinton, Wates Living, Sherpa Recruitment and Balfour Beatty. In the two years WWTW have been operational in Manchester, nineteen veterans' have benefited from these partnerships and have been able to gain stable employment within the construction sector.

6.4 Kier Group, who were the main party involved in the 2nd phase on DIY SOS and have gone on to strike up a very beneficial affiliation with WWTW. Kier Group has offered work placements which have transitioned into full time employment and have also kindly nominated WWTW as one of their National Charities of the year.

### 6.5 **Manchester Construction Skills Group**

The work and skills team and Greater Manchester Chamber of Commerce have brought together a group of 30 construction contractors to discuss some of the skills issues and share best practice. There is a sub-group that is focusing on CEIAG and there are plans this year to pilot an approach with 5 Manchester schools to deliver targeted and specific CEIAG and STEM activity alongside a number of construction contractors.

**6.6 Greater Manchester Chamber of Commerce “Apprentice Share” construction shared apprenticeship scheme**

GM Chamber Apprentice Share is a shared apprenticeship scheme re-launched in 2018. The Apprentice Share scheme works with the construction sector to recruit apprentices into short term contracts and when they have no more work for the Apprentice, the Chamber place them on another site with a different host contractor. The Chamber directly employ the Apprentice and take on all employment responsibilities. Over 250 GM apprentices have benefitted from the Apprentice-share programme in the last 3 years.

- 6.7 If circumstances change, Apprentice Share will find alternative and appropriate employment for the Apprentice giving the apprentice the reassurance that they can continue their apprenticeship. For the Apprentice this gives them reassurance that their apprenticeship will continue, as well as access to a range of employers to help increase their skills set. There will be a potential role for the Apprentice Share work with Carillion and its supply chain to support apprentices in the City who may be left without work or the ability to complete their apprenticeships, as a result of the insolvency.

**6.8 The Manchester Employer Suite**

The Employer Suite is a free recruitment service that matches Manchester residents to employer vacancies, this provides a professional space for open days and interviews and offers advice on possible financial incentives. The service is used by a wide range of organisations, from nationally and internationally recognised brands to local SME's and has been used by a number of construction companies.

- 6.9 The Employer Suite has worked closely with a number of construction contractors notably Laing O'Rourke, BAM and Mount Anvil to promote construction opportunities in the City. In addition, the University of Manchester's Works Construction Academy promotes construction employment and training opportunities resulting from the investment in the University's estate and the Airport Academy provides opportunities to access employment at the Airport and Airport City. These are supplemented by more local recruitment events tied to specific developments e.g. the forthcoming Laing O'Rourke recruitment event at Wythenshawe Forum.

**6.10 Man Life – M Futures - The Manchester Life and M Futures Higher Apprenticeship scheme**

This scheme has been jointly developed with Manchester Life, MCC and The Manchester College/LTE Group, creating a unique employer-led apprenticeship scheme. This requires a number of key developers, contractors and partners involved in the Manchester Life development and on the Town Hall Transformation to each agree to employ an apprentice for a two year period. Once employed, each apprentice undertakes a number of rotational placements in a range of construction-related disciplines over the two year period. The placements include work with developers, architects,

project managers, cost consultants, engineers, quantity surveyors and contractors, so that at the end of the two years the candidates have an unrivalled experience in all the stages of a construction project from inception to handover.

#### **6.11 My Future Programme**

The Programme will have been highlighted in previous scrutiny reports, offering young people a three-month paid work placement and the skills they need for future employment. One example of this programme supporting Manchester residents into construction is with Laing O'Rourke on the building of the Manchester Enterprise Academy. A local resident from Burnage who was quite a vulnerable resident and had been sofa surfing, completed a 3 month placement with the project team, offering him mentoring support and work experience. The individual was not in education, employment or training before his placement and had not worked for 4 years. The project paid for his training for a CSCS card and having gained his CSCS card he is now in full time employment in the construction industry as a result.

#### **6.12 Cidori**

This is a new initiative that is being launched in Manchester in 2018. The programme will provide a two week Introduction to Construction which includes a CSCS Card: Cidori provide free of charge pre-employment training, working with job centres to get people into sustainable employment in the construction sector. Successful candidates achieve a BTEC level 1 Certificate in Construction. Cidori's conversion from course to job currently stands at 76%.

6.13 As client, Manchester City Council recognise the positive impacts that our suppliers bring to the communities of Manchester. The City Council is keen to ensure that our supply chain contributes as much as possible and we therefore include social value as part of the procurement process. In 2015 the Council increased its weighting for social value considerations from 10% to 20%, meaning that all companies and organisations bidding for MCC contracts have to give social value serious consideration when putting tenders together. This will increase the number of training and employment opportunities for Manchester residents and businesses on capital programmes directly commissioned by the City Council.

### **7.0 Conclusion**

7.1 This report outlines some of the long-term and fundamental issues for the construction sector in relation to skills nationally and indeed globally. The Farmer review is the latest in a long number of reviews over many years, which highlights the key challenges. There has been some response from Government e.g. construction as one of the sector deals that will be progressed through the implementation of the Industrial Strategy. It is also one of the career pathways that will be rolled out as part of the reform to technical education in the implementation of the post-16 plan.

- 7.2 Access to a skilled workforce now and in the future is a critical priority for the construction sector. Unlike other sectors there is also a history of the sector investing in skills through the CITB. However, it hasn't had the impact that is needed in terms of the numbers of new entrants and skills required. There is a challenge across clients, developers, major contractors and their supply chains to address the construction skills challenge more creatively and fundamentally to meet modern and evolving construction methods including increasing use of manufacturing off-site.
- 7.3 Given the strong pipeline and the positive work already taking place in the City, there is a good platform on which to build. There are a number of programmes that provide pathways for Manchester residents into the opportunities with more to do. The College's estates strategy presented to this committee in December 2017, includes investment in its construction facilities. However, there remains an issue about the attractiveness of the sector for young people and the misguided notion that construction is for lower achievers. Officers in the work and skills team will continue to work with the sector and school CEIAG workers to continue to change the perception of the construction industry.
- 7.4 Clearly a skills challenge of this magnitude will need significant investment and focus and will take some time to resolve. It requires collaboration across Clients, the construction sector itself and Government, both at a National and local level if the former report is going to be the catalyst for change. Otherwise there will continue to be examples of good practice but not at scale or generating the impact needed to achieve real change.

**Appendix 1 – copy of Government’s response to the Farmer Review –**



**MODERNISE OR DIE:  
THE FARMER REVIEW OF  
THE UK CONSTRUCTION  
LABOUR MODEL**

Government response

July 2017

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Andrew Wolstenholme OBE  
CEO, Crossrail

July 2017

Dear Andrew,

**RESPONDING TO MARK FARMER'S REVIEW OF THE CONSTRUCTION LABOUR MODEL**

We wanted to set out the government's position on the recommendations made by Mark Farmer's review of the construction labour model (*Modernise or Die*), in light of the discussion at the last Construction Leadership Council (CLC) meeting. We also wanted to place on record our sincere thanks for Mark's hard work in producing a wide-ranging and thought-provoking review.

As you know, Mark's review was commissioned by CLC in response to concerns that productivity and capacity in the construction sector are undermined by its reliance on subcontracted labour, and low levels of investment in skills and innovation. Your foreword to his report reiterated his concerns.

Since its publication in October, we have been incorporating the review's findings and recommendations into policy development. The attached annex sets out more fully how the government has responded to each of Mark's recommendations. In particular, Mark's recommendations influenced the measures in the Housing White Paper to support increased housing supply, and helped inform the review of the Construction Industry Training Board (CITB). We are today announcing that we support the continuation of the CITB, with reforms to make it more responsive and focused, and would encourage industry to support its continuation of the levy in the forthcoming consensus process. Alongside its recommendations to government, *Modernise or Die* poses a stark challenge to industry to up its game on skills, embrace new and more productive ways of working, ensure the quality of design and workmanship and be more innovative. The challenging context of an ageing workforce, alongside the need to deliver a step change in housing quality and output and major infrastructure improvements, highlights the importance of rising to this challenge.

We are therefore keen to understand from you how you can best address this and drive improvement – matching the scale of the challenge with a commensurate response. We look forward to hearing your thoughts on how CLC will lead on this agenda in collaboration with the wider sector.

Yours sincerely,



DAVID PRIOR, ALOK SHARMA, ANNE MILTON

## Summary of government's position on the recommendations

### Recommendation 1

**[A new 'tripartite covenant' between industry, clients and government] The Construction Leadership Council (CLC) should have strategic oversight of the implementation of these recommendations and evolve itself appropriately to coordinate and drive the process of delivering the required industry change programme set out in this review.**

It is vital that the construction industry steps up to the challenge posed by Mark Farmer's review. The CLC has a key role to play in leading change in the industry so that it becomes more productive and digitally-enabled, achieves higher quality outcomes and embraces innovation. In doing so, the sector needs to become more attractive to new recruits and take greater ownership of developing and retaining the skilled workers it needs.

In terms of governance, we agree that CLC should have strategic oversight of the agenda set out in *Modernise or Die*. It is for CLC to decide precisely how, working with others, it does this. However, we agree that the working groups identified (namely those on skills, business models, and innovation) are most relevant to the modernisation challenge posed by the review. If new representation is needed – including of clients – we suggest this is done by supplementing the membership of the working groups, and working closely with other interested groups, rather than by increasing the membership of CLC. BEIS officials will continue to assist the work of CLC's working groups, including their contribution to industry modernisation, and we intend that CITB should be able to provide good, informed support for CLC's skills work.

More generally, we are keen to see closer working between the construction industry, its clients and government. We are supporting this through better, more consistent procurement and through the further development of Building Information Modelling (BIM).

### Recommendation 2

**The Construction Industry Training Board (CITB) should be comprehensively reviewed and a reform programme instituted.**

Government launched a review of the CITB and the ECITB last autumn. The review has been advised by the government's former Chief Construction Adviser Paul Morrell, and has been informed by the views of the industry, including those set out in *Modernise or Die*.

Having reviewed the options for making sure that the construction industry has the skills it needs, we have concluded that the CITB should be retained. CITB has an important role to play in supporting the industry, including small businesses, to meet the challenges it faces, and the industry needs to provide stronger leadership to make sure it gets what it needs from the CITB.

We also agree that the CITB needs to be reformed. There is concern across the industry about the effectiveness, efficiency and responsiveness of the CITB. The CITB is now embarking on a major reform programme to reduce the size of the organisation and make it more focused on those aspects of the skills agenda where there is a clear market failure or where a collective approach to training can deliver real benefits to employers. Government supports the direction of these reforms, and we hope that the CLC will play an active role in supporting the CITB to see them through.

We will publish the final report of our review in the autumn, in which we will set out more details of the arrangements we will put in place to make sure that the CITB is clearly accountable to the industry it serves, and the specific expectations we have of it. We will set out what we think government and the industry need to do in support of the reform programme and CITB's ongoing delivery of its objectives.

The industry will shortly start voting on the CITB's proposals for its levy from next April. We hope that the CITB's reform programme will be enough to persuade industry colleagues to support its proposals, but if they do not, CITB may have to close, which would have significant financial costs. We do not believe this outcome would be in the interests of the industry, and we hope that the CLC will consider how it might help to inform the industry's thinking about the consensus process.

### Recommendation 3

**Industry, clients and government should work together leveraging CLC's Business Models work stream activity, to improve relationships and increase levels of investment in R&D and innovation in construction by changing commissioning trends from traditional to pre-manufactured approaches. The housing sector (spanning all tenures) should be used as a scalable pilot programme for this more integrated approach.**

The CLC should continue to develop better models of client commissioning, with an emphasis on building longer term collaborative relationships and utilising technology to improve performance and productivity. These changes in turn should bring about greater scope for investment in skills and innovation. Government is supporting this agenda through its long term commitment to investment in infrastructure and its support for house building.

The focus of the CLC's work is not exclusively on pre-manufactured approaches to construction and government believes it is important that CLC also seeks to drive improvements in commissioning and client/contractor relationships where traditional methods are used.

Specifically in relation to the housing sector, government has already set out over £25 billion of spending. The Housing White Paper goes further, taking stronger action and setting out a long term, comprehensive strategy. Taken together, the White Paper and this investment will help create a step change in the number of new homes being built, across a range of tenures, both in this Parliament and beyond. It will give businesses the confidence to invest in new capacity and innovative approaches to deliver new, well-built homes quickly.

In particular, the £1.7 billion Accelerated Construction programme will seek to make best use of public sector land to encourage medium and low volume builders, new developers and innovative methods of construction, in order to build at double the rate of traditional house builders. This is part of a wider package of support for Modern Methods of Construction (MMC), which is set out in more detail below (see Recommendation 8).



#### Recommendation 4

**Industry, government and clients, supported by academic expertise and leveraging CLC's current Innovation work stream activity, should organise to deliver a comprehensive innovation programme. This should be fully aligned to market, benefits case led and generate a new shape of demand across industry (with a priority on residential construction). It should quickly define key measures of progress and report regularly against these as a check on the possible need for more radical measures. It should, in turn, also help to shape CITB reform proposals in relation to technology and innovation grant funding initiatives.**

The CLC's innovation work stream is making good progress to undertake and recommend activity to meet the sector's future innovation needs, such as analysing the existing centres of excellence. We agree it is important to monitor the sector's innovation performance and we are working with the CLC to develop common metrics to be used in an industry dashboard.

In the context of our modern Industrial Strategy, we will continue to work closely with CLC to understand the industry's priorities, remove barriers to innovation in the sector and develop a shared innovation programme. We will use our convening powers to influence greater aggregation of demand from key strategic clients, while improving awareness of the benefits of innovative approaches. We will also consider the CLC's Innovation in Buildings recommendations on supporting uptake of 'smart construction' methods.

A key area where government will continue to take a lead is in driving the adoption of BIM through its procurement practices and creating greater digital transparency through release of public sector land data. In addition, we are working with the financial sector to ensure that lack of access to finance and insurance do not stifle innovative modes of construction. This includes mortgages, where government will support a joint working group with lenders, valuers and the industry to ensure that mortgages are available across a range of tested methods of construction.

We will set out in the final report of the Industry Training Board review in the autumn how we expect CITB to support the innovation agenda.

#### Recommendation 5

**A reformed CITB should look to reorganise its grant funding model for skills and training aligned to what a future modernised industry will need. Industry bodies and professional institutions should also take a more active role in ensuring that training courses are producing talent which is appropriate for a digitally enabled world, making sure that the right business models are evolved with appropriate contractual frameworks.**

CITB can and should make an important contribution to the construction industry developing the skills it will need in a modernised future, including through its grant scheme. The report of the ITB review will set out our expectations of it, and consider the issues around its scope. We recognise, though, that CITB can only do this effectively in the context of a wider industry commitment to modernisation, led by the CLC and the professional and other industry bodies. The industry needs to support the development of standards and invest in providing apprenticeships, placements and training opportunities for people looking to develop the skills to work in the modernised, digitally-enabled industry of the future.

### Recommendation 6

**A reformed CITB or stand-alone body should be challenged and empowered to deliver a more powerful public facing story and image for the holistic 'built environment' process, of which construction forms part. This responsibility should include an outreach programme to schools and should draw on existing industry exemplars and the vision for the industry's future state rather than just 'business as usual'.**

Government is committed to delivering more apprenticeships, including more degree and higher apprenticeships. Together with the introduction of 15 technical education routes (including one for construction), this will create easier to navigate pathways to technical and higher technical professions.

Government agrees that it is important that the construction industry presents a positive image to encourage new entrants into the sector, which in part needs to reflect a more attractive and modern employment offer to prospective recruits. CITB is already working with schools to support recruitment into the industry, as are many other organisations: with industry support, CITB will be able to develop this work further, including refreshing its 'Go Construct' website, and make sure the 'story' the industry tells reflects how the industry will develop as it modernises.

### Recommendation 7

**Government has recently reaffirmed its commitment to having a strong industrial strategy. The government should recognise the value of the construction sector and be willing to intervene by way of appropriate further education, planning and tax / employment policies to help establish and maintain appropriate skills capacity.**

Government has published a Green Paper on its approach to Industrial Strategy. We will continue to work closely with CLC, its working groups and the wider industry to address barriers to growth in the sector. In particular, we will carefully consider any proposals (including those aimed at addressing the issues identified in *Modernise or Die*) which come forward for a 'sector deal' for construction and we are ensuring that the objectives of the Industrial Strategy are taken account of in the planning system.

### Recommendation 8

**Government should act to provide an 'initiation' stimulus to innovation in the housing sector by promoting the use of pre-manufactured solutions through policy measures. This should be prioritised either through the conditional incentivisation of institutional development and investment in the private rented sector; the promotion of more pre-manufactured social housebuilding through Registered Providers; direct commissioning of pre-manufactured housing; or a combination of any of the above. It should also consider planning breaks for pre-manufactured approaches.**

As outlined above, government has announced over £25 billion of investment to increase housing supply. This investment is across a range of housing tenures and types that reflect the needs of different housing markets across the country. The Housing White Paper sets out measures to stimulate innovation and increase the use of modern methods of construction

(MMC) in housebuilding, including:

- stimulating the growth of modern methods of construction through our Accelerated Construction programme and the Home Builders Fund, as well as wider support for Custom Build, Housing Associations and Build to Rent;
- supporting a joint working group with lenders, valuers and the industry to ensure that mortgages are readily available across a range of tested methods of construction;
- considering how the operation of the planning system is working for MMC developments;
- working with local areas who are supportive of this type of manufacturing to deliver growth, provide jobs, and build local housing more quickly;
- alongside the Home Building Fund, considering the opportunities for offsite firms to access innovation and growth funding and support and the financial incentives for them to grow.

The government is determined to ensure more houses are built more quickly, while maintaining quality, and is keen to work with firms that can achieve these goals through innovative construction methods.

### Recommendation 9

**Government, as part of its housing policy planning, should work with industry to assemble and publish a comprehensive pipeline of demand in the new-build housing sector. This should be along the same lines as the National Infrastructure Pipeline, seeking to bring private developers and investors into this as far as possible to assist with longer term innovation and skills investment planning.**

The £500 billion National Infrastructure and Construction pipeline, published last December, sets out for the first time plans to support large-scale housing and regeneration, as well as investment in new local schools, hospitals and prisons, alongside our plans for investment in major infrastructure. In addition, Local Authorities are already obliged to publish registers of land suitable for custom build and of brownfield land available for development. Government is committed to making useful data more readily available to industry to aid planning and investment decisions and encourage new entrants to the house building market and we will work with CLC to continue to improve understanding of aggregate demand across the industry and how this can be made more visible. To help increase the level of private investment in the housing market, the government has supported the Build to Rent sector with lending and equity commitments amounting to nearly £1 billion and through the £3.5bn PRS Guarantee Scheme. The scheme has approved loans of £975m to borrowers, the first bond of £265m was issued in November 2016, and we expect to issue another one soon. The government has recently consulted on measures to give greater emphasis to Build to Rent in the planning system and to make the affordable housing requirements placed upon such schemes more predictable. The Housing White Paper also sets out the Land Registry's commitment to an open approach to land data and achieving comprehensive land registration by 2030. This will include all publicly owned land in the areas of greatest housing need being registered by 2020, with the rest to follow by 2025.

### Recommendation 10

**In the medium to longer-term, and in particular if a voluntary approach does not achieve the step-change necessary, government should consider introducing a charge on business clients of the construction industry to further influence commissioning behaviour and to supplement funding for skills and innovation at a level commensurate with the size of the industry. If such a charge is introduced, it should be set at no more than 0.5% of construction value, with a clear implementation timetable. Clients should be able to avoid paying this by demonstrating how they are contributing to industry capacity building and modernisation by directly or indirectly supporting skills development, pre-manufacturing facilities, or other forms of innovation and R&D.**

Government agrees that involvement of the construction industry's clients in addressing underinvestment in skills and innovation is crucial to improving the sector's productivity. However, the introduction of a client charge to encourage and fund modernisation could risk damaging developer confidence and increasing costs, at least in the short term. Our focus at this stage is on the measures already outlined above (including those that will be delivered through the review of CITB) together with steps the industry may itself take following the Farmer Review.

## Appendix 2 - CITB - The agenda for change

We will:

### 1. **Be accountable**

Through national campaigns, transparent strategic planning and a new outcomes focus you'll help shape what we do, how we do it and see it happen.

We will work with our industry to develop strategy, focusing on the outcomes construction needs. By being specific, we'll be able to initiate campaigns on key issues from careers to apprenticeships that translate into clear results such as a more diverse, inclusive and highly-skilled workforce.

We will target our influencing activity to ensure the UK, Scottish and Welsh policy framework reflects the needs of construction.

### 2. **Be representative**

Through strong partnerships, renewed governance and improved accountability we will be more representative of our industry.

We will ensure that smaller firms have representation on the CITB Board. We'll also make sure that all of Great Britain is fully represented and engaged in our governance in order to influence decision-making.

Building on better representation we will make better decisions, reflect the breadth of the construction industry, and work smarter to deliver the skilled workforce needed in England, Scotland and Wales.

### 3. **Be relevant**

By modernising, changing the way we do business and providing the support that you need – building an insight base, creating a high-quality standards framework, advocating, engaging and influencing to ensure training provision.

CITB's reform programme includes a commitment to focusing on the core areas of activity industry needs – careers, training and development, standards and qualifications.

In addition, we have been developing and sharing high-quality insight through our new white paper series of research briefs, which are designed to lead change in key areas.

We will continue to build our evidence base and, importantly, use it to engage with government to help create a positive policy environment for construction. We will also divest of activity where we feel others are better placed.

**4. Be responsive**

By reforming our Grants Scheme, making payments easier and more accessible, and using our resources to support a sustainable, responsive and high-quality training and development market.

The Grants Scheme reforms are designed to maximise returns on the investment that companies make but, importantly, our new reforms will shift the focus from 'cash out' to 'skills out'.

Construction invests in CITB because it needs a talented and generous pool of workers to support our world-class construction industry. We have a duty to make that money work harder and smarter, to deliver a skills-based return on investment.

**5. Be innovative**

Ensure our resources are focused on getting the market working, creating an outcomes-orientated business that is agile, flexible and strategic, delivering on the outcomes that matter to our industry.

We know CITB can do better. This means working smarter and investing Levy funds in a way that boosts skills but also means a leaner, more agile organisation. By shifting our focus away from direct delivery of training and concentrating on our core activities we know that we can make a better, more meaningful contribution to the sector.

CITB has a key role to play in advancing the modernisation agenda, driving future skills and leveraging investment to ensure that the training and development market works. It will also see CITB helping to develop world-class standards and qualifications that respond to your changing skills needs, making construction a 'go-to' career.

**6. Be influential**

Build engaging, dynamic partnerships that offer creative and innovative responses to industry's big challenges – from closing the skills gap to advocating for construction careers.

Influence on behalf of the construction industry through an insight-led approach to engagement. Future CITB will ensure that government and providers together create a training and development environment that meets your needs.

We'll deliver a strong research base that industry can rely on when making critical investment decisions. It will enable construction to approach strategic challenges with confidence and insight and help deliver the skills it needs to raise productivity.

## Appendix 3 – Example of recruitment initiatives



**LAING O'ROURKE AND PARTNERS**  
**EARLY TALENT EVENT FOR CAREERS**  
**IN THE BUILT ENVIRONMENT**  
**#LORRECRUITING**

8th February 2018, 2pm–7pm  
Wythenshawe Forum – Forum Hall

**WE ARE RECRUITING**  
**APPRENTICES**  
**SCHOOL AND COLLEGE LEAVERS**  
**SUMMER INTERNS**

To work on exciting projects across the North West including:

- Manchester Airport Transformation Programme
- The Factory
- Henry Royce Institute
- MECD
- Metrolink – Trafford Park Line

Talk to current trade apprentices, digital engineers, sustainability experts, mechanical and civil engineers and projects managers.

**Forum Centre**, Forum Square, Wythenshawe, Manchester M22 5RX  
Public Transport Metrolink – Wythenshawe Town Centre stop,  
Parking at Forum for a small charge.

**REGISTER ATTENDANCE ON EVENTBRITE:** [bit.ly/lorrecruiting](http://bit.ly/lorrecruiting)

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