

CPA - A Snapshot of CITB

May 2021





“Right Skills, Right Place, Right Time”

CITB provides vital training and apprenticeships support for construction employers now - while working with industry and government to tackle key skills challenges to drive sector growth.

Our commitment is to be a collaborative partner, providing practical solutions that reflect the real needs of construction employers, as they play their part in rebuilding this country's economy.

How We Work

Our Statutory Requirement & Scope

Industrial Training Act 1982

CITB is the industry training board (ITB) for the construction sector in England, Scotland and Wales.

Established in accordance with the Industrial Training Act 1964 (since amended by the 1982 Act) our legal purpose is to *"make better provision for the training of people for employment in various activities of industry" and "encouraging adequate training of persons employed or intending to be employed in the industry"*.

This purpose encourages employers in the construction industry to invest in training and enables individuals within it to secure or develop their career in construction, which will ultimately improve business productivity and contributes to the quality of the built environment.

Levy Order

The Industrial Training Levy (Construction Industry Training Board) Order

As a way of raising funds to meet our expenses and fulfil our statutory purpose, we are empowered under s11 of the 1982 Act to submit proposals (known as levy proposals) to the Secretary of State for the raising of an Order (known as a Levy Order).

Where the Secretary of State is satisfied that such proposals are *"necessary to encourage adequate training in the industry"* a Levy Order can be enacted giving CITB the power to impose a Levy on employers in the construction industry.

A Levy Order is the legal authority enabling CITB to impose a Levy on employers in the construction industry. It will ordinarily cover 3 years of Levy assessment, and will set out how the Levy shall be imposed - including the method of calculation, Levy rates, thresholds and exemptions.

It also specifies that a Levy shall be imposed on *"employers in the construction industry"*, a term which it defines as the activities set out within the Industrial Training (Construction Board) Order 1964 (also known as the Scope Order).

Scope Order

The Industrial Training (Construction Board) Order 1964 (Amendment) Order 1992

This piece of legislation sets out the activities of the construction industry for the purposes of the CITB Levy. Employers wholly or mainly engaged in such activities shall be assessed to an annual Levy.

The Scope Order also contains a number of specific exclusions to the construction industry, some of which exist due to being 'in-scope' to the Engineering Construction Industry Training Board (ECITB), which is the only other ITB governed by the 1982 Act in existence today.

How We Work

Our Role

Evidence Based

We are an insight-driven organisation, who uses research to guide where our investment should focus.

Our **Construction Skills Network (CSN)** research defines where skills are needed in the immediate and compares that against what we understand is available - identifying the skills needs by occupation.

We also conduct a variety of research pieces each year that help analyse the impact of a changing industry on skills, such as our recent **Building Skills for Net Zero** investigation, which details the opportunity for employer to respond to the decarbonisation of construction.

Employer Focused

We are focussed on the value we represent to levy-registered employers – who we support and serve through our Engagement Team.

The purpose of our Engagement Team is two-fold.

Having people on the ground ensures we hear directly from employers on what they need, any difficulties they are having and where they would like to see us intervene. Our **Customer Voice** survey ensures our whole organisation is connected to how employers are feeling right now.

Secondly, it allows us to provide a local service - which differs area to area across three nations– so we can secure local funding, support local training initiatives, and deliver more relevant support to employers.

Industry Partner

We work behind the scenes to facilitate meaningful dialogue in industry and advocate on it's behalf with government.

We partner with businesses, governments, training and education organisations, and other industry bodies, to protect and advance the skills and training required for construction to grow - like the role we've played in the **Construction Leadership Council's Skills Plan for Industry**. We're also proud members of the **Scottish Government's Construction Cross Party Group in Scotland** and the **XXXXX** in Wales.

Our strong working relationships with the Scottish, Welsh and English Governments means that the sector's interests are represented in policy conversations, and that practical government solutions are developed, such as the **Traineeship programme** rolling out across the UK.

What We're Proud Of

Successes In Our Recent Past

Onsite Hubs

We've successfully commissioned 13 onsite hubs, with CITB committing £3.3 million to deliver the Smart Motorway Training, Kier Smart Training Centre, Kier Cardiff and Constructing Lives Together onsite hubs with Balfour Beatty, Kier and Willmott Dixon. These hubs will deliver 3,284 onsite experiences, 2,630 employment and site-ready people, 1,596 job starts and 1,111 sustained employment outcomes for the industry over the next 3-4 years.

Apprentice Retention During COVID

As we did during the collapse of Carillion in 2018, our immediate support for CITB Apprentices has meant just 24 out of 11,000 have lost their jobs during the pandemic.

Supporting SMEs

At a time when pressures on Small and Micro businesses has never been higher, we have not only taken steps to reduce Levy burden but delivered over £5m of direct funding via the Skills & Training Fund and supported over 11,000 through training grants.

Mental Health

CITB partnering with Samaritans and the Lighthouse Club to design new forms of support and using training standards to support best practice across the industry. Our sector is disproportionately affected by poor mental health a suicide – we must tackle this, together.

HS&E Test

We continue to deliver the Health, Safety and Environment Test, which every year trains 500,000 to keep themselves and their co-workers safe - and contributes to the 85% reduction in loss of life on site since CITB was established.

What We Do

Careers

We're supporting construction employers to attract and recruit the talent they need to meet their workforce requirements, now and in the future.

Our activity spans full end-to-end support of the recruitment journey - inspiring people to join, providing relevant information on circa 196 occupations in construction, facilitating on-site experience to support sustained employment prospects, and helping people find the right route to a career - either as an apprentice, a graduate, or career changer moving straight into work.

Go Construct



What are my options? >

With so many ways to enter a career in construction, it can be difficult to know where to start! We've put together some information on the main routes into the industry, to help you figure out which is right for you.

Go Construct, our Careers Information, Advice and Guidance platform, spans social media engagement, educational resources, support for construction ambassadors and a website that, in 2020, **attracted 670k visits and delivered 69k onward journeys** to construction partner sites.

Construction Skills Hubs



Our regional training hubs have attracted over £25m of Government investment and continued through lockdowns to deliver **over 17,000 site-ready individuals into construction in the past two years.**

Talent View



Talent View is a sector talent hub for the industry to showcase live opportunities to join. It means anyone searching for an experience, new career, or career progression within the industry, can find it quickly and easily, and employers can access the talent they need.

CPA – working together on the skills agenda

- Through vision 2020 increased apprenticeship grants by 30% too support SMEs with apprenticeship costs
- Understanding the skills and training needs of the plant sector through funding research
- Development of a plant commission in response to the research (Stopped due to COVID-19)
- Identified Plant as one of the top 10 skills needs for CITB to provide enhanced support over the next 4 years
- Undertaking a plant consultation to ensure – grants reflect the needs of industry

What We Do

Training & Development

We're here to make sure the whole construction training system works – so that employers know what skills they need, how to train for them, how to fund it, and are able to access the highest calibre training available.

Our activity spans research commissions to determine when and where skills will be needed (so employers can make the most of growth opportunities) to providing tools, products and services that ensure the right training is accessible when and where people need it.

CITB has welcomed conversations with NFB's newly formed training function to enable greater access to grants and training for members.

Net Zero



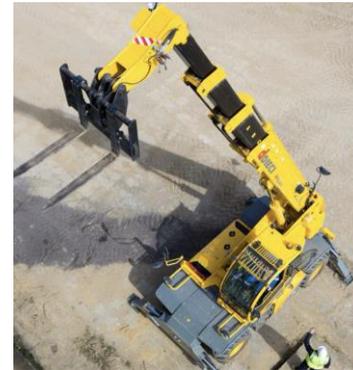
Our Net Zero research has determined that **350,000 new roles** will be created by 2028, and lays out the steps industry will need to take to make the most of that opportunity. **CITB's Richard Bayliss worked closely with NFB on the Transforming Construction for a Low Carbon Future Report 2020, with the NFB's Major Contractors Group.**

Apprenticeships



Despite the challenges of the pandemic, over **15,000 individuals achieved their apprenticeship in 2020-21**. We support employers to take on apprentices with over **£35m of Apprenticeship Grants every year**.

Grants & Funding



The CITB Grant Scheme **supported over 13,000 employers** to undertake short duration training last year. And our training funds - which allow employers of all sizes to define and invest in their own training needs - delivered

What We Do

Standards & Qualifications

In partnership with industry we're working to establish modern standards of competency and define underlying training standards – which will drive the quality of training and training outcomes going forwards.

Our activity is focused on spearheading a shift towards a competency based model of continuous skills development, so knowledge and behaviours are always up to date as the pace of industry change increases.

We've welcomed more involvement from FMB around Standards and Qualifications priorities, bringing together the policy and research elements of both organisations to discuss future plans.

Competency



Training in the industry has come a long way - but is still largely a certification-based approach versus a continual approach to skills development (as with CPD in other sectors).

We have completed a strategic review of competence in construction, and the conclusions of this work lead us directly into the development of competence frameworks.

Digital Skills Standards



As construction techniques and methods evolve, technology is becoming an increasingly central day-to-day tool.

We're working with industry experts to ensure training standards reflect the best-practice use of technology is critical for up-skilling across the industry.

Mental Health First Aid



As well as research to better understand the issues surrounding poor mental health in construction, and partnerships with the Samaritans and Lighthouse Club, we have established a series of **Mental Health First Aid training standards** to equip people to support each other through crisis.

What We Do

Training and Development - £108.6m in 2021-22 plan 73% Levy.

In addition to funding (grant, employer specific funding), we support the overall system of training:

- Improved training capacity –
 - Updated key Construction Standards to allow for remote learning
 - Introduced remote learning option for all Site Safety Plus courses
 - Introduced eLearning for Health, Safety & Awareness course and the new Site Management Environmental Training Scheme course
 - Delivered free-to-access COVID eLearning course.
- Improved training quality –
 - Construction Standards available - creating transferability trusted benchmark
 - Quality Assurance interactions in 2020 – adapted to new ways of working, and increasing reach.
- Construction Training Directory –
 - ATOs – all quality assured Training Organisations on the directory.
 - 000's of training places added to the Construction Training Directory each month since 2019.
- Construction Training Register –
 - 3.2m individuals (double including in active)
 - 12m training achievement records
 - Circa 35,000 achievements added to the Construction Training Register monthly

SME Support

- Gaining customer insights from SMEs to shape CITB policy
- £5m to Training Groups supporting over 1400 employers- during 20-21 CITB will work closely with training groups to expand SME engagement
- CPA advocacy of Skills and training fund through promotion to encourage training
- £6m to SMEs via the Skills and Training Fund to more than 1,300 businesses in 2018/19 to strengthen industry

How We're Governed

Our Board & Councils

Skills-based Board

The CITB board is made up of both industry and independent members who balance an in-depth understanding of the sector with best practice and perspectives from other industries - all of whom bring directly relatable expertise and experience to the governance of our organisation.



Peter Lauener
Chairperson



Tony Elliott
Robertson Group



Kevin McLoughlin MBE
K&M McLoughlin Decorating



Holly Price
Keltray Group



Sophie Seddon
Novus



Robert Williams MBE
WRW Construction Ltd



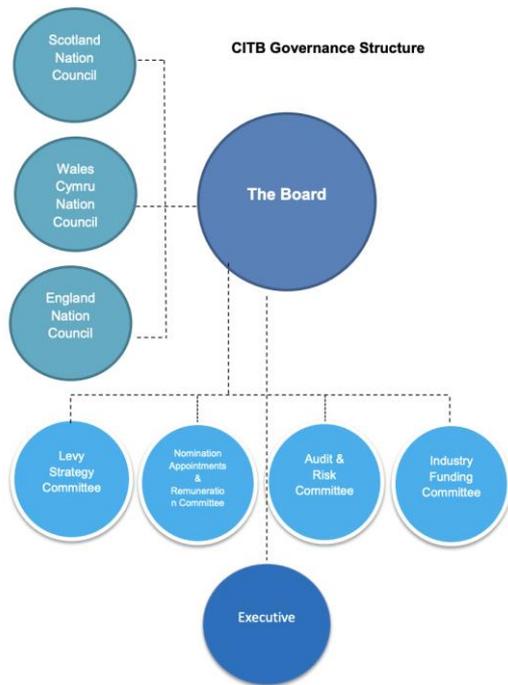
Diana Garnham
RDB Insight



Steve Fox CBE



Yvonne Kelly
Barking & Dagenham College



Nation's Councils

As a response to the last Consensus consultation we established Nation's Councils for Scotland, Wales and England - who provide strategic guidance to our board based on strong regional representation.

These councils are made up of members from across industry, whose expertise and insight form part of our evidence base.

Task-focussed Committees

We have also established a small range of committees who bring their industry expertise to help shape CITB strategy in four core areas, and to keep us accountable to industry through out reporting and performance.

How We've Changed

Transformation & Response to COVID-19

Pandemic Response

CITB has done everything it can to support construction employers through the immediate impacts of COVID-19, through rapid changes to what we deliver and how we deliver it.

To support industry through the pandemic we have:

- Negotiated a reduction of the Levy with government, reducing our income by £166m to support businesses across the UK facing critical cash flow challenges.
- Co-ordinated the delivery of the Skills Stability Plan, an immediate roadmap for protecting skills and supporting employers as the sector restarts.
- Established a series of training standards to guide employers on how to work safely throughout the pandemic, as well as rapidly developing an entirely new Site Safety Plus course.
- Accelerated payments of the Apprenticeship Grant and evolved the scope of the Skills & Training Fund to prioritise direct employer funding.
- Released a working prototype of the CITB e-Courses online training platform to support the needs of employers suddenly without access to traditional training methods.
- Implemented a displaced apprentices project to retain vulnerable recent entrants and worked with the CLC to launch the Talent Retention Scheme.

Vision 2020

In direct response to the last Consensus process, and as a result of the Industrial Training Board Review, we implemented a three-year transformation process to become a more focussed, strategic, agile partner to industry – known as Vision 2020.

As a result we have:

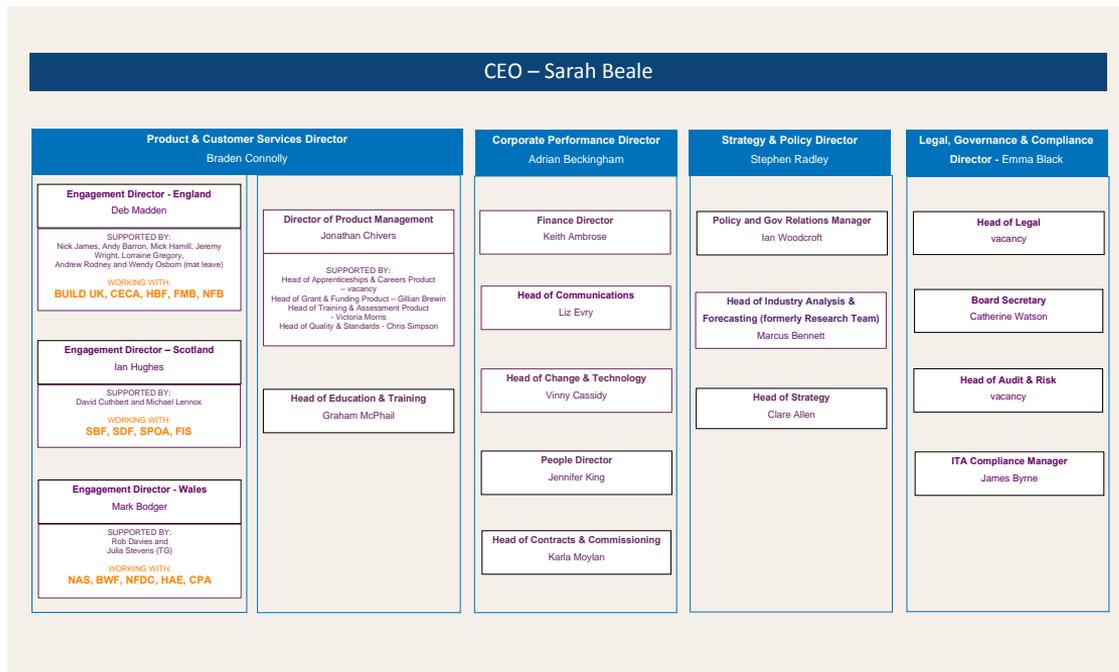
- Implemented new governance structures to place industry voices at the heart of our decision making
- Launched new funding systems to make it easier for employers to access support (the CITB Training Model – automated grant payments, the Construction Training Register and Construction Training Directory)
- Moved to an investment model based on strategic commissioning versus solely focused on delivery.
- Divested of a number of 'commercial businesses' removing conflicts of interest and increasing our influencing position – whilst retaining key strategic assets to ensure continuity of support to industry
- Delivered a £24m cost saving, representing better value for Levy-payers.

Our restructure in response to the pandemic, coupled with the impact of our Vision 2020 transformation, has resulted in 30% cost reduction every year.

How We've Changed

Our Leadership

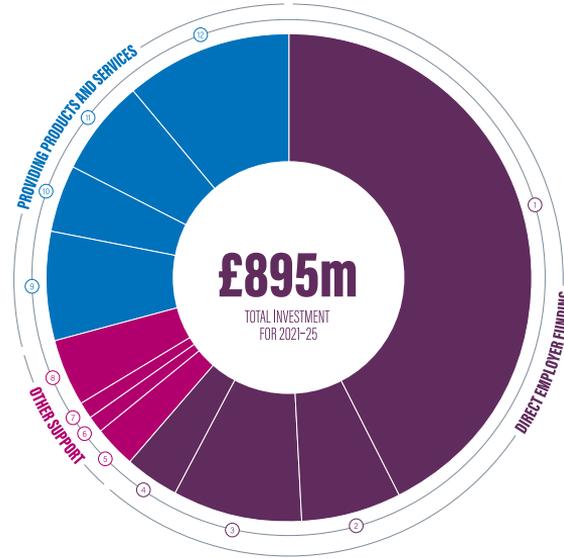
Today we are a leaner, more focused CITB, designed to meet the needs of industry effectively and efficiently.



How We Invest

Financial Performance

95p in every
£1 of Levy
raised goes
directly to
industry



- Skills and Training Fund for Small and Micro Businesses, Skills and Training Fund for Medium-Sized Businesses, and Leadership and Management Development Fund for Large Businesses
- Includes Site Safety Plus, Health, Safety and Environment Tests and Publications
- Levy Collection cost is 5.2% of Levy collected, Grant and Funding Schemes cost is 3.6% of funding
- Total CITB investment in apprenticeships is £296.3m
- Employer funding is 82.9% of Levy income
- Investment in delivering products and services is 48.1% of product and services income
- Investment in all funding and services is 95.6% of Levy income

HOW WE INVEST YOUR LEVY: 4-YEAR VIEW

SOURCES OF INCOME

Levy Received	£664.8m	Products and Services Income	£191.3m	TOTAL INCOME	£856.2m
		Direct Training Delivery (NCC)	£32.4m	BALANCE FROM RESERVES	£32.6m
		Apprenticeships	£30.6m	PROFIT ON DISPOSALS	£6m
		Product Income	£128.3m	TOTAL INVESTMENT FOR 2021-25	£895m

ALLOCATION OF INVESTMENT AND COSTS

DIRECT EMPLOYER FUNDING	4-YEAR TOTAL £551.3m	OTHER SUPPORT	4-YEAR TOTAL £84.2m	PROVIDING PRODUCTS AND SERVICES	4-YEAR TOTAL £259.5m
1 Grants Scheme £382.2m	2021-2022 £83.2m 2022-2023 £94.7m 2023-2024 £96.4m 2024-2025 £107.9m	3 Employer Support Services - engagement £24.7m	2021-2022 £5.2m 2022-2023 £6.4m 2023-2024 £6.5m 2024-2025 £6.6m	1 Direct Training Delivery (NCC) £65.5m	2021-2022 £12.5m 2022-2023 £15.3m 2023-2024 £16m 2024-2025 £16.7m
2 Company Specific Funds £58m*	2021-2022 £14.5m 2022-2023 £14.5m 2023-2024 £14.5m 2024-2025 £14.5m	4 Standards, Qualifications and Verification £10m	2021-2022 £2.4m 2022-2023 £2.5m 2023-2024 £2.5m 2024-2025 £2.6m	2 Apprenticeships - CITB work to support delivery of national apprenticeship contracts £37.6m	2021-2022 £13.2m 2022-2023 £28m 2023-2024 £8.3m 2024-2025 £8.3m
3 Funded Programmes £78.1m	2021-2022 £18.4m 2022-2023 £21.4m 2023-2024 £18.7m 2024-2025 £18.6m	5 Skills & Employment Policy and Research £9.1m	2021-2022 £2.2m 2022-2023 £2.2m 2023-2024 £2.3m 2024-2025 £2.4m	3 Other Products and Services £58.4m**	2021-2022 £13.5m 2022-2023 £15m 2023-2024 £14.9m 2024-2025 £15m
4 Funding Available for Grants and Funded Programmes £33m	2021-2022 £0m 2022-2023 £1m 2023-2024 £16m 2024-2025 £16m	6 Apprenticeships - activity to support employers deliver apprenticeships £40.4m	2021-2022 £19.1m 2022-2023 £17.2m 2023-2024 £8.1m 2024-2025 £7m	4 Cost of Administering Levy, Grants and all Funded Schemes £98m***	2021-2022 £24.9m 2022-2023 £23.4m 2023-2024 £24.3m 2024-2025 £25.4m

What We're Proud Of

Successes In Our Recent Past

HS&E Test

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Net Zero

Construction has a huge part to play in the national effort to reduce emissions and protect our environment. It is also key to our sector's growth, with our research highlighting the need for 350,000 new roles by 2028. Supporting employers to make the most of that opportunity is a critical role for CITB moving forward.

What We're Doing Next

Strategic Priorities 2021-2025

 Careers	 Training & Development	 Standards & Qualifications
<ul style="list-style-type: none">- Support new people entering construction by providing clear information and practical work experience- Ensure apprenticeship and FE routes work effectively.	<ul style="list-style-type: none">- Funding for training priorities and to ensure employers have a skilled workforce- Identify and support gaps and barriers to training in priority areas- Improve apprenticeship completion rates.	<ul style="list-style-type: none">- Focus on competence to improve performance- Link funding to standardised, transferable training- Ensure standards cover the behavioural and softer skills needed for success.