



# Strategy Update and Priorities for 2021

David Nash, Director of Strategy and Policy

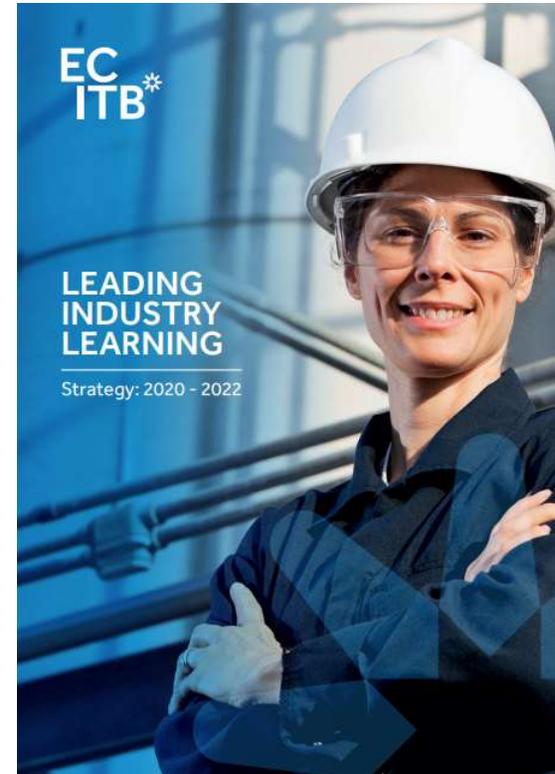
Andy Brown, Director of Operations

10<sup>th</sup> February 2021, National Forum



# Introduction

- Published new strategy, Leading Industry Learning in August 2019
- Developed in close consultation with industry and government
- It set out our plans to address key challenges facing industry:
  - Competition for Skills
  - Demographic change
  - Technological change
  - Maintaining a productive workforce
- Three pillars: Foundations, Meeting the Current Skills Needs, Preparing for the Future



# Context for the Review: Covid-19 & the downturn

- May 2020 – launched £14m crisis response package focused on three areas:

Retention of essential skills

- Train to Retain

Stem the decline in new entrants

- Scholarships
- Compressed ITEC programme

Accelerating transition

- Remote training and assessment
- Net Zero

- Each area will continue to be of priority beyond the immediate pandemic, hence need to be reflected in the strategy

# Drivers of Change



## COMPETITION FOR SKILLS

£600bn of infrastructure projects are set to be delivered over the next decade. Alongside EU Exit this could exacerbate competition for skills

## INDUSTRY 4.0

As shown during the pandemic, digitalisation is revolutionising the world of work, leading to growing demand for digital skills and a shift towards blended and remote learning and assessment

## DEMOGRAPHIC CHANGE

14% of the ECI workforce are expected to retire by 2026. These workers will need to be replaced with the next generation of young, diverse talent

## PREPARING FOR NET ZERO

Achieving net zero emissions by 2050 (2045 in Scotland) will impact all ECI sectors and create significant business opportunities, requiring a skilled workforce

## COMPETENT WORKFORCE

Ensuring the workforce is safe, productive and has transferable skills is critical to the success of the ECI and the wider economy

# The 3 pillars of the strategy

## Foundations

- Industry-leading standards, qualifications and quality assurance
- Strong evidence base
- An industry wide levy
- Collaborative approach
- Diversity and inclusion

## Meeting the current skills need

- Tackling current skills gaps and shortages
- Supporting new entrants
- Competence assurance
- Improving access to quality training, including digital and blended learning

## Preparing for the future

- Anticipating future skills requirements
- Evolving with Industry 4.0
- Influencing Government policy
- Developing the workforce for net zero

# Business Plan



- Reviewed and revised the business plan for 2021-22.
- Set new Performance Indicators for 2021
- Revised objectives can be found in the Strategy update at [www.ecitb.org.uk/](http://www.ecitb.org.uk/)



# A snapshot of our priorities in 2021



### Supporting the post-Covid recovery

- Extend Train to Retain through 2021. New funding round to be launched on Monday 15<sup>th</sup> February
- Address critical skills gaps, including welding training against RCC-M quality standard
- Provide £2.6m for scholarships



### Net Zero

- Publish net zero skills action plan for industry (Q1)
- Identify transferable skills and training needs
- Launch the Energy Transition Leaders programme (Q2)
- Set out how ECITB will reduce its carbon footprint (Q3)



### Diversity and inclusion

- Launch new ECITB training standards (Intro to EDI and Unconscious Bias in Q1)
- Work with training providers to attract students from diverse communities, including through tendering methods



### New Entrants

- Train over 600 support operatives for Hinkley Point C (starting Q1)
- Provide £4.5m in apprentice grants and £1m graduate grants
- Work with Govt on scholar progression pathways (fast track apprenticeship)



### Digital Skills & Blended Learning

- Establish a Project Data Analytics Development Programme (Q2)
- Produce a blended learning strategy to improve availability & cost effectiveness of training (Q3)



### Skills transferability

- Deliver new Connected Competence digital assessment model (Q2)
- Start the first cohort of the All Energy Transfer Technician programme (Q3)



### Labour market intelligence

- Conduct a workforce census with employers to support skills forecasting and product development (Q1-2)



### Continuous Improvement

- Act on Customer Survey findings, including improving MSP (starting Q1)
- Creation of £1m capital expenditure fund for ATPs (Q2)



**Any Questions?**

# Performance Indicators



	2020 Performance indicators	2020 Results	Targets for 2021
FOUNDATIONS	Percentage of stakeholders who say they value ECITB's labour market intelligence (>60% in 2020)	83%*	>85%
	Number of establishment reviews conducted (target of 100 in 2020)	27 due to Covid-19 restrictions >£1m of levy secured from new in-scope establishments	60
	Percentage of employers who use ECITB products say they meet their needs (>75% in 2020)	86% (average score across all products)*	>90% average score
MEET CURRENT NEEDS	Percentage of employers reporting that ECITB support has helped address skills shortages and gaps (>50% in 2020)	73%*	>75%
	Increase the number of new entrants supported by ECITB (by 15% in 2020)	-47% decrease due to the impact of Covid-19** ECITB Scholarship programme set up in response	15% increase on 2020 actual
	Percentage of employers satisfied with the quality, accessibility and affordability of training and assessment (>50% in 2020)	66% satisfied with all three aspects of training and assessment, 95% satisfied with at least one*	70% on all three
PREPARING FOR FUTURE	Increase uptake of ECITB competence assurance products by 25% in 2020.	-31% decrease due to the impact of Covid-19**	25% increase on 2020 actual
	Percentage of stakeholders who believe the ECITB is making a positive contribution to the Industrial Strategy and industry's preparedness for net zero (>60% in 2020)	69% for the Industrial Strategy, 60% for net zero*	>65% on both
	Number of employers, learners and training providers accessing the ECITB's Industry 4.0 products and programmes (>300 in 2020)	179** Development of blended learning strategy in 2021	25% increase on 2020 actual
PREPARING FOR FUTURE	Uptake of ECITB supported diversity and inclusion training interventions (>1000 in 2020)	420 supported to date** Established IDEA taskforce to enhance D&I activity	>500 in 2021
	Percentage of stakeholders who say the ECITB is positively influencing skills policy (>60% in 2020)	64%*	>70%

\* Taken from the ECITB's Customer Satisfaction and Stakeholder Survey produced by IFF Research Ltd. Fieldwork conducted between 14th September and 9th October 2020

\*\* expected as of December 2020



# Customer Satisfaction Survey 2020 results summary

February 2021



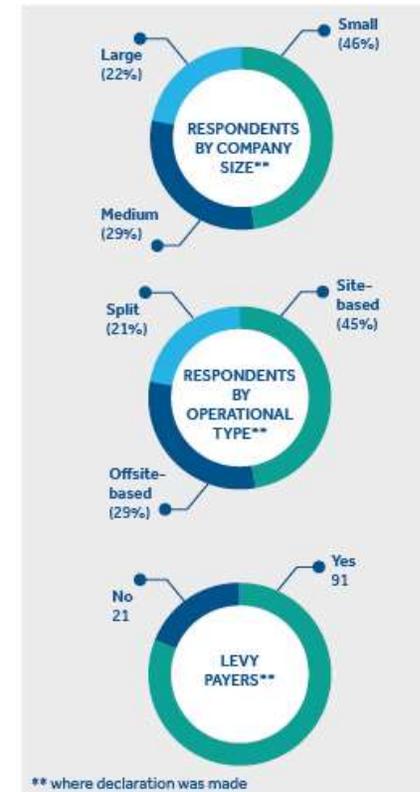
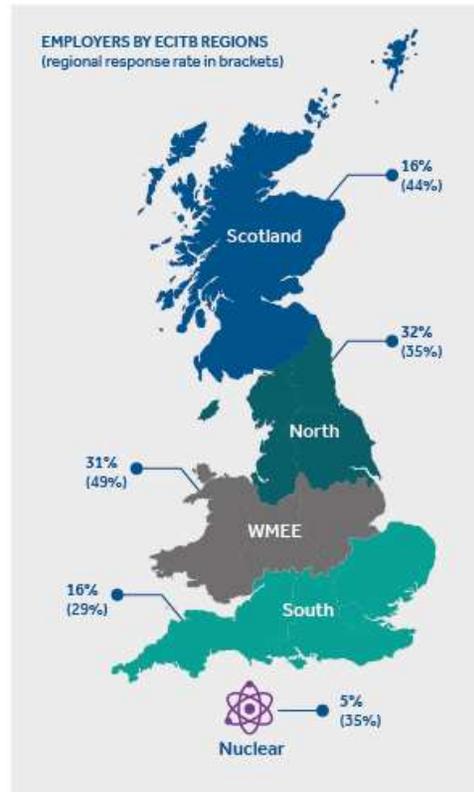
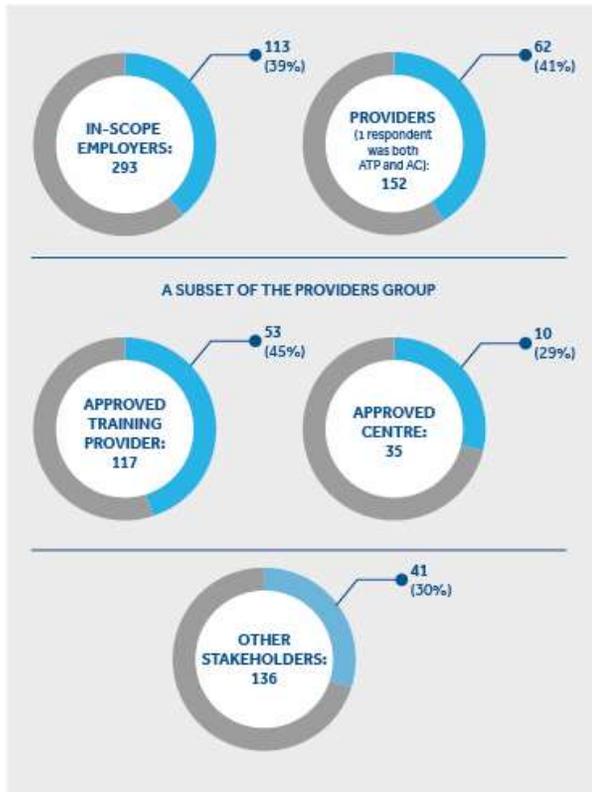
# Context for the CSS



- Why? Why now?
  - First satisfaction survey since 2015
  - Vital feedback on where we need to improve
- How does it relate to our strategy?
  - 9 months into 3-year strategy period
  - Survey covered strategic outcomes as well as operational delivery
- Challenging environment
  - Good response rate considering challenging external circumstances (37% overall)
  - Covid impact influential in responses

# Respondents

216 respondents overall



# Key performance indicators

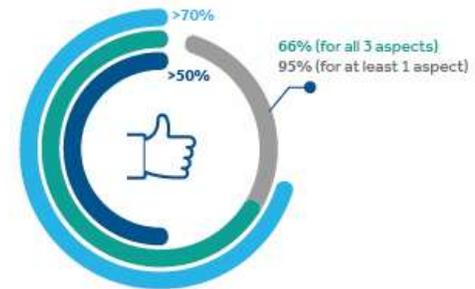
All KPIs measured through the CSS have been met



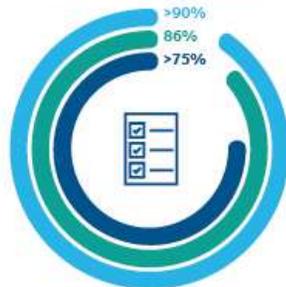
% of employers reporting ECITB support has helped address skills shortages and gaps in the past 12 months



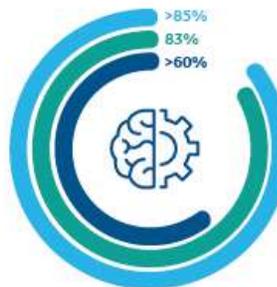
% of stakeholders who say ECITB is positively influenced skills policy



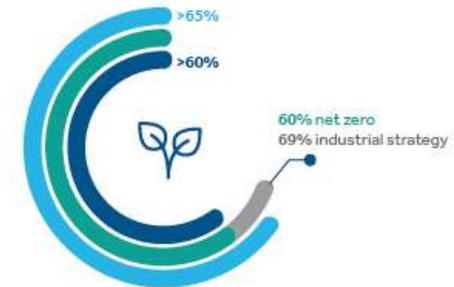
% of employers satisfied with the quality, accessibility and affordability of training and assessment



% of employers who use ECITB products say they meet their needs



% of stakeholders who value the ECITB's labour market intelligence



% of stakeholders who believe ECITB is contributing positively to Industrial Strategy and industry preparedness for net zero

2020 Target    2020 Actual    2021 Target

# Employers



**85%**

say that ECITB support helps to ensure that smaller companies can access training

**76%**

of employers say that training would not have happened without the ECITB levy and grant system

**75%**

of employers say ECITB support has helped to increase workforce competence.

**79%**

of employers say their relationship with the ECITB has helped them achieve business outcomes

## ADMIN SUPPORT

**82%**

satisfied with grant administration

**57%**

satisfied with MSP usability

## ACCOUNT MANAGEMENT SATISFACTION

**96%**

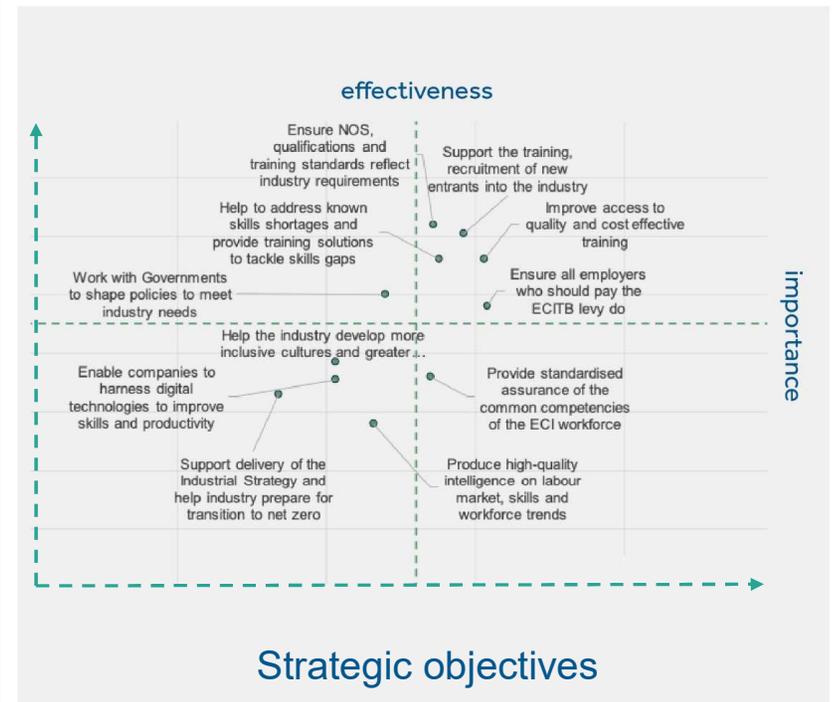
overall relationship

**97%**

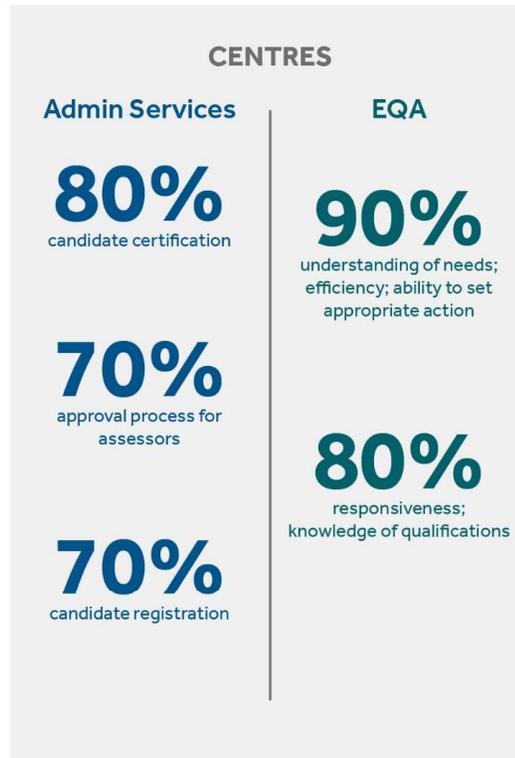
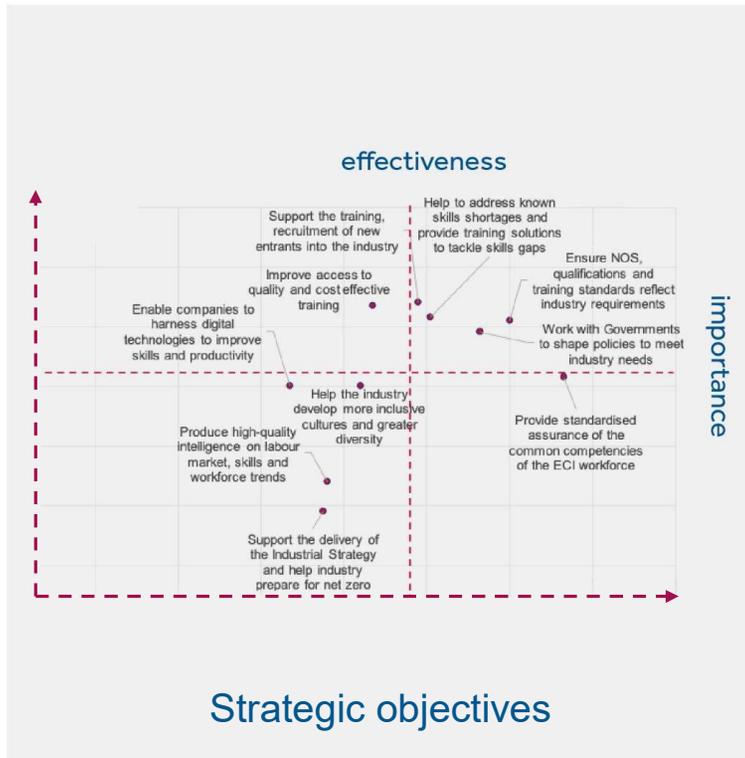
AM knowledge of ECITB products and services

**94%**

AM responsiveness to queries



# Providers & Approved Centres



# Other Stakeholders

## ECITB added most value in areas



**85%**

providing strategic leadership and acting as authority of ECI skills



**83%**

producing valuable LMI



**81%**

enabling training through levy grant system

## Strategic influence could be increased in some areas



**60%**

preparing for net zero



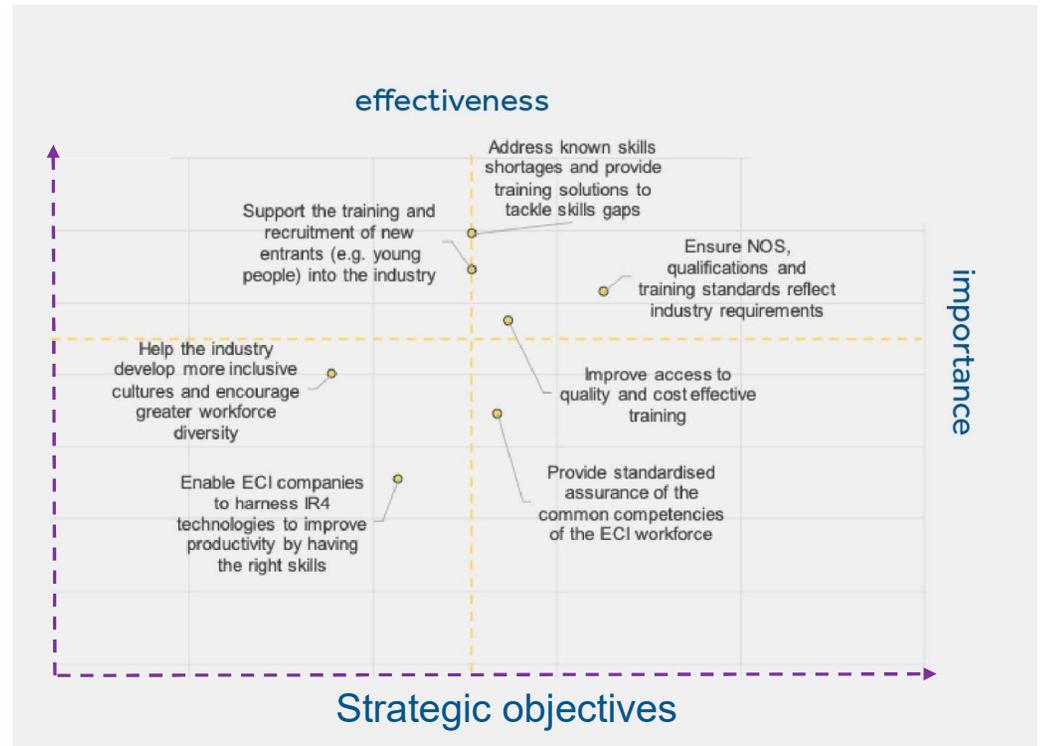
**62%**

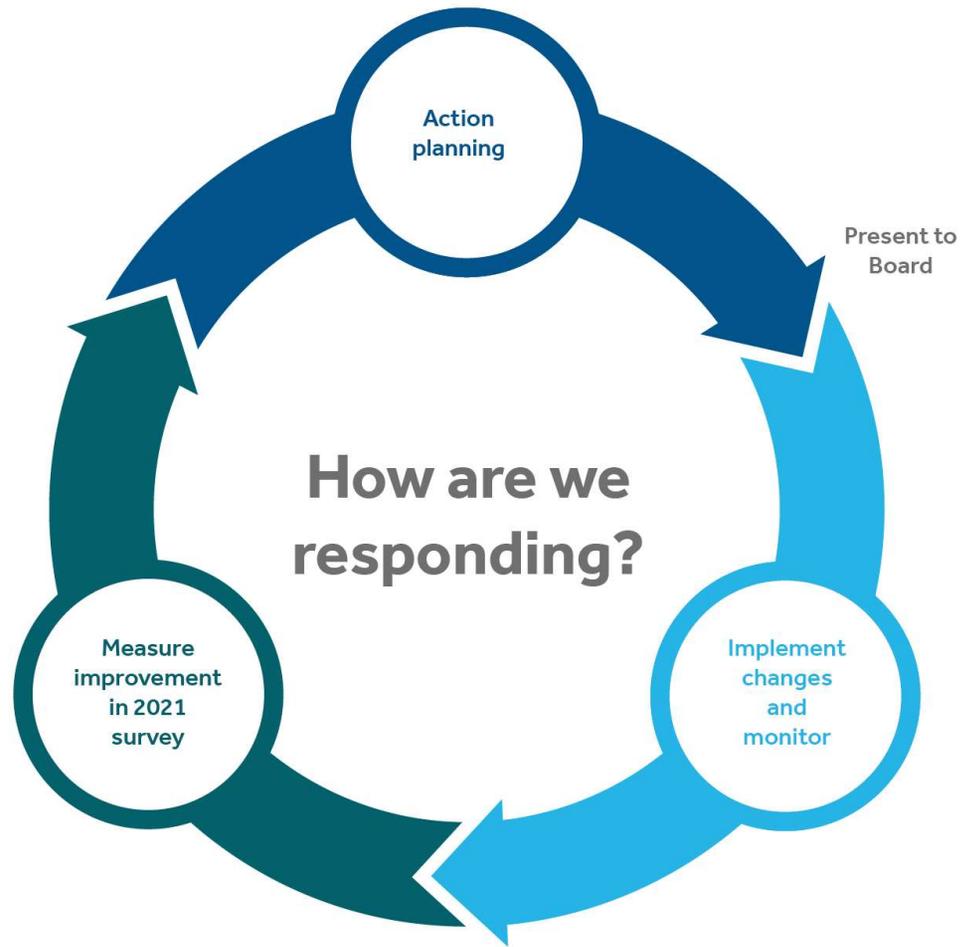
leveraging assets of other organisation to benefit ECI



**64%**

positively influencing government skills policy





# Areas for improvement



- Probe and address any significant disparities by employer region/sector/size
- Consider effectiveness and awareness of key support (e.g. new entrants, competence assurance)
- Work with our training providers – collaboration and support
- Improve communications, both centralised and regional
- Make our activities and successes more visible, especially those relating to longer strategic aims
- Promote MSP training videos to support usability
- Board to consider merits of tactical/strategic investment to improve our grant/learner management
- For future satisfaction surveys
  - Reduce length of questionnaires
  - Aim for higher response rates across all groups
  - Tune questions based on lessons from 2020