

EC
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ECITB Business Plan 2026

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Introduction



We published the new ECITB 2026-2030 Strategy last September amid an increasingly complex and fast-changing environment. Events have continued to underline this with many of our levy payers facing challenging headwinds against a turbulent global economic backdrop. This is why our board proposed unchanged levy rates for the levy period 2025-27. We were delighted that 85% of levy-paying employers, representing 98% of the Industrial Training Levy paid, voted in favour of these proposals.

Our policy landscape has also evolved, with the ECITB now sponsored by the Department for Work and Pensions. I believe this change will support our strategic direction and initiatives, such as our Work Ready Programmes, are already helping those currently not in work to find new opportunities and grow their skills.

As government progresses its Industrial Strategy and associated sector plans, alongside the Clean Energy Jobs Plan and Infrastructure Strategy, the ECITB is well positioned to support delivery through workforce intelligence, standards and targeted training interventions. Recent publications from Skills England reinforce the importance of employer-led reform and robust labour market insight, areas where the ECITB continues to play a leading role. We will also support workforce transition under the North Sea Future Plan and align our programmes with devolved skills policies to ensure coordinated delivery across the UK.

This Business Plan sets out clear, practical priorities for the year ahead, aligned to industry priorities and government objectives while retaining the flexibility to respond to change. It reflects our commitment to setting annual plans that allow us to remain agile, while maintaining strong alignment to the long-term goals of our five-year strategy.

Whilst this plan does not capture every area of ECITB's activity, it focuses on the key programmes that will drive strategic change. With a strong emphasis on data-driven decision-making, workforce intelligence and diversified income, we are committed to delivering the transformational change set out in our Strategy 2026–30.

Our vision is a world-class engineering construction workforce that delivers vital infrastructure and powers net zero. By 2030 we want a skilled, transferable and diverse workforce underpinning the ECI, with clear pathways into rewarding careers and recognised standards of competence that support productivity and safe delivery. ECITB's workforce intelligence will inform decision making and our programmes will play a role in powering the UK's infrastructure, clean energy transition and regional growth. This business plan represents the first step on that journey.

The challenge ahead is significant — but so too is the opportunity. Working in partnership with others, we remain fully committed to delivering for employers, the workforce and the UK's economic future.

A handwritten signature in black ink, appearing to read 'A. Hockey', written over a light blue abstract graphic element.

Andrew Hockey
Chief Executive

Our mission and vision

Our mission

To lead industry learning

Our vision

A world-class engineering construction workforce that delivers vital infrastructure and powers net zero

Photo courtesy of EDF energy

Our 2026 strategic outcomes

For the workforce

- Access to quality training and qualifications
- In-demand and transferable skills for a fulfilling career

For the industry

- Attracting, upskilling and retaining an agile, diverse and competent workforce in sufficient numbers to meet projected growth in demand
- Benefit from optimised workforce skills to increase productivity

For the UK

- ECITB labour market intelligence (LMI) supports better policy and 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



Our 2026 priorities for strategic delivery

Our 2026 Business Plan reflects our Leading Industry Learning Strategy 2026-30 and is structured around three key pillars.





Deliver

We will continue to meet our statutory responsibilities, with a clear focus on efficiency and value for money. Our priorities include:

- Implement a new levy collection process to deliver a fair and transparent level playing field for all of our levy payers.
- Conduct a strategic review of current grant-funded programmes to identify high-impact, scalable initiatives aligned with the ECITB's long term goals.
- Review ECITB qualifications and develop replacement Regulated Qualifications Framework (RQF) qualifications in line with customer need, funding priorities and updated training standards.
- Streamline how providers engage with the ECITB to ease access to products and standardise provider approvals, audits and quality assurance.
- Introduce digital certification to support secure, trusted and portable recognition of skills.
- Strengthen sector workforce intelligence by introducing enhancements to our Labour Forecasting Tool (LFT) and provide demand insights through web vacancy scraping activity.

A worker in a red hard hat and safety glasses is looking at a tablet next to a large industrial pipe. The pipe is part of a water treatment facility, with water flowing through it. The background shows a clear blue sky and some greenery.

Grow

We will consolidate and scale our successful innovations, creating momentum and added value. Our priorities include:

- Implement the recommendations of the Connected Competence review, relaunch the ACE Scheme and grow cross-skilling programmes to support the transition of at-risk workers into other sectors. Together, these actions will strengthen a cohesive and holistic approach to competence assurance, skills transferability and workforce retention.
- Expand the ECITB's digital Learning Experience Platform (LXP) with our network of approved training providers (ATP) and establish a new SkillsBuilder function on the LXP to enable employers to track employee skills.
- Publish a Higher Education Strategic Engagement Plan to build partnerships with key universities, enhance the impact of our graduate grant and bolster the alignment of degree provision with industry needs.
- Implement review-led improvements to new entrant programmes to strengthen value for money and delivery against strategic priorities, including expanding the ECITB's Work Ready programme into new settings such as prisons.
- Develop a refreshed Career Progression Route Map - a structured framework developed to help individuals understand and navigate career paths in the ECI.



Transform

We will identify and launch bold interventions to transform skills provision. Our priorities include:

- Continue to deliver pilot initiatives to increase trainer and assessor capacity considering how to support industry engagement within training providers.
- Develop pilot interventions to support innovative new entry pathways guided by insights from our further education and apprenticeships data dashboard.
- Deliver the recommendations of the Regional Skills Hub Working Group to deliver sustainable and strategic investment in key hotspot areas, driven by LMI and leveraging funding from external sources.
- Provide a structured approach to developing digital competencies in the ECI through the development of a Digital Skills Framework and by developing e-learning modules for priority training needs.
- Develop and deliver a refreshed TECSkills programme in partnership with employers to provide flexible modular training to upskill existing members of the workforce and support new entrants.

Our priorities in the devolved nations, regions and sectors

Our strategy outlines that we will tailor approaches that meet the needs of our employers in their local and sectoral markets. This will respond to the policy priorities of the devolved governments and local authorities in England and will involve sub-regional plans where appropriate.

In 2026, our priorities will include:

- Develop ECITB regional-focused delivery plans for new entrants which will respond to needs identified by skills supply analysis including apprenticeship and FE enrolments/destinations by region.
- Deliver a Work Ready Programme at a British prison.
- Support the Net Zero Teesside Skills Consortium by facilitating a Trainer and Assessor Task and Finish Working Group.
- Deliver a key EDI or attraction initiative in each ECITB region, including a STEM outreach engagement activity in Central Scotland targeting secondary schools.
- Spearhead greater client-contractor collaboration on skills across all regions and encourage greater investment in new entrants ahead of project need and provide support for the at-risk workforce to transition into other sectors.
- Deliver on our commitments to support the Nuclear Sector Skills Plan and partnership agreements with EDF and Sizewell C, supported by engagement with wider stakeholders.





Working in partnership

Our strategy recognises that the outcomes will only be achieved if there is collaboration and commitment well beyond the ECITB alone. In 2026, we will work closely with Skills England, devolved administrations, combined authorities and other partners across Britain to unlock the potential of our skills system. To do this we will:

- Continue to collaborate with the CITB on our joint delivery plan and its focus on skills for infrastructure, bolstering trainer and assessor capacity; green skills; workforce planning; and skills passporting schemes. We will also explore opportunities for greater collaboration between our regional operations and learning and assurance teams.
- Work with partner trade unions including through the ECITB Council to ensure the views of the unionised workforce inform our strategic delivery.
- Engage with the DWP, the Office for Clean Energy Jobs and Skills England to inform policy development and support delivery.
- Collaborate with the ECIA and BCECA to ensure the views of their members continue to be reflected in the ECITB's priorities and to ensure employer-led strategic delivery.



Photo courtesy of INEOS.

Measuring our impact

The ECITB's Strategy 2026-30 represents a move to a five-year strategy cycle for the organisation. It reflects our determination to drive long-term outcomes through significant interventions that can deliver lasting impact. We will measure the long-term impact of our strategic delivery through a series of 2030 goals and metrics.

These will guide the ECITB as we seek to assess whether we are moving in the right direction to achieve the strategic change to which we aspire. We will also embed evaluation techniques and practice across all our strategic change initiatives and projects.

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