Sector Compact Protocol

ConstructionSkills and Regional Skills Broker Teams

Purpose

1. The purpose of this protocol is to outline joint working principles and arrangements between ConstructionSkills and the regional skills brokerage teams to ensure that the shared aims of the sector compact are delivered and that the skills requirements of employers within ConstructionSkills’ footprint are met through Train to Gain. The anticipated outputs agreed within the sector compact are set out in Annex A and Annex E (eligible qualifications).

2. This protocol also sets out the relationship and responsibilities between ConstructionSkills, the ConstructionSkills employer engagement teams and the regional brokerage services in the delivery of the ConstructionSkills sector compact.

3. Through the agreement in the sector compact, the Train to Gain offer to employers in ConstructionSkills’ footprint is enhanced to include:

   - up to 6,500 traditional apprenticeship starts;
   - up to 2,111 specialist apprenticeship starts;
   - 3,000 Skills Pledge commitments;
   - 50,000 plant operatives qualified at Level 2 – about 70% will be first Level 2’s and about 30% second Level 2’s;
   - Level 3 qualifications – about 80% first Level 3’s and about 20% second Level 3’s;
   - a Construction Bursary Scheme to enable up to 1500 potential apprenticeship candidates from diverse backgrounds to obtain high quality work experience leading to employment with SMEs in the sector; and,
   - development of a range of improved services and products for the sector (see Annex A)
ConstructionSkills Sector Compact (Final 16/3/09)

General Principles
4. This protocol will be supported and reinforced by a wider range of protocols between the regional LSC, ConstructionSkills and other key regional partners including specialist provider networks and employer networks.

5. Delivery of the sector compact will complement and align with existing regional skills brokerage arrangements. Where this is not possible, different arrangements will be documented and agreed.

6. ConstructionSkills will not make direct employer referrals to providers for sector compact activity. This agreed approach will reinforce the concept of a single point of contact between providers and the wider brokerage network.

7. The brokerage services and ConstructionSkills will work together to ensure that employer engagement activity is aligned to avoid unnecessary duplication.

8. The role of the NSA for Construction in supporting the outcomes of the sector compact will be set out clearly and a protocol agreed between the NSA for Construction and ConstructionSkills.

9. Promotion and marketing of Train to Gain in support of the objectives of the sector compact will be jointly planned, agreed and branded both Train to Gain and ConstructionSkills.

10. A baseline will be set for employer engagement, learner starts and the range of outcomes agreed in the sector compact based on available performance information for the sector from 2007-2008 LSC data.

Detailed working arrangements - roles and responsibilities

ConstructionSkills
11. Engaging employers and driving up demand

11.1. Work with the regional LSC and brokerage services within the first quarter of each year of the sector compact to develop and agree a regional employer engagement plan to include:

- employer targeting strategy;

- baseline and progress figures; and,
ConstructionSkills Sector Compact (Final 16/3/09)

- regional marcomms strategy.

11.2. Communicate the core sector offer with the regional brokerage service.

11.3. Develop a broader regional offer built around the national core, to include for example ESF projects.

12. Data and management information

12.1. All data relating to sector compact performance and for reviews will be supplied by the LSC National Office team each quarter or by the SSC where relevant to their specific role in the sector compact. To maintain a single consistent process, other data sources outside this will not be used in the review process.

12.2. For any additional regional MI, agreed by LSC / SSC as necessary outside of the quarterly nationally produced data above, this will use the relevant reporting platform managed by the Regional Brokerage Services, where possible. Where this is not possible, different arrangements will be documented and agreed.

13. Sourcing Provision

13.1. To ensure that all provider referrals for sector compact activity will be made by Regional Brokerage services.

13.2. Support the development of provider capability and capacity to deliver in line with regional delivery profiles.

13.3. Ensure the regional brokerage services are regularly updated on the status of providers working in the region against accreditation standards.

13.4. Help increase the number of training providers that meet the overall quality standards.
14. Support the exchange of sector knowledge and understanding between ConstructionSkills and the Skills Brokers

14.1. Develop the knowledge of regional brokerage service staff with regards to the sector offer and needs of the sector and associated learner entitlement. This includes information on:

- business and skills issues, solutions and priorities for the sector;
- training in detail on the diagnostic tools utilised by ConstructionSkills (this to take place within the first three months of the sector compact); and,
- update on key changes in the sector at least annually.

15. Marketing and Promotion

15.1. Developing and agreeing a marketing and promotion strategy and approach with the regional brokerage service, in line with the National Marketing Campaign.

15.2. Promoting the sector offer in Train to Gain to include the Skills Pledge and broader business support

16. Monitoring Arrangements

16.1. Nominate a lead link person to work with the brokerage service for each region

16.2. Agree regional reviews and monitoring arrangements with the regional brokerage service and the LSC. This will include initially monthly and subsequently quarterly meetings to review performance against regional targets.

The Regional Brokerage Service work with ConstructionSkills to:

17. Data and management information

17.1. Capture a minimum, nationally required, data set from employers as agreed with the LSC and ConstructionSkills.

17.2. Share available data with ConstructionSkills regarding all employer engagements resulting from promotion of the sector compact or making use of the sector compact flexibilities.
18. Employer engagement

18.1. Work with the regional LSC and brokerage services within the first quarter of each year of the sector compact to develop and agree a regional employer engagement plan to include:

- employer targeting strategy;
- baseline and progress figures; and,
- regional marcomms strategy.

18.2. Communicate the core sector offer with ConstructionSkills.

18.3. Develop a broader regional offer built around the national core, to include for example ESF projects.

18.4. Agree referral arrangements in line with the agreed national customer journey (Annex D), including referrals to the broader areas of business support.

18.5. Develop employer engagement strategies including joint work in identifying target employers (see Annex C).

19. Support the exchange of sector knowledge and understanding between ConstructionSkills and the Skills Brokers

19.1. Develop the knowledge of ConstructionSkills employer engagement teams with regards to the flexible arrangements and other regional issues related to the needs of the sector. This includes information on learner and employer eligibility in Train to Gain.

20. Sourcing Provision

20.1. Identify suitable providers to meet identified employer needs.

20.2. Make provider referrals utilising existing provider databases to meet employers’ needs.

20.3. Utilise the Train to Gain responsive fund where an employer has expressed a wish to work with a particular provider.

20.4. Work with ConstructionSkills and NSA for Construction to maintain an awareness of regional provider capability and accreditation
21. Marketing and Promotion

21.1. Develop and agree a marketing and promotion strategy and approach with ConstructionSkills in line with the National Campaign.

21.2. Promote the sector offer agreed with ConstructionSkills to include Train to Gain, the Skills Pledge and broader business support.

22. Monitoring Arrangements

22.1. Nominate a lead link person to work with ConstructionSkills for the region.

22.2. Agree regional review and monitoring arrangements with ConstructionSkills and the LSC. This will include, initially monthly and subsequently quarterly meetings to review performance against regional targets.

Measures of Success / Targets for the sector compact

23. Referrals between ConstructionSkills employer engagement staff and regional brokerage services in both directions can count as engagements for both organisations provided value is being added. This is documented in Annex D. The organisation making initial contact must be identified in the CRM. This will allow brokers to count the following outcomes against contractual targets:

- joint visits to active employers to enable an understanding of additional flexibilities under the sector compact;
- referrals from ConstructionSkills to source training provision following a diagnostic;
- repeat engagements, subject to regional contractual arrangements, to previously engaged employers who will benefit from sector compact flexibilities; and,
- referrals from ConstructionSkills for training requirements outside their area of specialism.
24. The following will be gathered both nationally and regionally through LSC BCMS and ILR systems and used to assess the strategic success of the sector compact:

- learner starts and completions, first and additional, at level 2, 3 and 4 by priority aim, Skills for Life achievements, Leadership and Management Development grants and Apprenticeships. This will also indicate penetration rates;
- Skills Pledges signed by employers in the ConstructionSkills footprint to be measured as a cumulative figure and change from September 2008; and,
- total number of employers in the footprint engaged in training indicating penetration rates.

25. The National Employer Skills Survey (NESS) will be used to gain an understanding of each of the following:

- recruitment activity (this will give an indication of skills shortages);
- skills gaps; and,
- companies engaged in training their employees.

26. The following will be gathered, on a national and regional basis, with respect to interventions carried out by ConstructionSkills employer engagement teams:

- number of companies engaged to include those led by ConstructionSkills and those in which ConstructionSkills were involved. This should indicate new and repeat engagements;
- referrals to regional brokerage service including those which ConstructionSkills have led or had involvement in;
- learner starts and completions, first and additional, at NVQ level 2, 3 and 4 by priority aim;
- Skills for Life achievements, Leadership and Management Development Grants and Apprenticeships;
- referrals to other regional partners as relevant and regional Business Link; and,
ConstructionSkills Sector Compact (Final 16/3/09)

- employer investment in skills.

In addition:

- ConstructionSkills will also develop measures to assess the impact on productivity and profitability by the first anniversary of the sector compact; and,

- LSC will commission additional evaluation on the sector compact as part of Train to Gain employer satisfaction evaluation.

ConstructionSkills/LSC
January 09
Annex A

Anticipated outputs of the sector compact

The qualifications eligible to be supported by this sector compact are referenced in Annex E.

The additional, aspirational outputs to be delivered over a three-year period as a result of activity under this sector compact are indicated below. These indicative volumes were agreed between ConstructionSkills, DIUS and the LSC at the beginning of the downturn and before the full impact of the credit crunch on construction sector orders and business sentiment was clear. The continuing commitment of all parties to the sector compact is to ensure that the current and new entrant sector workforce is retained and upskilled as far as is possible.

In response to the challenge of the downturn, an additional element of flexibility has been included in the ConstructionSkills sector compact:

- Level 3 qualifications – about 80% first Level 3’s and about 20% second Level 3’s

Ambition for a more skilled workforce

- 6,500 traditional apprenticeship starts;
- 2,111 specialist apprenticeship starts;
- 3,000 Skills Pledge commitments; and,
- 50,000 plant operatives qualified at Level 2 – about 70% will be first Level 2’s and about 30% second Level 2’s.

Ambition for Improved services and products

- Introduce a Construction Bursary Scheme to enable up to 1500 potential apprenticeship candidates from diverse backgrounds to obtain high quality work experience leading to employment with SMEs in the sector;
- Work with Regional Development Agencies to develop a coherent programme of support to the construction sector so that industry funding and public funding through Train to Gain can be used in the most effective way;
Support the expansion of the National Skills Academy for Construction (NSAfC), which is supporting the employment and skills needs of major construction projects;

Work closely on the development of the National Apprenticeship Service to ensure it is able to draw on the experience and expertise of ConstructionSkills in providing support to both employers and young people;

Implement a qualifications strategy for the sector that is fit for purpose and meets the needs of employers, young people entering the industry and the existing workforce;

Support the house building sector to retain valuable skills in the short term while plans are developed to develop the skills needed to meet Government targets for additional new homes;

Develop appropriate skills programmes to help the construction industry in its plans to reduce CO$_2$ emissions in existing buildings;

Support the continuing development of Bircham Newton as a centre of excellence supporting the industry in developing skills that will be in demand over the coming years to support major projects and in ensuring specialist skills and practical application of skills can be delivered at all levels from craft through to graduate level;

Explore how the Constructionarium program, which provides specialist hands-on construction experience to undergraduates, can be expanded;

The LSC to support a national Train to Gain post for up to three years; and,

The LSC to work with ConstructionSkills on up to two marketing campaigns funded and integrated as part of the Train to Gain marketing and communications strategy,
Annex B

Train to Gain – the service

The core Train to Gain service available to employers is an independent and impartial brokerage service which will diagnose business needs and source appropriate training provision. Through Train to Gain, ConstructionSkills and the regional brokerage service will provide:

- A comprehensive analysis of training needs and will propose solutions to those needs. Solutions which will identify clearly which elements attract government funding and those for which the employer will have to pay, in part or in full;
- Easy access to relevant and flexible, high quality training delivered mostly in the workplace and using increasingly an assess train, assess model which will enable the employee’s prior learning and experience to be taken into account;
- Access to LSC fully funded\(^1\) programmes, for example Skills for Life, NVQ Level 2 provision and Apprenticeships;
- Information and support from a Skills Broker, working to national standards, providing access to a wide range of training packages including higher level qualifications and training that is not qualification-based;
- Information and advice to employers and employees on qualifications and training, local/regional skills shortages and priorities as well as eligibility for funding;
- Support to develop ongoing strategies addressing future training needs, which are aligned to business objectives;
- Limited wage subsidies for employers of less than 50 people;
- Support to help employers agree SMART objectives and impact measures for training and development activities at an organisational, team and individual learner level if required;

\(^1\) Standard eligibility criteria for access to fully-funded programmes apply in the first instance but may be extended through additional flexibilities such as the SME flexibilities offer
- Support to help employers evaluate the impact of training and development on individual, team and organisational performance for all training and development regardless of whether or not it is funded;

- Ongoing support to help employers to develop strategies to address future skills and training needs, which are aligned to business objectives and embedded in their business processes, including capacity building if required; and,

- Enhancements to Train to Gain services and products as they are introduced.
ANNEX C

Targeting Strategy

ConstructionSkills will work with regional brokerage services to agree a targeting strategy which will minimise the number of employers who are contacted by both organisations to promote general opportunities under Train to Gain and the additional services and flexibilities offered by the sector compact.

Principles for this are given below;

- ConstructionSkills will promote this offer only to those employers within their footprint;
- The sector compact includes an agreement that ConstructionSkills will work with the largest 40 companies in its footprint. These will be identified on a regional basis and their details shared with the regional LSC and brokerage service;
- Where any of those largest 40 companies employ more than 5,000 employees and have a presence in more than one region they will be targeted by ConstructionSkills who will work jointly with the LSC’s National Employer Service (NES);
- ConstructionSkills will work with the regional brokerage service to establish the use of Train to Gain by their employers in the region;
- In general:
  - If an employer is active, ConstructionSkills will liaise with the regional brokerage service to determine whether:
    - Joint contact or visit is made to the employer; **OR,**
    - ConstructionSkills or the brokerage service contact the employer alone;
  - If an employer is inactive ConstructionSkills will promote the sector offer;
  - In order to avoid companies being targeted by both ConstructionSkills and the regional brokerage service agreements will be reached on a regional basis on how to segment employers not currently active on Train to Gain.
This will take the company size, sub-sector and location into consideration into account;

- In the case of companies who are already working with ConstructionSkills or the regional brokerage service to plan or implement training delivery under Train to Gain the flexibilities under the sector compact will be promoted by the current lead organisation. If necessary or requested by the employer additional support will be provided by ConstructionSkills or the regional brokerage service;

- In all cases above both ConstructionSkills and the regional brokerage service can count the engagement subject to value being added.
Annex D

Communication pathway: ConstructionSkills/Regional Brokers

ConstructionSkills (CS) Regional Lead employer referral by EDS system or

Train to Gain Regional Broker Lead checks for employer URN and Skills Pledge status

Outcome of Broker visit communicated to CS Regional lead.

Train to Gain Broker visit to employer - ONA and Skills Pledge

Outcome of Train to Gain intervention communicated to CS Regional Lead via LSC

Train to Gain supported intervention

Broker reports to CS Regional Lead

Green = successful

Red = unsuccessful
### Annex E

**Qualifications eligible under the sector compact**

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<th>Qualification Number</th>
<th>Awarding Body</th>
<th>Occupation</th>
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<td>CSKILLS</td>
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### Additional Level 3 Qualifications

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