

# In focus

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Key issues affecting the building  
services engineering sector in  
**Wales**

Facilitated by  
**Summit** SKILLS  
The Sector Skills Council  
for Building Services Engineering

**HORIZON**

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the sector skills agreement  
for building services engineering

# New entrants

## BASIC SKILLS

- 43% of employers in Wales are alarmed at the low level of literacy and numeracy of new entrants.  
*36% North Wales, 50% South Wales*
- Concerns are also expressed by Welsh companies about the poor literacy and numeracy skills and also about the inadequate employability and attitudinal skills among new entrants.

## DIVERSITY

- 80% of firms employ no women outside of administrative roles. Those that do, only employ a small percentage.  
*80% North Wales, 80% South Wales*
- 15% of firms have employees from ethnic minority groups working in technical roles.  
*7% North Wales, 23% South Wales*
- There are opportunities to utilise female staff to visit clients from vulnerable or ethnic groups who would be uncomfortable with a male operative.
- Should training be developed in diversity issues and behaviours to make the existing and future workforce more aware of needs of these groups?

## MIGRANT WORKERS

- 20% of firms stated they employ migrant workers at present.  
*30% North Wales, 10% South Wales*
- However, the expected increase in the requirement for skilled operatives may change this situation.
- Is there a need to develop English courses and health & safety training for migrant workers to meet this potential future demand?

## SKILLS REQUIREMENTS

- 78% of employers need their craft workforce to be trained to Level 3.  
*80% North Wales, 76% South Wales*
- There is some concern at the quality of training provision in the country.
- Wales shows an insufficient amount of training of management and supervisory staff in relation to other regions within the UK.

## SCENARIO PLANNING

- SummitSkills has two workforce forecasting models for labour requirement, produced by BSRIA and Experian.
- 68% of Welsh employers expect that the market for their services will grow, which will fuel the need for new entrants.  
*57% North Wales, 80% South Wales*
- Therefore, SummitSkills recommends that the more optimistic model (Experian) is applied to Welsh planning.

## THE BIG QUESTIONS:

- Q How important are each of these issues to business?
- Q What are the most effective ways of dealing with them?
- Q Are there solutions already in place that meet the needs identified?
- Q Can other solutions that are already in place be adjusted or developed?

# Business & workforce development

## SKILLS REQUIREMENTS

- A number of employers in Wales have identified a need for team work and communication.
- 60% did not identify any further skills than current levels.  
*63% North Wales, 57% South Wales*
- 58% did not train their supervisory or management staff – this may be impacting adversely on productivity.  
*70% North Wales, 47% South Wales*
- Day release creates a problem for some employers – distance learning may be a solution.
- Some firms mentioned prefabrication, Continuing Professional Development, IT skills, health and safety and practical skills.
- However, 73% of employers did not foresee any future skills development requirements for their company.  
*73% North Wales, 74% South Wales*

## RETIREMENT AND NATURAL WASTAGE

- The majority of firms in Wales do not carry out retirement planning. This is clearly not enough to make allowances for losing members of the workforce.
- Trade Associations offer training in retirement planning – should the principles of this training be rolled out more proactively?

## RIVALRY & PARTNERING

- There is a significant amount of rivalry between firms with competition for contracts.
- Extended contracts and partnering arrangements, which encourage co-operation rather than competition, which are beginning to become more prevalent in English regions, are not evident in Wales.
- Is further training needed to encourage and address partnering arrangements?

## BARGAINING POWER WITH SUPPLIERS/CLIENTS

- In relation to bargaining power with clients, whilst service, the company name and reputation was cited by a large number of companies, price was still the important factor.
- Use of supply chain management was mentioned by a few of the companies surveyed in Wales.
- Would more efficiency be achieved through training for the sector on supply chain management techniques?

## RESEARCH AND DEVELOPMENT

- Only 25% of companies engage in forms of research – the majority of firms who don't will be at a disadvantage.  
*27% North Wales, 23% South Wales*
- SummitSkills is well positioned to work as a broker to enhance the marketability and relevance of research to the industry.

## NEW IT IMPLEMENTATION

- Welsh employers are responding well to new IT which shows considerable commitment, with varying degrees of expertise amongst staff.
- Some workers may require further training to increase IT skills levels, to make full use of technologies available and improve productivity in the future.

## ENTERPRISE

- 69% of firms feel that entrepreneurship is an important issue. Less felt they had the necessary skills.  
*62% North Wales, 77% South Wales*
- Does the sector need to investigate development in entrepreneurial skills, either as bespoke courses or through integration in general vocational education?
- SummitSkills notes that as much new business and entrepreneurial activity begins with small firms started by craft operatives, this training should be extended to all levels within the curriculum, and should not be seen as a management or technician function.

## BENCHMARKING

- The sector is able to access benchmarking systems, but the majority of companies choose not to do so.
- Only 15% of Welsh firms engage in formal benchmarking, however 56% carry out informal benchmarking techniques.  
*13% North Wales, 17% South Wales – formal*  
*60% North Wales, 53% South Wales – informal*
- In order for more firms to benefit from formal techniques, should formalised benchmarking practices be integrated into training for managers and supervisors?

## THE BIG QUESTIONS:

Q Which of the issues listed above need the most urgent attention?

Q How can they be dealt with?

Q Are there systems or programmes already in place that meet these needs?

Q Can existing solutions be adjusted or developed?

# External influences

## GLOBALISATION

- 76% of employers in Wales do not think that the market will be adversely affected by foreign competition.  
*73% North Wales, 80% South Wales*
- However, through open tendering systems companies may experience rivalry from abroad for work in home markets.
- If the employer perception is incorrect, it may leave the sector vulnerable once foreign competition becomes established.

## TECHNOLOGY/ENVIRONMENTAL CHANGE

### *The driving force:*

- The UK's energy policy commits to cut CO2 emissions by 60% by 2050.
- £22m will be invested over two years to strengthen consumer demand for energy efficiency.
- The Welsh Assembly Government has comprehensive energy and environmental strategies that detail the development of micro-generation, renewable and sustainable technology in the country.

### *The skills need:*

- 76% of employers feel they are comfortable in environmental skills; however, these appear to be restricted to existing legislative-driven technology such as condensing boilers.  
*73% North Wales, 80% South Wales*
- Less are confident in skills such as solar and photovoltaic.
- The sector is reactive rather than proactive in training in new technologies.
- To meet the increasing demand for installation and maintenance of renewable energy, more certified training opportunities need to be developed.

## GOVERNMENT REGULATION

- Employers feel that there is insufficient inspection taking place on sites with regards to monitoring competence card regimes.
- Many companies point towards increased costs on business in light of the Building Regulations.

## THE BIG QUESTIONS:

- Q How do these external influences impact on business?
- Q How can the sector ensure that it is prepared for change?
- Q Are there existing solutions that meet the needs identified?
- Q Can other solutions that are already in place be adjusted or developed?

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