



## **Sector Skills Agreement**

### **Summary of key issues and proposals for Wales**

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## Foreword

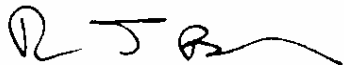
Now the Sector Skills Agreement work starts to become meaningful! We have taken the high quality research into skills and recruitment needs from Phase 1 and considered the information on training provision from Phase 2. At the same time we have been listening to employers, focusing on what is required if we are to make meaningful improvements in skills levels and improve recruitment into the industries covered by Asset Skills.

You will see in the report that we are drawing some conclusions about the priority actions. Please read them carefully to see if you agree. Whether you do or not, please tell us because this programme belongs to you.

Some of the action points are obvious and there are probably no great surprises. However, we now have a sound evidence base for drawing the conclusions we do. You will see that some of the action points are not specifically about training and/or recruitment per se, but will influence these areas sufficiently to be included.

All of the actions come from employers and other stakeholders. But that does not mean they are not controversial. So please check and ensure you agree and let us have your views.

The next stage is to put some flesh on to the bones. We have to determine a detailed strategy for implementing the changes we are recommending. So it is important that this work remains yours rather than ours.



**Richard Beamish**  
**Chief Executive**  
**21 November 2006**

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# 1. Introduction

Asset Skills is one of 25 Sector Skill Councils (SSCs) that have been established by government to tackle the skills and productivity needs of their sector throughout the UK. SSCs are independent employer-led, UK wide organisations that cover different business sectors of economic or strategic significance. Asset Skills has been established to cover the Housing, Property Services, Facilities Management and Cleaning sectors of the UK economy.

Each SSC agrees sector priorities and targets with its employers and partners to address four key goals:

1. Reducing skills gaps and shortages
2. Improving productivity, business and public service performance
3. Increasing opportunities to boost the skills and productivity of everyone in the sector's workforce, including action on equal opportunities
4. Improving learning supply, including apprenticeships, higher education and national occupational standards

The key mechanism for identifying and articulating how industries are going to raise their performance in tackling these goals will be through the development of Sector Skills Agreements. The Sector Skills Agreements are intended to place employers' needs centre stage and give them a powerful voice in how public money on skills is spent.

This report represents the outcomes from the third stage of the Sector Skills Agreement process. The research undertaken as part of stage one and two enabled the production of a series of consultation reports that brought together the key supply and demand issues facing each industry within the Asset Skills sector<sup>1</sup>. These various consultation reports provided the basis of a comprehensive programme of 'market testing', which represented the key component of the stage three programme.

The aim of the stage three programme is to communicate key supply and demand issues and outline potential solutions which would improve future business performance within the sector. In this regard, an important focus of the stage three work has been to reach agreement with employers and partners on the actions needed to ensure that the future supply of skills meets the short and long term demands of businesses within the Asset Skills sector.

The research revealed that the skill issues facing industries within the Asset Skills sector are similar across the four nations of the UK. Not surprisingly the proposals for action to address these key skill issues are also similar in each nation. However, it is recognised that the policy context, delivery structures and arrangements within Wales are very different to those in England, Northern Ireland and Scotland. In order to properly reflect these differences a separate report and action plan has been developed for Wales and for each of the other three home nations.

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<sup>1</sup> Further analysis relating to stage one (Skill Needs Assessment) and stage two (Assessment of Current Provision) research can be obtained from [www.assetskills.org](http://www.assetskills.org)

## 2. Stage three market testing programme

Although a UK wide approach to market testing was adopted by Asset Skills, this included significant contact with employers and professional bodies in Scotland. Consultation was also undertaken individually and collectively with the Asset Skills Industry Board in Scotland, whose views were taken into account in drawing up the action plan, which forms the main element of this report.

All market testing activity was based on a number of reports, which were produced for the Housing, Property, Facilities Management and Cleaning industries. These being:

- A detailed consultation report setting out the main issues facing businesses within each Asset Skills industry in relation to:
  - The profile of the industry
  - Skill shortages and gaps (the demand for skills from employers)
  - Learning and skill development activities (the supply of skills to the labour market)
  - Future action to improve business performance
- A summary report on 'The Way Forward' for each industry which set out the key challenges facing each industry and proposals on how to tackle these issues.
- A fact sheet for each industry detailing key facts and issues.

The market testing programme consisted of a number of different approaches to the consultation through the engagement of employers and partners:

- A series of national and regional **roadshows** were planned from 5<sup>th</sup> September to 3<sup>rd</sup> October 2006 to target employers in the sector. The slogan '*Your voice, your people, your future*' was used along with the following five reasons to attend:
  1. The chance to influence industry
  2. Shape government policy
  3. Get an overview of skills issues
  4. Gain a competitive edge
  5. Networking

The events were marketed in June/July in all the relevant trade magazines such as Cleaning Matters, the Facilities Management Journal, Inside Housing, Estate Agent News, Negotiator, Property People, Estates Gazette, ARLA, European Cleaning Journal, RICS, Health Estate Journal and Property Week to name a few. The events were partially successful but did not manage to generate enough employer participation. It was therefore felt that more direct consultation with employers was needed.

- A targeted programme of **validation with employers** was organised to remedy the issue above. Two methods were used by the research team.

1. The implementation of a telephone survey with employers in each of the four industries from 3<sup>rd</sup> – 20<sup>th</sup> October 2006. The purpose of the survey was to seek verification of the skills issues identified by the research. This involved sending an initial letter out to around 1,800 contacts who were interviewed for the 2005 Asset Skills employer survey. The following numbers of employers were contacted in each of the four nations:

England – 1,371  
 Wales - 144  
 Northern Ireland - 118  
 Scotland – 166

These letters were followed up by targeted phone calls. During the five minute calls, employers were invited to say whether they agreed or disagreed with the industry specific solutions outlined in ‘The Way Forward’ consultation documents.

2. Emails were simultaneously sent to employers who had been visited in 2006 by the employer engagement team in Asset Skills. These emails were structured in the same way as the consultation in the telephone interviews.

The response rate achieved from the validation exercise was:

Property – 32  
 Housing – 20  
 Cleaning – 35  
 Facilities Management – 20

- Emails containing the industry specific consultation reports and ‘The Way Forward’ documents were sent to individual members of the **Industry and Home Country Boards** established by Asset Skills to secure the involvement of employers and professional bodies.
- Discussions were facilitated with **Industry and Home Country Boards** on the proposals for future action contained in the consultation reports
- Consultation was also conducted with the key **professional bodies and trade associations** covering each of the four industries within the Asset Skills sector. The following were invited to comment on the consultation reports:

Chartered Institute of Building	National Association of Estate Agents
Association of Domestic Management	Royal Institution of Chartered Surveyors
Association of Residential Management	Royal Town Planning Institute
British Institute of Cleaning Science	Building Services Association
British Institute of Facilities Management	Facilities Management Association
Chartered Institute of Environmental Health	National Housing Federation
Chartered Institute of Housing	Cleaning and Support Services Association

The outcomes of the consultation revealed a high level of agreement on the position of each industry in relation to skill needs and skill supply and also on the actions that need to be undertaken by Asset Skills, its partners and employers to improve business performance within each industry.

### 3. Profile of the Asset Skills Sector in Wales<sup>2</sup>

The Asset Skills sector in Wales employs about 24,500 people<sup>3</sup>. About 57% of the workforce is employed in Property and Housing and about 38% in Industrial Cleaning. The remaining 5% are employed in the Facilities Management industry. The profile of each of these industries is quite distinct:

- About 78% of all occupations within the Cleaning industry in Wales are elementary occupations. Wales has a higher proportion of elementary occupations, more part time working and a larger proportion of women in the workforce compared to the UK.
- The Property and Housing workforce in Wales has a relatively high percentage of managerial (24%), associate professional and technical (21%) and administrative (29%) occupations, which account for about 74% of the industry workforce in Wales.
- The Facilities Management workforce in Wales is characterised by a high proportion of managerial occupations (38%).

93% of all Asset Skills' workplaces in Wales are small, employing between 1-10 people. This is about 10% higher than the average across all sectors in the Welsh economy and emphasises the 'small firm' character of the Asset Skills sector as a whole.

The proportion of the UK Asset Skills workforce employed in Wales (4%) is marginally lower than the proportion of total UK employment located in Wales (about 5%).

In relation to future employment in the Asset Skills sector in Wales, significant growth within Property is expected to be counteracted entirely by projected job losses in industrial cleaning over the period 2004-2014. As a result, net Asset Skills employment levels in Wales are projected to remain broadly stable up to 2014.

The Asset Skills sector in Wales does not appear to be experiencing any particular difficulties in relation to vacancies or hard to fill vacancies compared to the Welsh economy as a whole. The proportion of employers reporting skills gaps within the Asset Skills sector and the proportion of employees affected by skills gaps are significantly lower than the respective figures for the Welsh economy as a whole.

25% of the Asset Skills workforce in Wales has no qualifications. The cleaning industry by comparison with all other Asset Skills industries has a much higher proportion of individuals with Level 2 qualifications or below (85%). Clearly the initial focus for up-skilling (particularly improving adult literacies) in the Asset Skills workforce in Wales needs to concentrate on the Cleaning industry.

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<sup>2</sup> A full profile of the Asset Skills sector in Scotland can be obtained from the Skill Needs Assessment for Wales, Asset Skills, March 2006.

<sup>3</sup> The employment figure is based on information obtained from the Annual Population Survey 2004 using the only available codes (based on the SIC) to reflect the sector. The figure is likely to underestimate the number of people that are employed in the sector, many of whom work in the public sector.

The analysis undertaken indicates that the Asset Skills sector is under-performing in Wales. The average GVA per employee (a measure of productivity) for Asset Skills' footprint in Wales was about £21,000 in 2003, significantly lower than both the UK Asset Skills average (£33,987) and also considerably lower than for all sectors in the Welsh economy (25,318).

## 4. Policy context in Wales

This section provides a brief synopsis of the wider social and economic policy context and also the specific policy context in which skill development activities are being undertaken within Wales.

### Social and economic policy context

The Welsh Assembly Government aims for a Wales where everyone has the skills, motivation and opportunity to obtain good quality jobs that meet their aspirations and abilities, and where employers work with their employees and public sector agencies to raise skills to the highest possible levels to support high quality jobs in a growing economy<sup>4</sup>.

The Skills and Employment Action Plan for Wales has a key role in implementing this vision and it is intended to inform the delivery strategies of ELWa, the Higher Education Funding Council for Wales, Careers Wales, ACCAC, Jobcentre Plus and other key partners. It is also aligned with the European Employment Strategy and its objectives of<sup>5</sup>:

- Full employment
- Improving quality and productivity at work
- Strengthening social cohesion and inclusion

Across Wales, all sectors will need to address the long-term agenda for sustainable communities as demonstrated in the Egan Skills Review in England. In particular, the Welsh Regeneration Plans will impact on all economic activities and opportunities in Wales<sup>6</sup>. Energy audits, energy assessment and home inspection requirements will also have major implications for the Property industry while the Housing Act 2004 has had significant impacts on fitness and licensing of private rented domestic tenancies.

Within the Asset Skills sector in Wales, following the implementation of the Welsh Assembly Government's 'Better Homes for Wales' National Housing Strategy and the review by the National Housing Strategy Task and Finish Advisory Group, it was recognised that housing management and tenant support services needed to be more responsive to customer (tenant) needs and more preventative measures needed to be taken to deal with tenant difficulties<sup>7</sup>. In addition to this there was also the need to identify the precise skills needed to provide supported housing. Approximately 230,000 social landlord tenancies were in place according to 2002 figures available from the Welsh Assembly Government<sup>8</sup>.

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<sup>4</sup> National Assembly for Wales, January 2005, Skills and Employment Action Plan for Wales 2005, p.5

<sup>5</sup> National Assembly for Wales, January 2005, Skills and Employment Action Plan for Wales 2005, p.8

<sup>6</sup> Asset Skills, May 2005, Management and Leadership in Wales Strategy and Action Plan, p.4

<sup>7</sup> Asset Skills, June 2004, Developing Skills to Deliver Better Homes for People in Wales, p.4

<sup>8</sup> Asset Skills, June 2004, Developing Skills to Deliver Better Homes for People in Wales, p.4

## Policies for skill development in Wales

Specifically in relation to skills, the following policies, strategies and plans have a key role in determining the delivery of skills and training across Wales:

- *Basic Skills Strategy*: In April 2005 the Minister for Education and Lifelong Learning announced that £40 million will be made available over the next three years to support activities outlined in “Words Talk - Numbers Count”, the second phase of the all-age, bilingual National Basic Skills strategy for Wales.
- *Wales – a Better Country*: This document is the Welsh Assembly Government’s (WAG) key strategy for the country as a whole and on that basis encompasses a wide range of issues and activities. In its broadest sense, the strategy has significant impacts on the Asset Skills sector, particularly in Housing where it is likely that issues such as community development, the built environment and healthy and independent lives will naturally find a home and be at the forefront of visible delivery.
- *Learning Pathways – 14-19*: Learning Pathways build on a widespread consultation across Wales to determine how 14-19 education should be delivered and what the country needs to achieve in terms of educational attainment to secure and grow the strong and vibrant economy that it currently enjoys. WAG believe that the transformation needed must be based on securing a better balance between:
  - Knowledge - subject knowledge, technical and occupational knowledge (hard skills)
  - Opportunities to apply this capacity in real life contexts to deepen knowledge and understanding and to develop as a learner
  - Opportunities to develop wider personal and interpersonal skills (soft skills) through practical experience

Importantly, the focus on hard skills will be vital for the Asset Skills sector. However, it will be important to recognise the contribution of soft skills in employment that appear to be causing some concern for employers in the Asset Skills sector, particularly regarding new recruits and unfilled vacancies.

Asset Skills Cymru is already involved in this agenda with an ELWa Pathfinder contract in Pembrokeshire, membership of the Rhondda Cynon Taf Bro Dysg Board (as the Skills for Business Network Ambassador) and membership of the Skills for Business Network 14-19 sub-group.

- *Reaching Higher and the Knowledge Economy Nexus*: Reaching Higher, launched in 2003, allocated an additional £2m to support new partnerships between Higher Education and schools and colleges in some of the most deprived communities in Wales. The new partnerships build on existing success by launching a variety of schemes and programmes designed to give people, particularly young people, the additional support and encouragement they need to fulfill their potential and make going on to higher education a reality.

Asset Skills is developing Foundation Degree Frameworks in England and is working to persuade higher education in Wales to extend funding for this development. To date, around 11 Foundation Degrees related to the Asset Skills sector have been developed in Wales, but a relationship with the English framework is lacking.

- *laith Pawb and Cymru ar lein*: laith Pawb (The National Action Plan for a Bilingual Wales) sets out the WAG priority for sustaining and developing the growth of Welsh as a language and the use of Welsh as a medium for learning, working and life. The plan commits £7m annually to support this development and sets out challenging key targets for 2011. Asset Skills Cymru has already provided bilingual reports and a training programme where it was considered appropriate and this policy will continue in the future.
- *Winning Wales*: This is the national Economic Development Strategy for Wales, set out in 2002 to ensure that Wales's economic prosperity was sustained and developed. Winning Wales is due to be refreshed shortly.
- *Communities First*: 'Communities First' is a comprehensive approach to area-based regeneration that will apply to many of Wales' most deprived communities. It was launched on 31 March 2000. Asset Skills Cymru is working with the Regeneration Partnership (a grouping of significant professional bodies in this area) and Housing Associations.
- *Wales Spatial Plan*: This reflects the way a whole range of activity and investment occurs across particular geographic space and uses knowledge to shape the future. It aims to ensure the Welsh Assembly Government's policies and programmes come together effectively with the workings of local government, business and other partners across Wales, to enable a sustainable future for all the different parts of Wales. It sets a strategic, integrating agenda for the next 20 years at national, regional and local level. Asset Skills Cymru will work to link with partners such as the Regeneration Partnership and other community groups as appropriate.
- *ELWa Priorities*: In *Developing the Workforce*<sup>9</sup>, ELWa acknowledged the need to meet the demands of business and reflect sector learning priorities in order to develop the workforce and learning within the workplace. ELWa has made the following recommendations:
  - Provision of free basic skills training for learners with needs up to Level 1
  - Implementation of a new integrated, flexible business support service called the Workforce Development Programme to meet employers specific business needs
  - Support customised skills development for SMEs targeted at those which demonstrate most potential
  - Give greater priority to Management Development and Leadership
  - Heighten emphasis on skills for the employed
  - Enhance the employability of the economically inactive
  - Prioritise Welsh language and Welsh medium in workforce development
  - Increase support made directly available for employers over 5 years from £6.5 to £30 million
  - Invest more in the Credit and Qualifications framework for Wales, to enable employers / employees to pursue a structured and coherent approach more suited to their needs.

These priorities link closely with the Skills and Employment Action Plan and many are central to the development of the Asset Skills Workforce Development Plan.

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<sup>9</sup> ELWa, *Developing the Workforce, Learning In and For the Workplace* October 2004, p.3

- *Improving Management Development and Leadership*: The Skills and Employment Action Plan for Wales 2005 recommended that ELWa work with the Wales Management Council to develop an improvement plan for management and leadership development incorporating recommendations from its review of workplace learning including:
  - A dedicated budget to develop networks of providers with Management Development and Leadership Competence;
  - Developing a delivery model for management training in small and micro businesses including, workshops, networks of managers and mentoring support;
  - Ensuring that the Credit and Qualifications Framework for Wales (CQFW) recognises and accredits the full range of Management Development and Leadership learning.

The response from ELWa and the Wales Management Council makes a new set of recommendations to further enhance and extend management and leadership development in Wales<sup>10</sup>.

- *WBL Improvement Plan*: The Minister for Education and Lifelong Learning has asked ELWa to work with officials at the Welsh Assembly Government (WAG) to prepare an improvement plan for WBL, focusing on how awareness of the programmes can be raised, capacity strengthened, quality improved and completion rates increased.

The Improvement Plan<sup>11</sup> recommends three areas for development:

- Product Development and Provision Structure
- Support for Individuals and Employers
- Improving Quality

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<sup>10</sup> Improving Management Development and Leadership in Wales, A Joint response from ELWa and the Wales Management Council

<sup>11</sup> The Work Based Learning Improvement Plan, Discussion Document, ELWa, March 2006

## 5. Action Plan for Wales

The following tables summarise the emerging skill issues for the Cleaning, Facilities Management, Housing and Property industries that have been identified so far during the Sector Skills Agreement research process. Proposals have also been developed by Asset Skills to address each skills issue included within the tables. These issues and proposals have all been verified by employers and partners during the Stage three market testing process.

Taken together the issues and proposals provide a clear action plan for skill development within the Cleaning, Facilities Management, Housing and Property industries in Wales. In this regard they provide a detailed insight into the key skills priorities for the Asset Skills sector in Wales. Asset Skills will need the support of all its partners within Wales to move these proposals forward.

At this stage Asset Skills has not attached any particular priority to the actions within each industry. This is because it is considered that these priorities will emerge naturally through the subsequent agreement process. However, Asset Skills has placed a higher level of priority on the need to target skill development activities within the Cleaning and Facilities Management industries. This is largely because the particular skill development needs for each of these industries are considered to far outweigh those that relate to the property and more particularly housing industries.

The evidence from the SSA research indicates that employers in the housing industry and also certain parts of the property industry have been very successful to date in developing HR procedures and strategies and in undertaking training activity. For example, while 91% of housing employers indicated that they had undertaken training over the previous 12 months, the respective figure within the Asset Skills sector as a whole was 46% (this is largely due to the influence of the cleaning industry where only 35% of employers had undertaken training over the previous 12 months). This is not to say that the issues and proposals outlined for housing and property should not be addressed, but simply that the skill development needs within the cleaning and facilities management industries are much greater at the present time.

The following summary of key issues and proposals for Wales uses the following headings:

- Skills issue (priority skills issues highlighted by employers)
- Evidence
- Industries and occupations affected
- Supply side picture
- Impact (should the skills issue remain unaddressed)
- Proposal (proposals developed by Asset Skills and partners to address each issue)
- Action for employers (the action needed by employers to address each skills issue)
- Action for partners (the partners that would need to be involved in addressing each skills issue and the action required of them)

## Cleaning Industry Action Plan

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>1. Making the cleaning industry more attractive as a career option</b>						
Professional bodies, providers and employers all recognise the urgent need to improve the attractiveness of cleaning as a career option.	Cleaning operatives, supervisors, site managers, area managers and contracts managers.	The sector image is a major problem in attracting people to the cleaning industry.  People are less likely to be attracted without a clear career progression and qualifications pathway.	The industry continues to attract people by default. Such individuals often do not have commitment to the industry or loyalty to employers. This contributes to a high labour turnover and associated costs.	The development of a broader and more structured career and qualification pathway to promote the idea of a career in cleaning.	Creation of more structured career pathways within individual cleaning companies.	Joint activity between the CSSA, BICSc, ADM and Asset Skills along with other potential partners including WAG, Careers Wales, Jobcentre Plus Wales, DELLS, Government Skills and Skills for Health to develop coherent career pathways.
<b>2. Developing more attractive cleaning jobs</b>						
52% of the workforce is in part-time employment (compared to 26% in the UK economy) often involving unsocial hours. 82% of occupations are elementary (compared to 12% in the UK economy).  Professional bodies and employers consider that a move to daytime cleaning and combining jobs will enable more attractive cleaning jobs to be offered.	Cleaning operatives	The key is to increase the hours cleaners are able to work to enable a living wage.  Contractors can achieve higher levels of productivity and increase their margins.  Need for enhanced communication skills and team working linked to entry level competencies such as customer care.	Companies are unable to attract and retain staff.  Continuation of part-time working and anti-social hours. This contributes to a high labour turnover and associated costs.  Firms experience difficulty meeting operational targets.	Making cleaning jobs more attractive through additionally skilling cleaners, combining jobs, positively encouraging the trend towards daytime cleaning or simply increasing hours.  More attractive jobs will also enable employers to offer the possibility of a wider range of careers within the industry (see 1. above).	Clients and their associated procurement activity are key to more attractive cleaning jobs.  Adoption of new technology as a means of enabling more jobs to be full time and completed in the day time.  Training in customer care, communication and basic skills.	Influence procurers of cleaning services through professional bodies including CSSA, BSA and FMA.  Development of a support pack in relation to the development of more attractive cleaning jobs through the combining of different job roles and promotion of daytime cleaning. DWP and Jobcentre Plus.  Key brokerage role for Asset Skills in relation to employers and the provision of adult literacy, language and numeracy training within Wales.

## Cleaning Industry Action Plan (Cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>3. Encouraging employers to offer more attractive employment packages</b>						
<p>Poor terms and conditions of employment.</p> <p>Many private sector cleaning contractors have staff turnover rates of between 50-100%.</p>	<p>Cleaning operatives and supervisors/managers.</p>	<p>Low wages and poor service conditions leading to a high level of turnover aggravates and compounds the problem.</p> <p>Professional bodies and providers believe that employees must feel valued if they are to stay in the industry.</p>	<p>Companies are unable to attract and retain staff.</p> <p>Continuation of low pay and poor terms and conditions leading to high labour turnover and associated costs.</p> <p>Firms experience difficulty meeting operational targets.</p>	<p>The development of a more attractive employment package for the industry and cleaning operatives in particular. The employment package should look at wage levels, hours worked, holiday and sickness pay and pensions.</p>	<p>Solution will require client 'buy in'.</p> <p>Productivity improvements as a means of funding more attractive employment packages.</p> <p>Development of a team approach towards the organisation of cleaning jobs.</p>	<p>Making and promoting the economic case for more attractive employment packages and the adoption of alternative business models by contract cleaning companies. All SSCs in the SfB network. WTUC.</p>
<b>4. Producing a more attractive brand for the cleaning industry</b>						
<p>The industry currently has a low status and the importance of cleaning is not sufficiently valued.</p> <p>The average GVA per employee in the cleaning industry was about £15,886 in 2003, less than half the UK all sector average (£34,984).</p>	<p>Cleaning industry.</p>	<p>The sector image is a major problem in attracting people to the cleaning industry.</p> <p>Lack of understanding of career prospects and opportunities.</p>	<p>The industry continues to attract people by default. Such individuals often do not have commitment to the industry or loyalty to employers.</p>	<p>Producing a more attractive brand for the industry following consultation with employers and professional bodies.</p>	<p>Research on branding to involve cleaning companies.</p> <p>Focus on service quality.</p>	<p>Determining 'brand' and development of a marketing led approach to re-branding the cleaning industry. CSSA, BICSc, ADM, ABCD, BCC and Asset Skills. Trade Press.</p>

## Cleaning Industry Action Plan (Cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>5. Making it more attractive for employees in the sector to undertake training and skill development activities</b>						
<p>Professional bodies and training providers currently believe that the current status of training is poor within the industry with a low penetration in cleaning training and associated competences. Only 19% of companies surveyed had a budget for training expenditure. 39% of the workforce has no qualifications (compared to 12% in the UK economy).</p> <p>Cleaning contractors face considerable barriers to training and skill development.</p>	<p>Cleaning operatives and supervisors/managers</p>	<p>Need for client company 'buy in' to enable contractors to provide relevant training and skills development activities.</p> <p>The government will increasingly be seeking contributions from employers for NVQ provision from September 2006.</p> <p>Use of 'Skills Pathway Card' to enable recording of all training activity undertaken for presentation to different employers.</p>	<p>Skill deficiencies have an adverse impact on business performance. Companies fail to maximise their potential for productivity growth. The lack of training provided by cleaning companies is unlikely to be sustainable and the government may consider the introduction of statutory levies if the performance of the sector does not improve in this regard.</p>	<p>Making upskilling of the cleaning industry a major priority.</p> <p>Tackle the high proportion of cleaning operatives with low level or no qualifications and their significant skills gaps (including employability, basic skills, communication and technical cleaning skills).</p> <p>Development of supervisory management and team leader skills.</p>	<p>Influence clients and associated procurement activity so that skills, training and development forms part of cleaning contracts and motivates employers to train their staff.</p> <p>Explore the possible use of training clauses with public sector organisations.</p> <p>Encourage the role of suppliers in training cleaners and promoting the benefits of skill development.</p> <p>Effective training needs analysis and development of Training Plans.</p>	<p>Raise awareness of the practical use of HRM strategies to improve business performance.</p> <p>Research and pull together existing evidence to make and promote the business case for training and skill development in terms of impact on productivity, retention, product usage, downtime of equipment and machinery and a more adaptable workforce.</p> <p>Developing support materials for Training Needs Assessment and training and development activity.</p> <p>BICSc, CSSA, ADM, Asset Skills, All SSCs in the SfB network, SkillsPus (UK), WAG, Careers Wales, Jobcentre Plus Wales, Lifelong Learning and Skills &amp; WTUC.</p>

## Facilities Management Action Plan

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>1. Developing career pathways within FM</b>						
Widely agreed by employers and professional bodies / associations that: a) the completion of a standards and qualifications framework is needed for the development of the FM industry. b) There is a need for qualifications at the assistant / junior / technician levels (NVQ Levels 1 -3).	FM industry	An important challenge facing the industry is to improve the awareness, definition, visibility and credibility of FM qualifications. Lack of supply side definition and job roles.	Limited entry from young people and no clear career pathways.	Develop career pathways within FM.	Building training provision around standards and associated qualifications.	Development of career pathways and qualifications.  Asset Skills to develop lower level entry routes to FM through cleaning and other SSCs who could potentially provide lower level entry routes to FM (i.e. Construction Skills, Summit Skills, People 1 <sup>st</sup> ). Involvement of wider SFB network, the Qualifications and Curriculum Group, WAG, Careers Wales, Jobcentre Plus Wales, DELLS. BIFM, FMA & IFM.
<b>2. (a) Raising the profile of the FM industry</b>						
Employers, professional bodies / associations and providers consistently raised the poor visibility, lack of definition and profile of the FM industry and the careers within it as an important issue.	FM industry	Sector image is a major problem. Low uptake on HE provision. Industry lacks clear definition of functions and 'limits'. Poor marketing of careers.	Firms continue to experience difficulties in recruiting facilities managers. Adverse impact on the future development of the industry.	Introduction of a range of initiatives aimed at raising the profile of the FM industry Developing the FM industry in the context of the broader built environment agenda.	Promotion of the opportunities available within the FM industry.	Promote greater understanding of FM and its importance to construction and the built environment. Asset Skills to work with WAG, Careers Wales, Jobcentre Plus Wales, Lifelong Learning and Skills.
<b>2. (b) Attracting people into the FM profession</b>						
Aging workforce profile (37% are aged 50 or over compared with just 25% in the UK as a whole). Lack of entry levels – an almost complete block in the FM career development path at all levels below level 4.	All levels, but with a particular focus on Assistant / junior / technician levels within the FM industry.	Currently very little FM provision within FE. Currently 0.2% of expenditure that falls within the Asset Skills footprint is spent on FM course provision within FE. Attracting people to the industry will help ensure that there is an even flow of skilled staff moving into supervisory and management roles.	No recruitment at lower and junior posts will result in few experienced Facilities Managers feeding through into middle and senior management in the short – medium term.	Attracting people into the profession by marketing FM as a career of first choice as well as second choice (by encouraging people to enter the industry as a career change/development).	Involvement in the development of career paths for Assistant / junior / technician levels within the FM industry. Engagement in career promotion opportunities.	<ul style="list-style-type: none"> <li>Promotion of the Diploma in the Built Environment.</li> <li>Promoting opportunities and careers.</li> <li>Development of careers information.</li> </ul> WAG, Careers Wales, Jobcentre Plus Wales, Lifelong Learning and Skills. Professional bodies and trade journals.

## Facilities Management Action Plan (cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>3. Refining HE/FE provision</b>						
Generally low take up on postgraduate and particularly undergraduate provision.	FM industry	Developing FM provision in the context of the broader built environment agenda. Involvement of the Centre for Education for the Built Environment. Occupational standards and effective marketing will assist FE and HE providers to recruit onto FM provision.	Continuing strain on the viability of FM course provision.	To review the content and modes of delivery being used within FE/HE to create a better "fit" with the needs of employers and new entrants to the sector. In particular, more attention needs to be given by FM providers to employer engagement activities.	Seek to influence course content through working with FE/HE, job shadowing, business mentoring and work experience.	Developing and hosting of a forum for training providers, professional bodies and DELLS to review FM course content / overall provision. Promotion of Foundation Degree and specialised Diploma in the Built Environment.
<b>4. Effective representation of the industry</b>						
Fragmented support infrastructure within the FM industry with potential for overlap and duplication between different professional bodies / associations.	FM industry	Professional bodies and associations have an important role in improving the status of the FM profession.	Continuing impression of a lack of coherence in the support provided to the industry.  Adverse impact on raising the profile of the FM industry.	With the agreement of an action plan to improve business performance within the facilities management industry there is an opportunity for the industry to speak with a single voice and develop a more unified approach to the representation of the facilities management industry.	Coordinate the approach of FM organisations to create a single voice for the industry.	Work with professional and trade bodies within FM including BIFM, BSA, CIOB, i-FM, FMA, IFMA, RICS and support other initiatives (i.e. ActionFM) to secure the agreement of an action plan to improve business performance within the facilities management industry.

## Housing Industry Action Plan

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>1. Making housing more attractive as a career option</b>						
31% of those working in the housing industry are aged 50-64 compared to 25% in the UK economy as a whole. Only 9% of the workforce are aged 24 or under compared with 15% in the UK economy.	Housing industry	Lack of awareness of the career opportunities and choices. Need for further marketing of careers and related qualifications to attract new people into the industry. Emphasis on social welfare and the breadth of career opportunities.  In the UK about 85% of housing learners in FE are aged 25-59 and only 4% of learners in HE were below the age of 20.	Housing has an aging workforce which has major implications for future recruitment into the industry. The attraction of new personnel to the industry and retention of existing talent is clearly important and there appears to be a particular need to promote the industry to young people.	More effectively market and promote housing as a career of opportunity and choice and highlight the considerable benefits to working in the housing industry.	Involvement in the development and marketing of career paths.  Engagement with school and colleges at a local level.	Involvement of CIH, NHF, DELLS, Careers Wales, Jobcentre Plus Wales, Lifelong Learning and Skills, in order to: <ul style="list-style-type: none"> <li>• Develop good quality career pathway information for the industry linked to qualifications.</li> <li>• Improve careers guidance in secondary schools / FE / HE.</li> <li>• Develop a toolkit for employers in relation to engagement in local initiatives.</li> </ul>
<b>2. More effective employer engagement with FE and HE</b>						
Qualitative research has revealed that employers do not feel that FE/HE course provision reflects changing trends and requirements.	Housing industry	Significant and increasing trend towards in-house provision.  FE and HE will need to both develop demand and provide more flexible and bespoke course provision in order to meet the needs of housing organisations.	An increasing number of employers that do not use FE/HE course provision could start to undermine the viability of existing courses.	Encourage FE / HE providers to develop more successful approaches to employer engagement and associated provision to ensure that course content reflects employers needs.	Engagement in providing specific proposals on how course content needs to change. In particular, the identification of skills mix needs and future trends within the industry.	CIH, NHF, DELLS, and Asset Skills to facilitate contact and networking between employers and providers in HE/FE, which is to be to be coordinated at a national level in Wales (to tie in with proposal 4. below). Publication of good practice.

## Housing Industry Action Plan (Cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>3. Providing more housing managers</b>						
Shortage of suitably qualified and experienced housing managers, particularly in the south of England.	Housing managers.	Future expansion of the industry and replacement demand likely to exacerbate the current recruitment difficulties. Move towards the development of a core housing management curriculum with associated range of specialisms.	Firms fail to maximise their potential for growth in productivity and improved business performance.	Tackle the shortage of suitably qualified and experienced housing managers so that recruitment difficulties are reduced. Identification of the skills mix needed by employers.	Promotion and support of training leading to housing management qualifications and upskilling of existing staff in relation to generic management skills needed for effective succession planning.  Encouraging tenant representatives and other Board members to undertake management training/qualifications.	CIH, NHF and Asset Skills to identify the management skill mix needed by employers and ensure the provision of programmes for the development of leadership and senior management. Development of a network of coaching and mentoring for potential housing managers. Publication of good practice.
<b>4. To encourage a single voice for housing provision.</b>						
The housing sector overall is generally well catered for at all levels. However, employers and professional bodies have indicated that existing housing provision is limited and could be more effectively coordinated in some regions/nations.	Housing industry.	The priorities outlined by housing employers and providers in relation to future provision particularly focussed on the development of new modes of delivery including distance learning, online computer based learning and other more flexible modes of learning (i.e. online and attendance).	Potential impact on access to course provision and the supply of qualified housing officers.	To encourage a single voice for provision in the housing industry so that relevant and appropriate provision at a national and regional level is available and more effectively coordinated on behalf of employers.	Establish employer views in relation to provision within the 4 nations and regions.	CIH, NHF, WAG, DELLS and Asset Skills to ensure that providers in Wales collaborate and coordinate all housing provision so that the use of public investment in the sector can be maximised. Showcase best practice.

## Housing Industry Action Plan (Cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>5. Developing qualifications</b>						
Demand for specialist skills and qualifications, particularly at a higher level (i.e. regeneration and development).	Housing industry.	<p>More thorough assessment of the supply side picture needed.</p> <p>Specialist skills in a range of areas need to be developed within the housing industry (i.e. working with the elderly or vulnerable people).</p>	Lack of relevant and appropriate qualifications in fundamentally important areas of current and future housing activity.	Develop clarity in the relationship between core housing management training/qualifications and the demand for qualifications in an increasing range of housing specialisms.	Employer involvement in the development of new qualifications.	Testing on the need for new qualifications. Coordinated information on what housing qualifications are available and what qualifications are currently in the course of development. CIH & Asset Skills.

## Property Industry Action Plan

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>1. Tackling the gender and age deficit within the surveying profession</b>						
Only 10% of all Chartered Surveyors are female. Research indicates that the average age of surveyors is mature. 9% of the workforce are aged 24 or under and 31% aged 50 or over (compared with 15% and 25% respectively in the UK economy).	Chartered Surveyors	Available evidence indicates a slight shortage on the supply side at level 4 and above. Considerable shortage of provision below level 4 across the UK. Broadening the entry routes into the profession through NVQ and Foundation degrees is likely to enable increased access to the profession by young people. Promote the specialised Diploma in the Built Environment for 14-19 year olds.	Continuing age and gender imbalance within the industry. The profession is not attracting the best young talent. Surveyors are an aging workforce which has major implications for future recruitment into the industry.	Encouraging more young people into the industry.  Attracting more women into the profession.  Research into the precise nature of the barriers to women entering the profession using other professions as a benchmark.	Review of recruitment practices.	Support and work with the RICS Task Force on their 'Raising the Ratio' campaign. Work with RICS, DTI & the Women Equality Unit, WAG, Careers Wales, Jobcentre Plus Wales and DELLS to: <ul style="list-style-type: none"> <li>• Encourage young people to think about surveying as a career.</li> <li>• Extend the activities of the Chartered Surveyors Training Trust.</li> <li>• Encourage more provision below level 4 to enable students to join a path of career progression.</li> </ul>
<b>2. Undergraduate provision which better meets the needs of employers</b>						
Employers have reported that considerable skills gaps exist between academic knowledge and the reality of undertaking the practical work involved in being a Chartered Surveyor.	Chartered Surveyors	Provision orientated more towards employer needs in relation to practical surveying and business management skills. Interviews with providers in HE indicated that there was generally insufficient engagement with employers although there were notable exceptions.	Reduction in the value that employers place on Chartered Surveying course provision.	Ensuring that undergraduate provision better meets the needs of employers in the surveying profession.	Engagement in providing specific proposals on how course content needs to change within HE/FE. Identification of the skills mix needed mix needed by employers.  Provision of opportunities for job shadowing, business mentoring and work experience.	Work with the RICS and DELLS on the introduction of more vocational course content. To engage, understand and better reflect the needs of employers in relation to course content and associated qualifications. Link with elements of 1. above to improve employability of young people entering the surveying profession. Promote the specialised Diploma in the Built Environment for 14-19 year olds.

## Property Industry Action Plan (cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>3. Licensing estate agency</b>						
Public concern over the activities of estate agents and work of the OEA. Relatively poor record on training and skill development, particularly in small practices.	Estate Agents.	A compulsory redress scheme and future legislation to cover the activities of estate agents is likely to increase the requirement for qualifications and lead to a greater emphasis on compliance and therefore training and skill development amongst employees particularly Management and team leadership and customer service skills. Licensing and associated standards would be linked to NOS.	Continued operation of estate agents that are unqualified and who are not required to demonstrate competence in estate agency practice. Further erosion of public confidence in the credibility and perception of the sector.	To support the licensing of estate agency as a means of demonstrating competence and also the adoption of standards in estate agency practice.	Carrying through compliance with better business practice.	Promote the adoption of licensing and standards within Estate Agency. Ombudsman for Estate Agency, NAEA and Asset Skills.
<b>4. Addressing industry wide skills gaps</b>						
Quantitative and qualitative survey evidence indicates a number of common skills needs across the property industry. For example, 26% of property companies have skills gaps and 25% of companies have management skills gaps	Property industry.	Flexible, bespoke and job relevant training needed in a way that recognises that most of the industry consists of small and micro-sized businesses and small teams of workers.	Firms fail to maximise their potential for growth in productivity and improved business performance as a result of a lack of investment in skills. Less able to change and adapt to new market conditions.	Address a number of skills needs which appear to exist across all occupations and sub-sectors of the property industry <ul style="list-style-type: none"> <li>• Technical skills,</li> <li>• Customer service skills</li> <li>• IT skills</li> <li>• Business management</li> </ul>	Promote and support training and development opportunities.	To ensure that industry employers have ready access to generic skill development solutions and provision which is geared to the specific needs of the property industry. Developmental package of business management training in conjunction with the RICS, NAEA, Chartered Management Institute and DELLS which also examines costs/benefits.

## Property Industry Action Plan (cont)

Evidence	Industries and/or occupations affected within Asset Skills footprint	Supply side picture	Impact	Proposal	Action for employers	Action for partners
<b>5. Address the under-supply of town planners</b>						
The RTPI point to considerable recruitment difficulties in the profession. In 2005 some 66% of local authorities indicated that they had recruitment difficulties (an increase of over 6% on the previous year).	Town planners	Need to develop provision below university degree level in order to try and increase the number of access points to the planning career ladder. Development of broader skills mix in relation to the built environment and promotion of the specialised Diploma in the Built Environment for 14-19 year olds.	Local authorities unable to meet statutory and operational deadlines due to a shortage of skilled labour.	Address the under-supply of planners in the UK.	Support lower level entry routes.	Work with the RTPI, WAG, Careers Wales, Jobcentre Plus Wales, and DELLS in order to develop lower level entry routes into the planning profession via an NVQ or foundation degree. Also work with GoSkills in relation to meeting the demand for transportation planners. Work with SkillsPus (UK) to promote the benefits of work in local government in relation to all jobs that fall within the Asset Skills footprint.
<b>6. Address recruitment difficulties in relation to Block Managers</b>						
Residential managing agents have experienced recruitment difficulties. Increase in requirement for qualified property managers estimated at 100-150 per annum in England and Wales.	Block Managers	Limited uptake of provision.	Firms fail to maximise their potential for growth in productivity and improved business performance as a result of a lack of investment in skills. Less able to change and adapt to new market conditions.	Give specific attention to recruitment difficulties being experienced in the block management sector.	Promotion and support of training leading to professional qualifications, particularly amongst new entrants.	Work with ARMA and RICS to: <ul style="list-style-type: none"> <li>• Produce marketing and promotional materials</li> <li>• Raise the profile of the block management sector</li> <li>• Support recruitment initiatives</li> <li>• Carry out further research on the barriers to recruitment in the sub sector</li> </ul>

## Glossary of acronyms

ABCD	The Association of Building Cleaning Direct Service Providers
ADM	Association of Domestic Management
ARMA	Association of Residential Management
BCC	British Cleaning Council
BICSc	British Institute of Cleaning Science
BIFM	British Institute of Facilities Management
BSA	Building Services Association
CIOB	Chartered Institute of Building
CIEH	Chartered Institute of Environmental Health
CIH	Chartered Institute of Housing
CSSA	Cleaning and Support Services Association
DELLS	Department for Education Lifelong Learning and Skills
DTI	Department of Trade and Industry
DWP	Department for Work and Pensions
FMA	Facilities Management Association
I&DEA	Improvement and Development Agency (Local Government)
IAG	Information Advice & Guidance
i-FM	Information Facilities Management ( <a href="http://www.i-fm.net">www.i-fm.net</a> )
IFMA	International Facilities Management Association
NAEA	National Association of Estate Agents
NHF	National Housing Federation
RDAs	Regional Development Agencies
RSPs	Regional Skills Partnerships
RICS	Royal Institution of Chartered Surveyors
RTPI	Royal Town Planning Institute
SfB	Skills for Business Network
SSCs	Sector Skills Councils
UKCG	United Kingdom Co-ordinating Group (Qualifications and Standards)
WAG	The Welsh Assembly Government
WTUC	Welsh Trades Union Council