



ECITB Strategy 2026-30

Stakeholder consultation

??? 2025

[ECITB.org.uk](https://www.ecitb.org.uk)



Overview

The ECITB is proposing a new five-year strategy. This reflects the Board's ambition to drive broader, longer-term outcomes and implement strategic interventions that deliver lasting impact across the sector. This pre-read captures the key elements of this proposed ECITB Strategy 2026-30.

This is shaped by an uncertain external environment that offers both considerable challenges and opportunities for the engineering construction industry (ECI). It seeks to support the ECI to grow and deliver the skilled workforce needed to meet the UK's net zero ambitions.

It reflects the recent ITB review which recommends a shift in the strategic focus of the industry training boards. This pre-read outlines how we, as a training board, can respond.

But this strategy remains a draft. Our outcomes, priorities and activities will be guided by the feedback to this survey and our wider consultation programme. We welcome your views on this and have added a link to an online survey to capture your perspectives at the end of this pre-read.

The outcomes cannot be delivered by the ECITB alone. Only through partnership approaches can we seek to deliver on our shared ambitions.

Thank you for your consideration and input into this process.

Main Challenges

Project pipeline	<ul style="list-style-type: none">• Growing pipeline but project status and timescales are uncertain• Contractors have limited confidence to invest in new entrants without guaranteed work.
Project delivery	<ul style="list-style-type: none">• Only 35% of infrastructure projects delivered on time and budget
Competition for skills	<ul style="list-style-type: none">• Engineering construction, civil construction, manufacturing and defence all competing for same labour pool.
Chronic skills shortages	<ul style="list-style-type: none">• Engineering professions, technicians, project managers and trades (e.g. pipefitters, welders, electricians) in shortage.
Demographics	<ul style="list-style-type: none">• 38% of ECI workforce is over 50 years old, younger workers aren't joining industry at sufficient rate.• 83% of the workforce is male, 92.5% white.
Attraction	<ul style="list-style-type: none">• Low awareness of opportunities and training pathways.• Certain sectors deemed unattractive.
Industry practices	<ul style="list-style-type: none">• Subcontracting labour model has seen minimal innovation / limited adoption of digital technologies.• Limited absorption of unqualified labour and apprentices.• Barriers to upskilling and reskilling the existing workforce.
Workforce transferability	<ul style="list-style-type: none">• Different standards and competency requirements between sectors, despite high skills similarity• Timing of projects and willingness of workers to relocate.
Training barriers	<ul style="list-style-type: none">• Lack of training capacity/infrastructure and gaps in provision in certain locations.• Shortage of trainers, instructors and assessors.• Cost to business of training existing staff.

Mission and Vision

Our mission

Leading industry learning

Our vision

To support industry to train and develop a world-class engineering construction workforce that delivers vital infrastructure and powers net zero



Strategic Outcomes

For the workforce

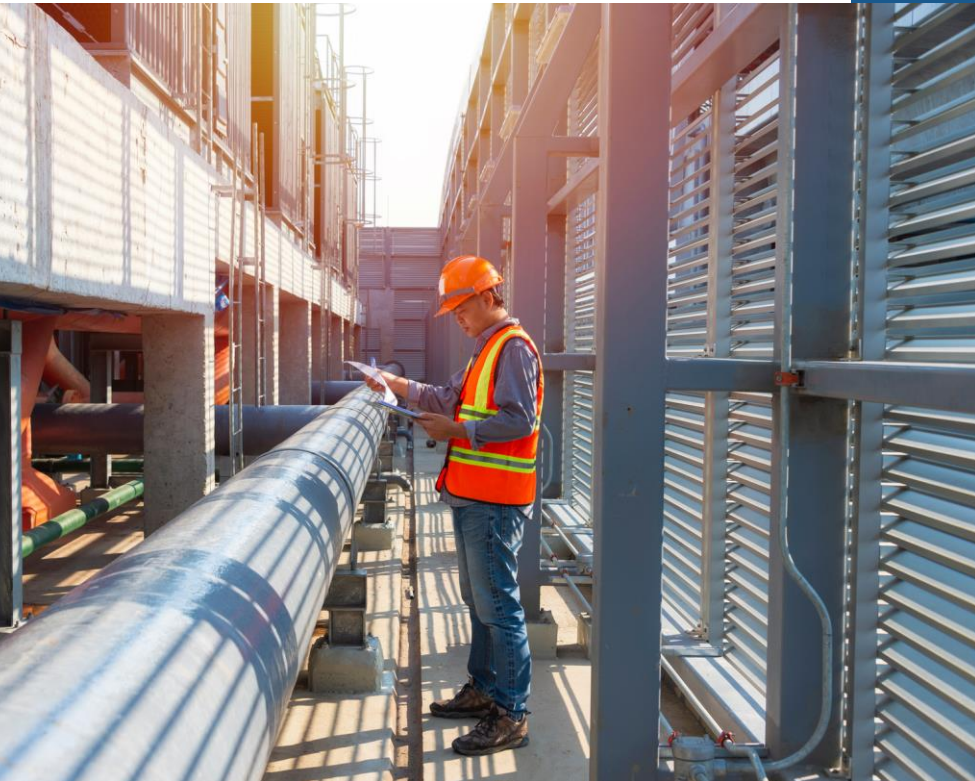
- Access to quality training & qualifications
- Transferable in-demand skills for a fulfilling career

For industry

- Able to train and retain an agile, diverse & competent workforce
- Access to quality training & qualifications

For the UK

- ECITB LMI supports better policy & decision making
- ECI skills powering infrastructure and the clean energy transition
- ECI skills unlocking social mobility
- ECI skills attracting investment in UK plc and boosting regional growth



Strategic approach



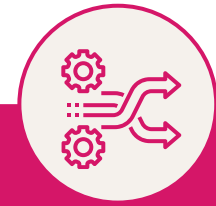
Deliver

Continue to meet our statutory responsibilities, with a clear focus on efficiency and value for money



Grow

Consolidate, standardise and scale our successful innovations, creating momentum and added value



Transform

Bold interventions to transform skills provision and positively influence industry

Strategic pillars: Deliver



Levy

- Provide a level playing field by ensuring that all relevant leviable establishments are on the register.
- Ensure that establishments pay the correct levy and payments are received on time.



Training grants

- Channel funding towards high-quality training that maintains and enhances workforce skills.
- Address priority employer skills needs by sector, size and region informed by data and insights.



Standards and qualifications

- Maintain up-to-date occupational and training standards.
- Act as the authority on and custodian of ECI skills requirements – both current and future.
- Deliver trusted qualifications that meet industry needs.



Quality assurance

- Quality assure training delivery through our network of approved providers and centres.



Online learning

- Continue to deliver the ECITB's online learning offer (the Learner Experience Platform).



Labour market intelligence

- Build on our forecasting capabilities and create robust skills roadmaps to enable workforce better planning.
- Deliver cutting-edge research and insights into skills gaps and training strategies.

Strategic pillars: Grow



New entrants

- Deliver the new entrant strategy. Programmes linked to market foresight
- Targeted support for entrants from lower socio-economic backgrounds, including expansion of Work Ready.
 - Grow our support for apprentices and graduates, working with employers to offer more opportunities.
 - Expand the number of Regional Skills Hubs to boost training capacity.



Sector skills

- Expand delivery of skills courses for net zero, including nuclear, CCUS, hydrogen, wind as well as conventional sectors.
- Support upskilling & reskilling for workers entering new growth sectors.



Competence assurance

- Solidify and standardise the operating model for competence assurance, including expanding the role of Connected Competence and reforming the Assuring Competence in Engineering (ACE) scheme.



Retention

- Support workforce progression and retention within and across sectors by creating ECITB-approved career pathways, with associated training and assessment interventions.
- Invest in leadership, management and mentoring training to support employee engagement and retention.



Careers and inclusion

- Build on careers activities to get under-16s inspired by ECI careers through partnerships.
- Develop new market offerings to highlight careers opportunities in the ECI to young people.
- Help industry create inclusive workplaces through partnerships, standard setting and training.

Strategic pillars: Transform



Strategic innovation fund

Set up a £10M Strategic Innovation Fund to accelerate Britain's skills investment

- Harness the regional skills hub model to build strategic skills ecosystems (Centres of Excellence) within region.
- Innovate to increase trainer capacity.
- Strategic interventions to broaden talent pool ahead of project need.
- Broker transition of the at-risk workforce from traditional into green industries.



Technology adoption

- Develop and roll out training interventions and products that enable industry to harness new technologies, including AI and robotics, at scale.



Blended learning and modular training

- Build on bootcamp partnerships to deliver short courses through leveraged funding.
- Develop and deliver a suite of modular and just-in time training.
- Deliver blended learning and scale up online offering, including LXP growth.



Impactful partnerships

- Partner with CITB to drive delivery of skills for infrastructure.
- Leverage Governments' skills offer to maximise impact.
- Drive industry to adopt collaborative contracting strategies to enhance strategic skills planning / delivery.



Commercialisation and scope

- Explore options to grow product and service offering.
- Expand commercial partnerships to enhance skills development.
- Explore options and advocate to change ECITB scope.

Complete the survey

If you have been unable to attend the [consultation workshops](#) to give your input into this strategy, we would welcome your views through our online survey.

Deadline to complete survey: **Monday 16 June**

[ECITB Strategy 2026-30 online survey](#)

