



Nation Plan: Scotland

2025-26



INTRODUCTION

THE THREE PILLARS

Inspire and enable
diverse and skilled
people into construction

Develop a training
and skills system to meet
current and future needs

Support the industry
to train, develop and
retain its workforce

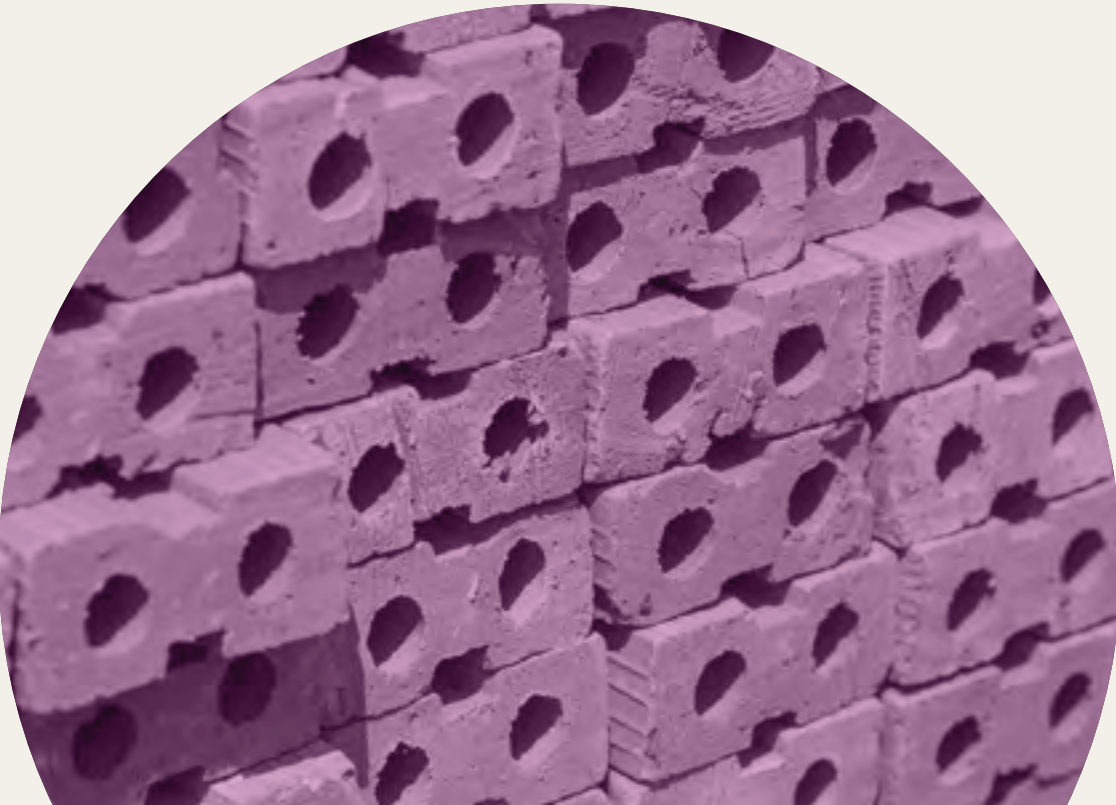
NATIONAL CONSTRUCTION COLLEGE

WORKING WITH OUR PARTNERS

MEASURING SUCCESS

This Scotland Nation Plan outlines our plans to support employers to recruit, train and develop the workforce they need, now and in the future in Scotland. This Plan provides the detail of a clear, straightforward approach to addressing the skills challenges facing the industry.

The three pillars of our Plan address the skills system, focusing on putting the foundations in place so employers and individuals can access the right training, in the right place and at the right time for them.



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The three pillars of our Plan

Our [Strategic Plan 2025-29](#), launched earlier this year, sets out how CITB will support employers to recruit, train and retain the workforce they need, now and in the future.

We engaged with construction employers, training providers, and stakeholders to form our Strategic Plan, which is shaped around three pillars. Our ultimate aim is to deliver a competent and productive workforce to eradicate the skills gap, and this Nation Plan for Scotland sets out how the three pillars will inform our work in Scotland for 2025-26.

1 INSPIRE AND ENABLE DIVERSE AND SKILLED PEOPLE INTO CONSTRUCTION

Our work will help industry attract new talent from a wider and more diverse pool of talent. We will place further emphasis on further education in line with Scottish Government’s priorities and investment, working in partnership with Scottish Government, colleges and industry to ensure new entrants have the skills to make them site ready and employable.

2 DEVELOP A TRAINING AND SKILLS SYSTEM TO MEET CURRENT AND FUTURE NEEDS

The skills system is critical to employers and industry’s ability to train. It needs to evolve to meet the construction industry’s current and future needs. To do this, we will strengthen our relationships with training providers across the further education and commercial sectors in Scotland, helping to address barriers to training delivery through collaboration and partnership working to build a Training Provider Network (TPN), servicing the needs of the Scottish construction industry through a comprehensive and easy to access network of quality assured provision.

3 SUPPORT THE INDUSTRY TO TRAIN, DEVELOP AND RETAIN ITS WORKFORCE

The skills challenges will not be solved by new entrants alone - we must ensure we retain more of the construction workforce. Through CITB funding, we will support employers with their workforce development needs that will upskill the current Scottish workforce, maximise the productivity return of the existing workforce, and help support retention in the industry.

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PILLAR ONE

Inspire and enable diverse and skilled people into construction

Construction needs a strong pipeline of talent.
Our interventions will help remove barriers
and inspire the very best talent.



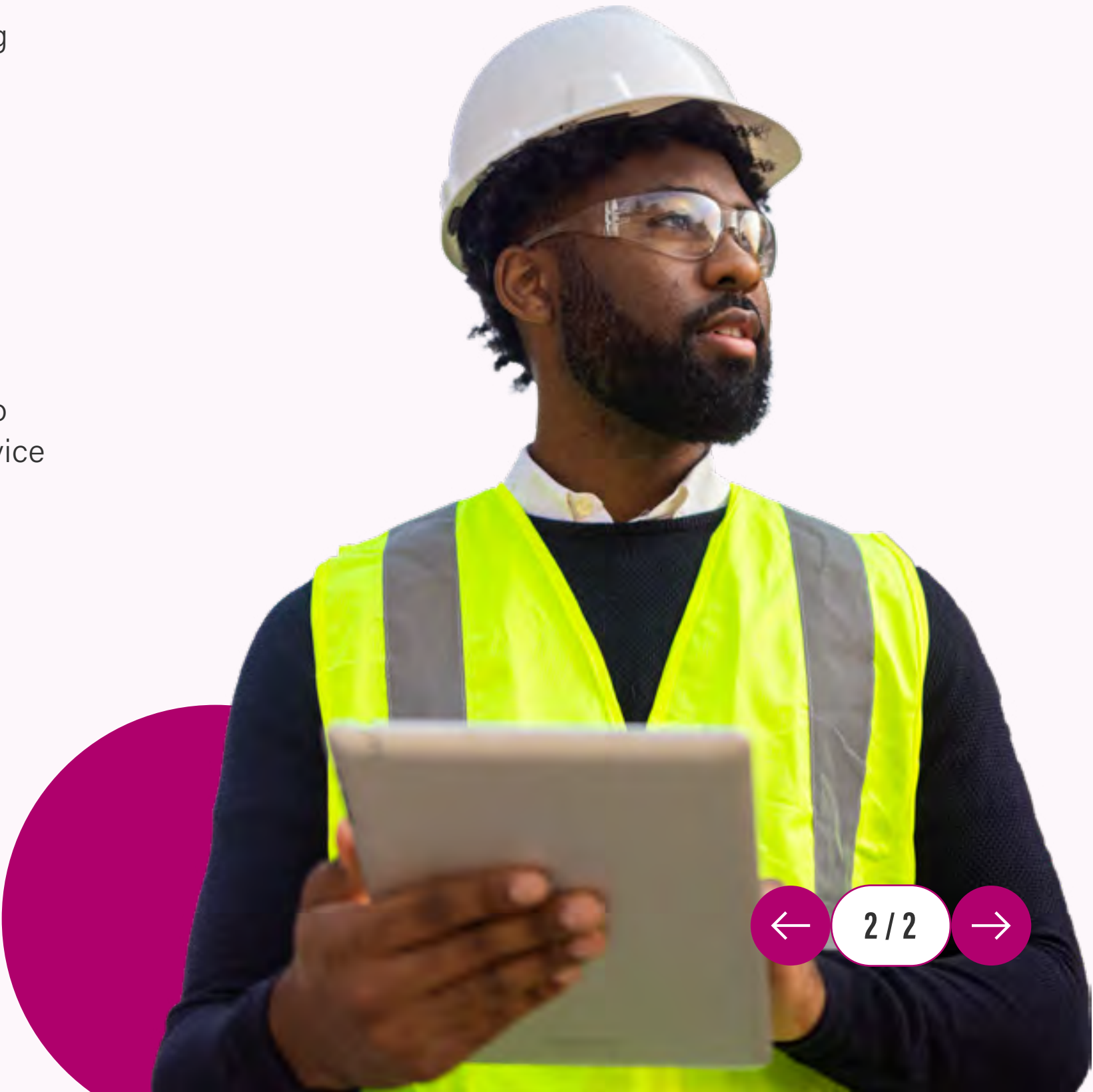
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In Scotland, we will:

- Continue providing free, self-service careers information through our Go Construct website, promoting the Go Construct Careers platform designed to connect employers with the next generation of skilled workers and providing clearer pathways into construction
- Continue to deliver Scottish Apprenticeships as part of our Skills Development Scotland (SDS) contract, looking to maximise our contracted allocation of 1,426 apprentices throughout 2025-26. Also working closely with Scottish employers to promote fairness, inclusion and respect, enabling a more diverse pool of new entrants to the sector while helping to increase learner retention rates
- Continue to deliver NEST (New Entrant Support Team) interventions to support Scottish employers to recruit apprentices by supporting employers with all their recruitment requirements, accessing grants and securing suitable training provision
- Continued support for the CECA Scotland Academy, promoting opportunities for alternative pathways into the Scottish civils sector
- Retain the Travel to Train grant, supporting Scottish employers and learners with the cost of travel and accommodation
- Improve the Go Construct STEM Ambassador programme by developing materials to engage young people and work in partnership with local network partners and stakeholders in Scotland to improve the reach and effectiveness of construction careers promotion
- Continue to promote industry events, including the SkillBuild competitions in Scotland, facilitating and supporting Scottish Apprenticeship Week by working closely with Scottish Government and stakeholders to promote construction as a career of choice, and continue to partner and support the Build UK owned Open Doors initiative
- Continue to support the development and implementation of a CITB national engagement strategy, supported by local engagement teams to encourage and support ex-offenders, military service leavers and NEETs into a career in construction
- Continue to provide support to industry by delivering quality apprenticeships and commercial training courses at NCC Inchinnan
- Conduct further consultation and design work to underpin the first set of 37 additional pathways. These will comprise structured training and assessment programmes that will sit alongside apprenticeships to bring additional and more diverse new entrants to a transferable level of competence.



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PILLAR TWO

Develop a training and skills system to meet current and future needs

The current skills system does not work as effectively as it could for the construction industry. We will work with national Governments to ensure that construction skills are prioritised in new policies and initiatives.



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In Scotland, we will:

- Work closely with Scottish Government to evolve the skills and training system, with a focus on construction training provision and funding ensuring alignment with the reform of the Scottish skills system
- Continue working with industry to agree and continually update a single, industry-owned, definition of competence for all construction roles, with Routes to Competence and skills, knowledge, experience and behaviour statements that enable flexible development of skills and capabilities, supporting employers/individuals to identify progression opportunities and competence requirements for specific roles
- Collaborate with the SDS review of apprenticeships, making sure they deliver the skills industry needs and appropriately prepare individuals for a future in construction
- Grow the membership of our five local Employer Networks across Scotland, ensuring funding is directed at a local level to deliver on skills priorities
- Continue to support the Scottish Construction Accord's Transformation Action Plan to deliver a shared vision between the industry and the public sector to create a thriving and high-performing construction sector
- Support new Sector Skills Plans for the repair, maintenance and improvement (RMI) sector, as well as the commercial, public non-housing, industrial and high-rise residential (CPIH) sector. The Infrastructure Sector Skills Plan is expected to launch in summer 2025.



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PILLAR THREE

Support the industry to train, develop and retain its workforce

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In Scotland, we will:

- Work with Scottish Government to ensure funding is aligned to industry’s skills and training needs, and collaborate with stakeholders to ensure entry routes develop the skills industry needs
- Promote the recently launched CITB TPN, providing easy to access training that is responsive to industry needs through quality assured providers
- Through the Construction Leadership Council People and Skills Committee, identify emerging skills needs and create training solutions, deliverable through the TPN
- Develop additional pathways, based on Competence Frameworks, to offer flexible and funded options for employers looking to upskill their workforce, and map all construction training provision across GB, targeting investment to support gaps and areas of growth
- Ensure all National Occupational Standards, short duration standards, SVQs and apprenticeships in Scotland are up to date and fit for purpose, including developing training standards to support the Scottish plant sector by increasing its access to training with additional support from CITB. This work will be aligned, wherever possible, to the development of Competence Frameworks
- Support Scottish-based employers to deliver impactful projects addressing themes such as productivity, net zero and trainers and assessors via the Industry Impact Fund. Led by Levy-registered companies, the Fund aims to achieve scalable and sustainable interventions to increase productivity across the industry
- Via the Scotland Customer Engagement team, test a new Training Needs Analysis (TNA) service for small businesses. The service will help employers make informed decisions about the training they need and how to access relevant, applicable funding.



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National Construction College

To support these pillars, we are investing over £15 million in our National Construction College (NCC) this year to expand training provision across its three sites. This investment will increase the range and volume of apprenticeship and commercial training opportunities, with a focus on sustainability and improving the learner experience.

Over the next three years, NCC investment will total £39 million across its three sites, with NCC continuing to deliver high-quality teaching and support, maintaining its role as a key provider of construction training.

Our vision for our NCC estates is to generate significant value for the construction industry by expanding our training offer, delivering high-quality teaching and learner support, as well as collaborating with the wider industry to maximise our impact.

Our apprenticeship achievement rates are already very high and significantly above the national average. In Scotland, we finished the 2024-25 contract year with 77% achievement rate.

Whilst we remain committed to investing in our training estate across all sites, we will continue to:

- **Maintain direct provision in a range of areas, including groundworks, plant, drylining, scaffolding, and access**
- **Manage apprenticeship contracts in Scotland through Scottish providers and NCC.**



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Working with our partners

Collaboration and partnership are essential to address the skills challenges facing the construction industry. We will be working closely with our partners and stakeholders in Scotland.

EMPLOYERS

We will continue to work with employers throughout Scotland to encourage and support skills and training uptake. Alongside the initiatives planned for this year, employers will be able to access CITB in the following ways:

CUSTOMER ENGAGEMENT TEAM

Our team of advisers are available to all our customers to help them with the big things that matter and the small things that make a difference. CITB Advisers can provide advice, guidance, and support for accessing CITB training, grants, funding, and apprenticeships. They can signpost to other sources of support, help and advice, including local partners and networks, Enterprise Agencies, and other local initiatives.

APPRENTICESHIP TEAM

The CITB Apprenticeship team plays a crucial role in the construction industry, committed to providing outstanding support to both apprentices and employers. Our aim is to set the standard for apprenticeships across the wider training sector, collaborating with industry partners and delivering through our own NCC. Each year, we recruit around 1,400 new apprentices into construction and provide exceptional support to over 4,500 apprentices, helping them successfully complete their apprenticeship journey as well as providing ongoing pastoral care and career pathway guidance.



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NEST

Now into the second year of operation, NEST in Scotland supports employers, particularly small and medium enterprises (SMEs), and disengaged Levy-registered businesses to access funding for new entrants. They provide comprehensive apprenticeship support for employers and can help source an applicant, access funding and find a suitable training provider.

GRANTS AND FUNDING

CITB provides grants and funding for construction industry employers who provide training to their workforce. In addition to our Grants Scheme for training we also provide funding support for industry specific projects and training, including through our flagship support via Employer Networks, the Industry Impact Fund, and the Leadership and Management Fund for large businesses - making it easier for more employers to access training when and where they need it.

NATION COUNCILS

Our Nation Council is one way we collaborate and consult with industry to help us make sure that our work meets the needs of employers in Scotland. Our annual Nation Plans complement our GB Business Plan. These Plans are supported by our Nation Councils and include specific interventions and projects for each nation in line with our three priorities. Specific projects continue to be targeted at a national level, where appropriate, to respond to differing needs and challenges.

PRESCRIBED ORGANISATIONS AND FEDERATIONS

Our strong and positive working partnerships with Prescribed Organisations and Federations are key to achieving our Plan, and they will continue to play an important role in the development and review of standards.

We will continue to work with Prescribed Organisations focusing collaborative work on the following priority areas:

- Apprenticeships and new entrants
- Specialist skills
- Continually improving communication and engagement with Levy-registered employers
- Employer Networks and the TPN
- Net zero.

SDS AND SCOTTISH GOVERNMENT

We will also continue our work with the Scottish Government and SDS to ensure industry skills challenges are understood and built into skills strategies, and funding is available as appropriate.



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Streamlining how we measure success

We will measure our performance in delivering this Plan against three key outcome measures aligned to our purpose. They will also be used to measure our progress against the ambitions set out in our Strategic Plan.

This measurement system will provide the ability to track progress against our vision and purpose and will identify where we need to adjust our plans to improve our performance to deliver for the construction industry.

Our measures are aligned with industry’s priorities of:

1

Getting more trained people into industry (which is the main priority for CITB)

2

Making sure that good quality, relevant training is available at the right time and place

3

Improving the skills of those already in the workforce.

- 5% increase in the number of new entrants to the industry.
- 6% increase in the number of employers supported to train and upskill their workforce.
- 2% increase in the number of individuals supported to train and upskill.

These measures are underpinned by robust performance management and a more detailed impact measurement framework.

You can read more about our measures by viewing our [Business Plan](#).