

New Anglia Sector Skills Plan Construction

**A partnership plan aligning private and public resources to
jointly address the skills priorities of the construction
sector in Norfolk and Suffolk**

September 2016
This plan is supported by the
'New Anglia LEP Construction Labour and Skills'
Research Report provided by the CITB

A Skills Plan for New Anglia's Construction Sector

The Construction Sector in New Anglia

The construction sector is a major component of New Anglia's economy, accounting for £2.4bn of GVA¹ and with a workforce of over 59,000² - many of whom are working outside of Norfolk and Suffolk. There are around 7,370 construction businesses with the overwhelming majority (93%) being micro sized companies with less than 10 employees. It provides a greater proportion of our GVA (over 7%) than the industry provides on average in other LEP areas making it integral to the health and growth of our economy.

The Sector Skills Plan

This Sector Skills Plan (SSP) is an industry-led document developed by the New Anglia Local Enterprise Partnership Building Growth Group in partnership with, industry bodies, training providers and local authorities. It provides a framework for aligning public and private sector investment in skills through mainstream funding and locally delivered initiatives such as the New Anglia Skills Deals Programme and Skills Support for the Workforce. It aims to highlight the skills priorities that need to be addressed to support the sector's growth ambitions and the LEP's Strategic Economic Plan to build 117,000 new houses, create 95,000 more jobs and 10,000 new businesses by 2026.

As with many sectors, reaching a universally accepted definition of the construction sector is challenging. For the purposes of this plan, and to align with national research, the construction sector is assessed as including the following functions:

- Construction of buildings
- Architectural and engineering activities
- Civil Engineering
- Specialised construction activities
- Manufacture and retail of construction related goods

Forecast Growth and the Skills Need

Construction skills shortages are significantly affecting the delivery of projects across the industry. After a prolonged downturn, in which the sector lost people and skills – many of whom have not returned, it has recently experienced a period of significant growth (grew more than any other sector in 2014³) which has seen firms struggling to find skilled labour in professional roles and manual trades. More than 400,000 UK construction workers are expected to retire over the next five to ten years⁴ adding to this crisis.

¹ ONS/NOMIS 2014

² ONS/NOMIS (2015) Annual Population Survey workplace analysis by industry Jan-14 to Dec-14

³ ONS 2016

⁴ 19% (equivalent to 406,000 people) of UK construction workers aged 55+ are set to retire in the next 5-10 years. CITB, UK construction industry facing skills 'time bomb', August 2013.

The impact of the recession was also felt by colleges, universities and other training providers. With less demand many downsized their construction departments or reduced their intake. Just over 5,300 construction and building services related learning aims were delivered in New Anglia in 2014/15, a decline of 50 since 2012/13. The number of apprenticeship starts in construction related fields has also fallen over the last few years. The proportion of overall apprenticeships starts in construction related areas in New Anglia has fallen from 4.2% in 2011/12 to 3.6% in 2014/15 – a drop in real terms of almost 100 apprenticeship starts. This is compared to 30% in health and public services, 25% in business and administration and 17% in retail and commercial enterprise.⁵

The limited supply of skills has the potential to threaten the delivery of New Anglia’s housing target and key infrastructure projects and has resulted in severe and immediate skills shortages, rising wages and increased competition between firms. 82% of employers in the UK believe there is a skills shortage in the sector and that this will slow down projects important for growth.⁶

The Construction Industry Trade Body (CITB) estimates that more than £5.4bn will be invested in construction projects over the next four years. This is a conservative estimate based on projects within the planning system, rather than a total forecast of construction projects. It omits some nationally significant infrastructure projects and some projects included may not go ahead or be subject to delay whilst new projects are continually being created. The CITB also forecasts significant growth with 4260 jobs created every year for the next five years in the East of England.

Figure 1: Value of the construction sector in New Anglia 2015 - 2019⁷



By project type housing represents the single largest sector in Norfolk and Suffolk, with a total of £2.3bn expected to be delivered, the largest concentration of which will be in Ipswich and Norwich and Kings Lynn. Public non-residential and infrastructure activity also comprises significant parts of the total spend, the latter mostly owing to offshore wind installations.

The CITB analysis estimates that the total labour demand for the construction sector will rise from 93,250 people in 2015 to a peak of 98,700 people by 2019. This includes significant demand for carpenters, general labourers, electricians, and plumbing and heating engineers. This demand is expected to be further increased if and when the work planned for Sizewell C Nuclear new build commences. It is

⁵ Skills Funding Agency LEP Datacube.

⁶ Skills in Construction, CIOB, 2013

⁷ CITB New Anglia LEP Construction Labour and Skills Research, February 2016

estimated that across the two counties the peak demand for the Sizewell project will equate to almost 10% of the rest of the workload.⁸

To note. The potential impact of Brexit on these forecasts cannot be ignored although no new modelling is currently available. If the impact is less immigration and less growth this could result in less construction and less jobs. However, as there is already a skills shortage with future reductions in the supply of labour expected, it would seem prudent to continue developing plans to meet this current and future need.

Key Challenges and priorities

A steady supply of talent: The image of construction has long been a barrier to attracting young people many of whom associate the industry with insecurity, difficult working conditions and low pay. The pool of people employed in the industry younger than 25 years old has shrunk significantly since 2008. Those aged 25 to 49 dropped 16% and those older than 50 fell by 8%.⁹ The sector is stereotyped as being male and working class. Women make up just 13% of the workforce in New Anglia. The construction sector offers a wide variety of roles in trades and professions and clear progression paths. However, this is rarely showcased and there is not a coordinated approach to debunking misperceptions or promoting the positive aspects of working in the sector.

Boom and Bust: More so than in most other sectors, the construction sector has historically endured a boom and bust cycle that many in the industry accept as an intractable issue. This cyclical nature means that companies may adopt short-term horizons that makes investing in people a difficult choice. Through the development of the sector skills plan, solutions to help create a steadier demand for works were discussed. Whilst initiatives were suggested to help ensure the demand for skills and labour across the area is understood and therefore planned for, it was agreed that no single solution was likely to solve this wicked problem but that the actions identified to address other specific issues should be implemented with the intention of mitigating the negative effects of boom and bust.

Improving Training Provision: The provision of training needs to be of the quantity, quality and type to match the forecast need for skills in the sector. This includes the training made available to the current workforce as well as the training of new entrants for the sector. Barriers to achieving this include the capacity and resources of businesses (the majority of which are small or micro businesses) to upskill their workforce, the ability of training providers to recruit teachers and lecturers of a high quality and the matching of training to the ever changing needs of the sector resulting from such factors as the introduction of new methods and technology. In order to help mitigate the effects of the cyclical nature of the industry the provision of training that looks to provide a workforce with the skillset and flexibility to move between sectors is also desirable.

⁸ CITB New Anglia LEP Construction Labour and Skills Research, February 2016.

⁹ CIOB, Face of Construction, 2014

Actions (details can be found in Annex A)

To help to address the key challenges identified above the following actions have been agreed against three main priorities:

Provision – *Training provision to match forecast need*

- We will pilot, develop and establish a work experience brokerage scheme
- We will create and promote a New Anglia Construction Training Fund
- We will establish an effective mechanism to identify and address specific skills gaps in the sector
- We will develop, pilot and establish a programme of pre-employment skills training designed to enhance reskilling and conversion pathways into construction.

Perception and Inspiration - *Enhance sector image to increase volume and diversity*

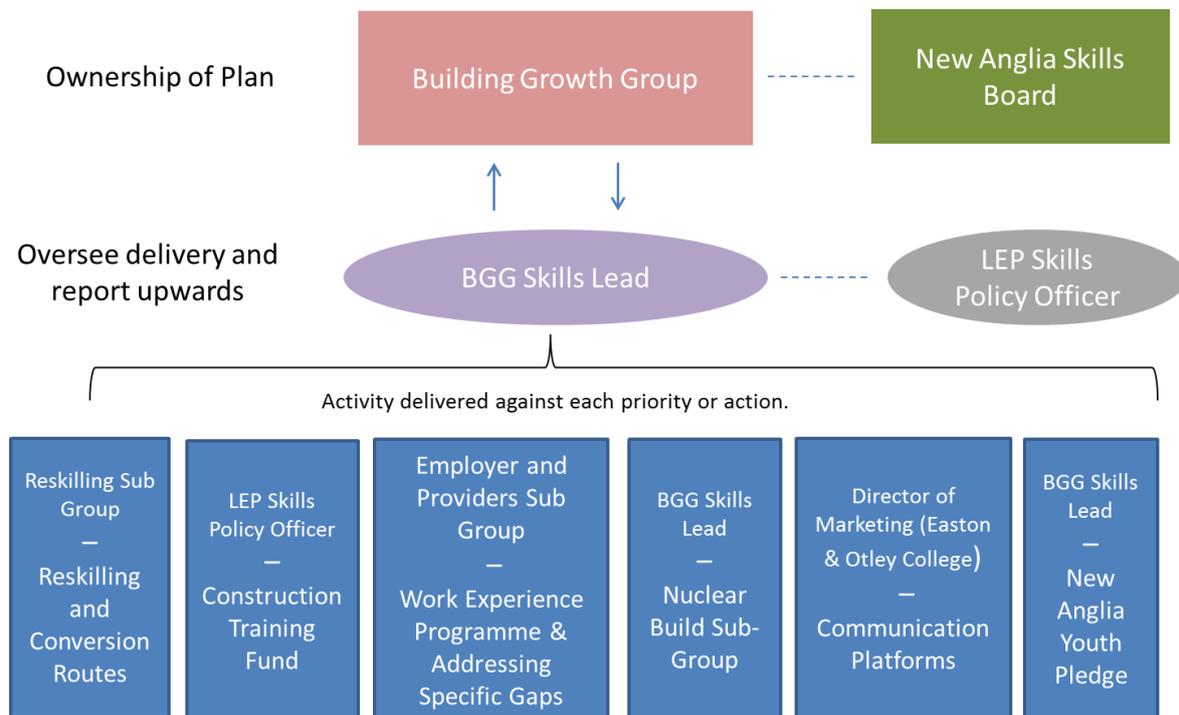
- We will conduct an audit of existing communication and look to identify key messages to be used consistently across organisations and platforms
- We will place the construction sector at the forefront of the New Anglia Youth Pledge

Meeting Demand – *Plan to address the forecast growth in labour demand*

- We will establish a Building Growth Nuclear Forum to understand the wider impact of Sizewell C on all planned construction projects.



Monitoring and Implementation



This plan is owned and overseen by the New Anglia Building Growth Group working with the New Anglia Skills Board. Both groups have approved the plan. The New Anglia Skills Board will look to support the implementation of this plan where possible.

Progress on implementation will be reported up to the Building Growth Group through a Skills Lead nominated by the Board. A LEP Skills Policy Officer will work with the Skills Lead to help coordinate implementation of the whole programme of activity.

Each action will be owned and led by an identified lead as described in more detail in Annex A.

ANNEX A - Action Plan Details

PRIORITY 1	PROVISION: Training provision to match forecast need	
Action 1	We will pilot, develop and establish a work experience brokerage scheme	
Need	In order to improve the chances of securing employment at the end of any training period, young people require experience of work and employability skills. There are challenges for construction businesses taking on young people such as initial training needs and the costs associated with the cyclical/project nature of the industry.	
Description	<p>A brokerage mechanism will be established to allow employers to access apprentices and learners for paid work. The brokerage will address HR issues on the employers behalf and work with learners to support their experience of work, addressing any employability concerns. Initially this will be run as a pilot by City College Norwich as an expansion of their existing catering brokerage. This will then be expanded through the college network. This work will be overseen by the Employer and Training providers sub-group of Building Growth to allow best practice to be shared.</p> <p>A pilot looking at the underlying barriers to creating work experience placements in construction has been delivered by Cheryl Willis of Suffolk Coastal and Waveney District Councils. Lessons learned will be shared across Norfolk and Suffolk.</p> <p>The New Anglia Youth Pledge is a separate priority in this Sector Skills Plan. This will also increase the opportunities for work experience (see Priority 2 Action 2).</p>	
Strategic Links	<p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Encouraging and enabling more employers to get involved in better preparing young people for work. • Contributing to the New Anglia Youth Pledge to increase the number of opportunities for young people including work experience and apprenticeships 	
Ownership and Accountability	<ul style="list-style-type: none"> • Once established the Employer and Training Providers Building Growth Sub-Group will drive this work • Building Growth Group with support from the LEP and Local Authorities to coordinate the establishing of this group. • Cheryl Willis (Economic Development Officer – East Suffolk) will share details of the Lowestoft pilot to help encourage roll-out of similar approaches across the region. 	
Initial Actions	Establish the Employer and Training Providers Building Growth Sub-Group to oversee and lead this work.	Immediate
	Roll-out Lowestoft pilot lessons to other areas	Autumn/Winter 2016
	Run brokerage pilots in construction via City College Norwich.	Early 2017
	Expand access to existing HR and brokerage apps to other FE providers and employers.	2017/18 Academic Year
Measures of Success	<ul style="list-style-type: none"> • Development and roll-out of brokerage app to wide group of training providers • Expansion of work experience pilot • Additional work experience opportunities created • Increase in apprenticeship starts in construction related fields 	

PRIORITY 1	PROVISION: Training provision to match forecast need	
Action 2	We will create and promote a New Anglia Construction Training Fund	
Need	To maximise the potential of employers across the region to upskill their workforce, the support available must be made as prominent and accessible as possible. This will help ensure that the right skills are available to help the construction industry grow and that standards are maintained on site.	
Description	<p>Local funds such as the Employer Training Incentive Pilot, the New Anglia Skills Deals Programme, grants from local training providers as well as sector specific support, such as funds from the CITB, are available to help incentivise and enable employers to provide development opportunities for their workforce. Actions will be taken to enhance and increase the visibility of these schemes. Some funding programmes are due to end in March 2017 but this will be an ongoing commitment covering all funds that are available at any given time related to the sector.</p> <ul style="list-style-type: none"> • A 'New Anglia Construction Training Fund' will be established as an umbrella brand under which will sit the various support products available. This will help ensure employers are aware of the funding that is available to them by promoting existing schemes. • Opportunities will be explored to create a support programme specifically for the construction industry by ring-fencing and blending some of the funds available in order to provide the support required that falls outside of the remit of the current schemes. <p>Opportunities to link funding to finance individual projects will be explored. Project ideas may be sourced from various groups such as the Building Growth Group. The Employers and Providers sub-group of the board, which will be looking at gaps in current and future provision (please see Priority 1, Action 3), will be a further possible source of ideas.</p>	
Strategic Links	<p>This action builds on and enhances the reach of the funding already made available to the sector for skills needs and tailors it to maximise the benefit to the construction sector.</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Aligning collective effort to meet the skills needs of the sector • Developing better ways of supporting employers to invest more and reap the benefits of upskilling their workforce • Identifying and nurturing management and leadership talent 	
Ownership and Accountability	Michael Gray, Senior Skills Policy Officer at Suffolk County Council will lead discussions between the New Anglia LEP, the Local Authorities, the CITB, training providers and other stakeholders.	
Initial Actions	Agreement to be reached between stakeholders on the brand and remit of the New Anglia Construction Training Fund.	Autumn 2016
	The need to merge funding into a new programme for the construction sector and the potential to do so to be explored.	Autumn 2016
	Promotion of the New Anglia Construction Training Fund	Winter 2016 / Spring 2017
Measures of Success	<ul style="list-style-type: none"> • Establishment of the New Anglia Construction Training Fund • Additional take-up of support by the construction sector • Additional number of businesses providing development opportunities for their workforce. • Development of additional skills projects for the construction sector 	

PRIORITY 1	PROVISION: Training provision to match forecast need	
Action 3	We will establish an effective mechanism to identify and address specific skills gaps in the sector	
Need	There is a need to adapt provision to current and future need to ensure we have the right skills at the right time for the industry to flourish.	
Description	<p>The Employer and Training Providers Sub-Group will look to identify gaps in the current system including provision for specific skills needs and hard to fill vacancies. Provision will be driven through close collaboration with existing providers and a programme of wider engagement with other construction sector groups. Opportunities such as the Skills Deals Programme will be explored.</p> <p>Immediate action will be taken where gaps or needs have already been identified. For example due to an aging workforce and competition for quality candidates from the higher-paid private sector, public sector planning has an emerging skills gap. Part of the proposed solution is to pilot a new public sector apprenticeship scheme across local authorities in Suffolk. Further conversations to take place as to rolling out the approach into Norfolk and across the whole New Anglia region.</p>	
Strategic Links	<p>Both the New Anglia Skills Board and the Building Growth Group have an objective to help link provision to the needs of the local economy. This action will build on and enhance the work that these Boards oversee by providing a mechanism to identify needs.</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Supporting employers to better communicate their current and future skills needs to schools, training providers, colleges, universities and Government. • Identifying specific skills gaps in our growth sectors and aligning our collective effort to meet these challenges. • Ensure there are clear and complete training pathways for each sector that enable people to get into and progress within their chosen career, and develop the higher skill levels needed. 	
Ownership and Accountability	<ul style="list-style-type: none"> • Once established the Employer and Training Providers Building Growth Sub-Group will drive this work • Building Growth Group with support from the LEP and Local Authorities to coordinate the establishing of this group. • Suffolk County Council are progressing the work to address the planning skills gap. • Further project leads will be identified as needs are identified by the Employer and Providers Sub-Group. 	
Initial Actions	Public sector planning technician apprenticeship scheme advertised	Summer 2016
	First meeting of the Employers and Providers Sub-Group	September 2016
	First planning technician apprenticeship cohort to start	October 2016
	Share initial findings of skills needs and 'hard to fill' vacancies with Building Growth Group and other employer forums.	Early 2017
	Evaluate impact of Suffolk planning technician apprenticeship scheme and roll-out with Norfolk	Mid 2017
Measures of Success	<ul style="list-style-type: none"> • Identification of specific skills gaps and 'hard to fill' vacancies which is tested with and confirmed by the employers groups. • The need for new provision identified and solutions developed and delivered. • Creation of provision identified as needed by employers - especially high level qualifications including apprenticeships • Funding allocated to Skills Deals projects. 	

PRIORITY 1	PROVISION: Training provision to match forecast need	
Action 4	We will develop, pilot and establish a programme of pre-employment skills training designed to enhance reskilling and conversion pathways into construction.	
Need	<p>The CITB report suggests there is a shortage of skilled workers for both current and future sector needs. In order to address this shortage we will need to do more than simply attract and train those currently in education. Reskilling and cross-sector pathways should also be explored.</p> <p>Current barriers to reskilling include:</p> <ul style="list-style-type: none"> • Trainees may not have essential paperwork important for employment (eg. CSCS cards) • Trainees may need additional technical, English and Maths competence and softer skill support to be job ready. • Employing a “hard to reach” trainee is seen as a risk eg quality of work, attitude and risks of employing ex-offenders. • Employers may be unable to pay a “fair” wage to higher risk trainees initially requiring additional support and supervision although trainees need to earn sufficient wage to support themselves and rebuild their lives. • Areas of construction industry need sub-contractors rather than employees which may be harder for “hard to reach” trainees to adapt to. 	
Description	<p>A Building Growth Reskilling Sub-Group will be established to explore how cross-sector pathways and reskilling can be used by engaging more employers to work with non-traditional recruitment sources including local agencies and social enterprises.</p> <p>The Reskilling Sub-Group will aim to develop and deliver targeted pre-employment skills training including certification essential for employment together with appropriate support. Applicants likely to be invited from a wide range of “hard to reach” backgrounds. Applicants to be assessed on their ability to succeed in permanent employment with age not being a barrier. The ambition is to develop a 2 year pilot programme which, if successful, would then be rolled out taking into account any lessons learnt.</p> <p>Details, results and lesson learned from the pilot will be shared widely with the NALEP Principals Group, the Building Growth Group, Skills Board, New Anglia Learning Providers Group and other construction groups and forums eg Norfolk Constructing Excellence.</p>	
Strategic Links	<p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Supporting employers to better communicate their current and future skills needs to schools, training providers, colleges, universities and Government. • Identifying specific skills gaps in our growth sectors and aligning our collective effort to meet these challenges. • Ensure there are clear and complete training pathways for each sector that enable people to get into and progress within their chosen career, and develop the higher skill levels needed. 	
Ownership and Accountability	<ul style="list-style-type: none"> • Project co-ordination to be led by Reskilling Sub-group of Building Growth Skills Group. • Building Growth Group to establish this group through Christina Sadler. • Activity will require involvement from key stakeholders including but not limited to the LEP, Local Authorities, New Anglia Colleges, VETS East, Norfolk and Suffolk Police and Crime Commissioners, HMP Norwich, Britannia Enterprises and DWP. 	
Initial Actions	First meeting of the Reskilling Sub-Group	September 2016
	Project Delivery Plan to be agreed	October 2016
	Potential pilot project with Easton & Otley College to developed and launched	January 2017
	Potential pilot project with West Suffolk College focused on military veterans developed and launched	January 2017
	Pilot to be completed	July 2018

Measures of Success	<ul style="list-style-type: none"> • Number of “hard to reach” individuals in Norfolk and Suffolk engaged by the pilot projects. • Number of trainees assisted into permanent employment or self-employment as a result of this activity. • Number of veterans successfully trained, supported and placed into employment within the construction industry (including as construction lecturers). • Number of additional construction employers employing re-skilled individuals
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PRIORITY 2	PERCEPTION & INSPIRATION : Enhance sector image to increase volume and diversity	
Action 1	We will conduct an audit of existing communication and look to identify key messages to be used consistently across organisations and platforms.	
Need	The construction sector offers a wide variety of roles in trades and professions and clear progression paths. However, this is rarely showcased and there is not a coordinated approach to debunking misperceptions or promoting the positive aspects of working in the sector.	
Description	<p>An audit of existing communication platforms and careers guidance will be undertaken to identify 3 key messages that should be used to promote the sector.</p> <p>Work across stakeholders will be undertaken to establish these messages as consistent across all media and platforms.</p> <p>Promotion of these messages on platforms such as ICANBEA and ‘Go Construct’ will be undertaken as well as increasing employer involvement on these platforms. Members of the Building Growth Network will be encouraged to support the ICANBEA website as an opportunity to promote their business and career opportunities.</p> <p>The ‘East Prospectus’ currently being developed by NALEP to promote the image of the East (Norfolk and Suffolk) will be used in conjunction with key messages to develop the Building Growth communications and website to promote opportunities, for those considering a career in construction, reskilling into the sector or relocating to the area.</p> <p>By undertaking this work we will gain an understanding of where best practice exists and share this across platforms. This will include a look at:</p> <ul style="list-style-type: none"> • Stereotypes of the industry, around gender and low skills • Career routes into the sector and diversity of opportunities, focusing on skills shortages and needs identified in the CITB research report • Promotion of Norfolk and Suffolk as a destination to train and work in. 	
Strategic Links	<p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Ensuring that all young people have access to the information they need to make informed decisions about their future. • Supporting employers to better communicate their current and future skills needs to schools, training providers, colleges, universities and government. • Showcasing the local economy to young people and their advisers. 	
Ownership and Accountability	<ul style="list-style-type: none"> • Work will be undertaken by Clare Dyble – Eason and Otley College, Director of Marketing and Enterprise • Work will be reported into the Building Growth Group who will oversee delivery. 	
Initial Actions	Development of Building Growth website to promote sector and opportunities and signpost to relevant sources of information and guidance.	Immediate
	Audit of existing messages and advice	Jan 2017

	Focus groups with schools and career advisers on perceptions	Jan 2017
	Development of 3 key messages	Spring 2017
	Influence across communication platforms and careers advice to promote messages.	Ongoing
	Use of joint materials across stakeholders	From Spring 2017
Measures of Success	<ul style="list-style-type: none"> • Greater connectedness between the various platforms and sources of information established. • Key messages prominent across platforms • Key messages understood and informing the opinions of young people and advisers • Increased uptake in construction training across providers including higher level qualifications • Reducing the gap between supply and demand for skills provision 	

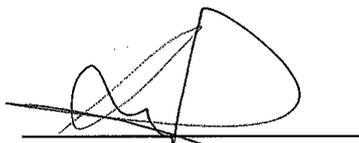
PRIORITY 2	PERCEPTION & INSPIRATION : Enhance sector image to increase volume and diversity	
Action 2	We will place the construction sector at the forefront of the New Anglia Youth Pledge	
Description	<p>The New Anglia Youth Pledge Marque provides a further opportunity to enhance perceptions about the opportunities for new entrants into the sector.</p> <p>The Building Growth Group network will promote the New Anglia Youth Pledge Marque and set targets for sign up. Through the group this opportunity will be promoted to the wider construction network.</p> <p>The Enterprise Advisor Network is one of the main components of the Pledge Marque. This will be promoted and individuals encouraged to sign up as a way of changing perceptions in schools around construction careers and the opportunities that exist such as removing the stereotypes around diversity and low skilled opportunities. The Enterprise Advisor role allows for strategic input to individual schools, allowing promotion and shaping of careers provision, as well as business links to raise aspirations and widen the views of opportunities available.</p>	
Strategic Links	<p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Ensuring that all young people have access to the information they need to make informed decisions about their future. • Supporting employers to better communicate their current and future skills needs to schools, colleges, training providers, universities and government. • Showcasing the local economy to young people and their advisers. 	
Ownership and Accountability	<ul style="list-style-type: none"> • Building Growth Group to work with the Skills Board to encourage involvement from the sector. 	
Initial Actions	Pledge Marque promotion at Building Growth meetings to increase uptake and for wider sharing in networks. Targets to be set.	From September 2016
	Construction sector pledge marque case studies to be developed so they can be promoted	October 2016
Measures of Success	<ul style="list-style-type: none"> • High proportion of employers in the construction sector signed up to the Youth Pledge Marque. • Increase in the amount of construction sector Enterprise Advisers. • Construction one of the most prominent sectors engaged in the Youth Pledge Marque. 	

PRIORITY 3	MEETING DEMAND : Plan to address the forecast growth in labour demand	
Action 1	We will establish a Building Growth Nuclear Forum to understand the wider impact of Sizewell C on all planned construction projects.	
Need	<p>The Sizewell C development will have an impact on other construction projects within the region. The need for this forum is to share information and develop an action plan to allow the construction sector to be better placed to plan for the changes in demand, rather than having to react as the impact is felt.</p> <p>Understanding the challenges and demand that the Sizewell C project will place on the area will help shape the provision priority above, as well as inform any key messages or marketing collateral produced by the Building Growth group.</p>	
Description	<p>The formation of the Building Growth Nuclear Forum builds on the experience from the Hinkley Nuclear Project. A group will look at the lessons learned from Hinkley and use this to establish a forum to focus on the skills impact from the proposed Sizewell C development and the wider impact on other construction projects in the area.</p> <p>It is proposed that EDF takes a lead on this group to assist with the lessons learned from Hinkley.</p>	
Strategic Links	<p>There are a number of other groups that exist related to construction and energy skills such as the Suffolk Energy Coast Skills Sub-group. This forum is not meant to duplicate these groups, but bring together key people to identify strategies that are already happening, and enhance these, as well as identify areas which need new provision or strategies. This forum, through its make-up, will ensure linkages to the other sector skills plan priorities. As and when necessary, and as is the nature of a forum, other key personal will join or leave the group as appropriate to provide input and linkages. However, there will continue to be a key lead in Tom McGarry and representatives of the Building Growth Group who will ensure linkages to the wider landscape.</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Supporting employers to better communicate their current and future skills needs to schools, training providers, colleges, universities and government. • Identifying skills shortages and aligning collective effort to meet these challenges. 	
Ownership and Accountability	Tom McGarry – Head of Communications, Sizewell C will look to establish the forum and report into the Building Growth Group.	
Initial Actions	EDF share lessons learnt, including the proposal to integrate the Skills Strategy and Employer Strategy into one combined proposal	TBC
	Meetings to be set up quarterly to share best practice, increasing as momentum on the project increases.	TBC
Measures of Success	<ul style="list-style-type: none"> • Greater understanding of the flow of labour required during the project to better respond to the project demands • Increased supply of labour to predominately come from Norfolk and Suffolk without impacting on the supply of labour to other construction projects. 	

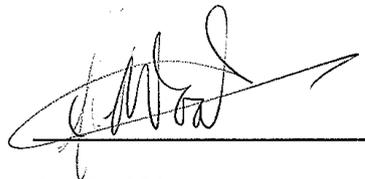
New Anglia Construction Sector Skills Plan

New Anglia Construction Sector Skills Plan was formally signed on 14th December 2016.

The document was signed by Saul Humphrey, Chair of the New Anglia Building Growth Group and Andy Wood, Chair of the New Anglia Skills Board.



Saul Humphrey
Chair, New Anglia Building Growth



Andy Wood
Chair, New Anglia Skills Board