

CONSTRUCTION INDUSTRY TRAINING BOARD (CITB)

# BUSINESS PLAN 2023-24



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# FOREWORD:

# PUTTING EMPLOYERS IN THE DRIVING SEAT

I am delighted to present CITB's 2023-24 Business Plan, an ambitious vision for construction skills and training.

Tailored to industry needs, this plan builds on the skills foundations we put in place over the last 12 months. It shows how CITB will invest £253m, an increase of £19.8m compared to last year, and explains how we will empower employers by making the skills system work more efficiently for them. CITB will continue to put more employers in the driving seat, giving them a greater say on construction training so they have the skilled, inclusive workforce they need.

Our plan shows how we are moving forward with our three long-term priorities of responding to the skills demand, developing the capacity and capability of training provision and addressing future skills needs. This plan reflects CITB's purpose, how we will "support the construction industry to have a skilled, competent and inclusive workforce now and in the future" by:

- IMPROVING CONSTRUCTION'S **PEOPLE PIPELINE**
- CREATING DEFINED **TRAINING PATHWAYS**
- DELIVERING AN EFFICIENT **TRAINING SUPPLY**.

## OUR PRIORITIES FOR THE YEAR AHEAD ARE CLEAR; HERE'S HOW WE WILL DELIVER THEM.

### OPPORTUNITY

Construction is an industry of opportunity; it has well-paid, highly skilled roles for people of all ages and backgrounds. The industry loves to see fresh talent, which is why new entrants with a great attitude are welcomed with open arms. Construction gives people a chance in life.

Our new skills forecast reflects construction's diverse opportunities. It shows that just under 45,000 extra workers will be needed annually to meet demand between now and 2027. This is why construction needs a strong **People Pipeline**, to supply firms with fresh recruits to get their jobs done.

To attract new people the narrow, outdated perception of construction, that it's muddy, manual and male, must change. Our work to bring construction to life in schools and online campaigns, via the popular Go Construct website, is geared to creating a more diverse pipeline. This work will accelerate in the year ahead.

**Training Pathways** need to be defined and flexible. One of the most exciting aspects of construction is how it can shape the community, the economy and huge modern challenges like net zero, digital technology and building safety legislation.

In 2023-24 CITB will be establishing pathways to support more learners from Further Education (FE) and ensuring the right training is in place to support the requirements of the Building Safety Act, to drive quality standards across industry. Introduced in April 2022, the Act gives residents and homeowners more rights and protections to make UK homes safer. Overhauling existing regulations, it provides clarity on how residential buildings should be constructed and made safe.

An efficient **Training Supply** is critical to ensure the availability of training in priority skills areas such as bricklaying, plastering and site supervision. Training that produces apprentices with modern skills to build the schools, roads and infrastructure the country needs.

### INITIATIVES

This plan outlines initiatives we're introducing and continuing in 2023-24. These include new interventions and additional support for specific priority skills areas; taking the hassle out of hiring apprentices; an impact fund to support employers tackle challenges such as productivity and diversity; and our doubling of grant for short courses.

As a former apprentice I'm excited by the potential of our New Entrant Support Team (NEST) in England. Many employers, particularly Small and Medium Enterprises (SMEs) find the process of hiring an apprentice complicated. This new team takes the hassle out of hiring. They have begun providing the comprehensive support SMEs need: sourcing an applicant, accessing funding, finding a suitable training provider and gaining grants.

Meanwhile our new Industry Impact Fund (IIF), which is being launched in tandem with this Business Plan, will benefit employers accessing skills and training needed in the short and long-term. The IIF will see employers design solutions to support productivity and equality, diversity and inclusion.

As readers of my blogs will know I'm passionate about sustainability. I believe every job is a green job, and that all learners should acquire practical "green" skills by the end of their training. CITB is developing new standards and qualifications, targeting funding to net zero priority skill areas and undertaking research to identify future skills needs. Net zero is an example of how we're balancing employers' long and short-term needs.

### FOUNDATIONS

This Business Plan will, of course, build on the aims we set out in 2022-23. Industry will see momentum and impact on last year's investments, including in our National Construction Colleges and we will support more employers through a variety of new and existing initiatives.

For example: in August 2022 we announced an £800,000 investment in a new employer network pilot project, a radical venture to improve the way industry receives funding for training. This will continue in the coming year as we grow our provision.

Another big investment came in December 2022 when we awarded contracts, worth £10.5m, to four training organisations, enabling them to provide over 10,000 free Institute of Leadership and Management courses to industry. Leadership and management are key skills for all construction sites, an area which industry has identified a need for greater support and training.

Throughout the year we supported individual nation's specific requirements within the hub commission.

In Wales an additional £780,000 was made available to existing hubs to support more employers and individuals.

In Scotland we added additional resources to the hub model to ensure the Highlands and Islands were able to adopt the model.



And in England we launched a new commission with a greater focus on support for individuals and employers to enable more sustained employment opportunities. This Plan supports our Nation Plans, which are tailored to employers' wishes in England, Scotland and Wales.

I also want to ensure that accessing all CITB's products and services, including grant and funding, is straightforward for employers of all sizes. To achieve this, we will continue with our Customer Programme. The programme is designed to make our systems more customer-centred and user-friendly. We will begin implementing substantial changes that will further automate processes.

### ENCOURAGED

Construction is a resilient industry. While there are inevitable challenges after twelve months of rising inflation, interest rates and a cost-of-living crisis, I am hugely encouraged by forecasts of a predicted upturn in 2024 along with the opportunities to invest in training, supported by CITB.

I also take heart from our partnership projects, the hard work of my colleagues and the enthusiasm shown by the students I've met on my travels across Great Britain. Collaboration will continue to be critical in 2023-24, and that is why this Plan's objectives are aligned with the Construction Leadership Council's aims, in their Industry Skills Plan, and our Strategic and Nation Plans.

We are consulting with industry on our new Strategic Plan, for 2024-28, a vision to serve industry. I look forward to hearing your views and working productively with you in the year ahead. I wish UK construction the very best in 2023-24.



**Tim Balcon**  
Chief Executive  
April 2023

**"Construction is an exciting and resilient industry, with a variety of well-paid, highly skilled roles for everyone, regardless of age or background."**

**I welcome the commitment in CITB's Business Plan to give employers more say and easier access to funding opportunities, the emphasis put on improving the conversion rate of FE leavers into employment in the industry and the continued support of Employer Networks, which I know from my own involvement are proving to be a great success.**

**The sector continues to face many challenges when it comes to skills, but these developments are a positive step in the right direction."**

**Herman Kok**  
Company Secretary, Lindum Group Limited.





# THE THREE PRIORITIES

Our plans for 2023-24 reflect CITB's purpose, which is to: Support the construction industry to have a skilled, competent and inclusive workforce, now and in the future.

We will build on past years' achievements as we enter the final year of our Strategic Plan. Our three key priorities will impact on each part of the talent pipeline, from inspiring people to choose construction as their career, through to retaining talent:

1

## IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

The labour market has over a million vacancies and approximately 250,000 people are actively seeking employment. Construction needs a stronger pipeline of talent and more direct access to skilled jobs. However, there are barriers to attracting new talent. Research indicates potential new recruits don't have positive perceptions of the industry. As a result, only 30% feel that construction is 'for them.'

2

## CREATING DEFINED TRAINING PATHWAYS

New construction recruits have the potential to change the world for the better by developing skills to solve 21st Century challenges. Their training can benefit the community, the local economy, help achieve net zero ambitions and inspire others to pursue a rewarding construction career. CITB, and industry, are working to ensure construction's talent is trained and skilled for the future.

A skills system where training pathways are defined and flexible, with achievements validated through the Construction Training Register, is one of our top objectives. In 2023-24 CITB will produce qualification and training pathways for 20% of the industry's additional skills demands, focusing on priority occupations such as bricklaying, carpentry and joinery.

3

## DELIVERING AN EFFICIENT TRAINING SUPPLY

An effective training supply is imperative to meet the skills needs of industry. Employers have told us they are looking to upskill their workforce to fill gaps and show their employees that they are valued and willing to pay for training to improve their careers. In addition, mandatory core occupational skills training needs to be delivered efficiently. To make this work, CITB will provide financial incentives to help businesses to do more training and work with providers to ensure good quality training is available when and where it's needed.

# PLAN OVERVIEW



1

## IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

### OUR ACTIVITIES:

**We will raise the profile of construction careers through:**

- Go Construct
- SkillBuild
- Go Construct STEM Ambassador programme.

**We will support three key routes into industry:**

- Work experience and Tasters
- Apprenticeships and the New Entrant Employer Support Team
- Onsite Experience hubs.

**We will help to retain existing construction employees by setting up and supporting:**

- Fairness, Inclusion and Respect initiatives
- Mental health initiatives.

### OUR GOALS:

- 4% increase in the number of people accessing CITB careers support
- 4% increase in the number of Taster opportunities available
- 4% increase in the number of CITB apprenticeship starts
- 7% increase in individuals supported into employment from FE
- 15% increase in people in sustained employment for 3 months through onsite hubs.

2

## CREATING DEFINED TRAINING PATHWAYS

### OUR ACTIVITIES:

**We will:**

- Continue our ongoing cycle of updating standards, to ensure training delivers the skills industry needs now, and in the future
- Work with the Welsh and Scottish Governments to influence apprenticeships, on industry's behalf
- Produce nine qualification and training pathways, starting with occupations that include a high volume of the industry's workforce
- Continue working with CLC and facilitating sector groups to agree competency frameworks for: Cladding Occupations (Rainscreen), Roofing Occupations, Interior Systems (Drylining) and Associated Industrial Services (Passive Fire).

### OUR GOALS:

- 20% of industry skills demand covered by agreed competence and training pathways.

3

## DELIVERING AN EFFICIENT TRAINING SUPPLY

### OUR ACTIVITIES:

**We will:**

- Expand our network of recognised training providers
- Continue to provide essential core skills training
- Increase the number of people trained through the National Construction Colleges (NCC) by 7%
- Support programmes designed to address shortages in trainers and assessors
- Continue to invest in Leadership and Management training and offer a range of training options.

### OUR GOALS:

- 5% increase in CITB training support accessed by employers
- 4% increase in individuals trained or supported.

1

# IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

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An additional £8.2m will be invested in new initiatives for 2023-24 to support our People Pipeline activity.

This includes building on and enhancing existing products such as Go Construct and Onsite Experience hubs, as well as introducing new interventions and additional support for specific priority skills areas, such as the New Entrant Employer Support Team. This work will support our ambitions to increase the number of people we attract into the construction industry.



## 1 IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

### GO CONSTRUCT

The Go Construct website offers inspiration for new construction entrants. In 2023-24 CITB will promote the website as the authoritative voice on construction and built environment careers. More broadly, the brand will help transform negative perceptions of the construction industry. Content will be refreshed to provide the latest information on high-skilled, well-paid job opportunities. The language will be inclusive, case studies will showcase industry diversity, and the website's A-Z of jobs (currently 183 different roles) will demonstrate how everyone can gain from a construction career. With over a million visits to Go Construct a year, our aim is to continue to increase this by 5%.

### SKILLBUILD

SkillBuild, the UK's 'construction Olympics', gives apprentices and trainees the chance to compete against each other for prestigious national titles.

The competition is one of the many ways CITB provides support to attract a diverse range of recruits for industry. It helps young people grow personally, increasing their confidence and social skills, as well as assisting them professionally by developing their technical and employability skills.

The event not only recognises high-performing individuals, but also celebrates the high standards and skills in construction and serves as a vehicle for promoting construction careers to a wider audience. This year we are aiming to increase our total number of competitors by 5%, reaching an even wider audience and engaging more apprentices and trainees in the competition.

### GO CONSTRUCT STEM AMBASSADOR PROGRAMME

We will continue supporting the STEM Ambassador programme. Ambassadors attend careers events (virtual or in-person) on behalf of their employer to share their experiences of working in construction with young people.

Currently, we have over 700 ambassadors. This year we intend to increase this to over 1,000. In addition, we will aim for 600 ambassador engagements taking place throughout the year, bringing construction to life in schools.

### WORK EXPERIENCE AND TASTERS

A positive experience of working in construction can make a huge difference to winning the hearts and minds of those considering a career in construction.

We want to give more people the opportunity to find out first-hand what it's like to work in construction and grow industry's pool of potential new recruits. CITB will support industry to provide accessible opportunities so potential new entrants can get a feel for construction through Tasters or work experience.

### APPRENTICESHIPS

Apprenticeships are at the heart of addressing construction's skills demand. In 2023-24 CITB will invest approximately £63m in apprenticeships through our Attendance and Achievement grants.

Additional support is also available for employers with apprentices who are required to 'Travel to Train', reimbursing 80% of accommodation costs for those who attend colleges or training providers where overnight stays are required.

Employers can also apply for apprentice travel expenses where the cost exceeds £20 per week.



## 1 IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

### NEW ENTRANT EMPLOYER SUPPORT TEAM

Small businesses can find the process of hiring an apprentice complex and time-consuming. The mission of our New Entrant Employer Support Team, piloted last year and rolled out in March 2023, is to make the process easier. The team's work in 2023-24 will see them provide the support companies in England need: sourcing an applicant, funding their training, finding a suitable training provider and accessing grants.

Employers will be assigned a dedicated local advisor. Once the employer has successfully recruited an apprentice, the team of advisors will provide ongoing mentoring support to ensure the learner remains on the programme.

This much-needed work will raise apprenticeship success rates. It's important because during the pandemic, the number of people starting apprenticeships fell. This coincided with a drop in the proportion of construction apprenticeships completed (currently 60% of apprenticeships in England are completed). The New Entrant Employer Support Team will make hiring apprentices easier, giving employers the support they require. You can contact the team here: [newentrant.team@citb.co.uk](mailto:newentrant.team@citb.co.uk).

### #SEEOURSITE

Employers want young people who have completed college courses to be work-ready on day one. Our popular #SeeYourSite campaign in Wales will take place this year, following last year's November campaign which saw 257 learners visit 23 sites.

By offering colleges and young people onsite experience, CITB can help bridge the gap between training providers and employers. Close working relationships improve skills and construction output.



### EQUALITY, DIVERSITY AND INCLUSION

We will continue our efforts to promote Fairness, Inclusion and Respect (FIR) initiatives and change the construction industry's culture.

We are funding the current FIR programme through the Supply Chain Sustainability School's (SCSS) suite of free workshops and masterclasses, helping industry to upskill on diversity, through courses such as Leading People Inclusively, Setting Up an Inclusive Site, and Monitoring and Reporting on Workplace Diversity.

CITB are leading by example by embedding FIR within all our initiatives including the Onsite Experience hubs. All CITB staff receive mandatory, annual FIR training.

We have worked with the Civil Engineering Contractors Association (CECA) and the SCSS to develop FIR resources which have been very well received by industry. Our next step in furthering our Equality, Diversity and Inclusion (EDI) support for industry is to sell the benefits of developing a more inclusive workforce to smaller businesses. In partnership with the SCSS, the CITB FIR commission will reach 490 new businesses and 1,100 individuals to utilise the resources and foster a fair, inclusive and respectful environment in their business.

Working to achieve a more diverse workforce is central to our purpose and this year we will be working with industry to improve inclusivity.

Improving inclusivity is one of the first outcomes we are looking to achieve with our new Industry Impact Fund; we will be taking applications from construction employers for us to support and sustain long-term diversity across construction.



## 1 IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

### SUPPORTING CONSTRUCTION WORKERS' MENTAL HEALTH

CITB has been working to create a more open, inclusive environment where employees can get the mental health support they need. Our support for mental health training and initiatives will continue in 2023-24.

Previous initiatives include working with the Lighthouse Club to train Mental Health First Aiders and Instructors. We are currently developing a web platform to make mental health support accessible to SMEs and establishing a commission to support apprentices' mental health as they begin their journey into construction. This has been developed with engagement from Samaritans, the Lighthouse Club, Mates in Mind, Optima and the Supply Chain Sustainability School.

In 2022, we launched a trial, to provide mental health training to tutors delivering apprenticeships ensuring apprentices have mental health support in their first year of the qualification. This has many long-term aims, notably the increase in completion rates as individuals gain greater awareness of when to ask for support and what help and resources are available to them.

In the long-term, we expect to see those individuals joining industry educate their colleagues on the importance of mental health. Eventually, as they progress into management roles, the industry will benefit from managers more equipped to provide mental health support.

### ONSITE EXPERIENCE HUBS

CITB has, in conjunction with employers across England and Wales, established 12 Onsite Experience hubs. The hubs build on the work of our Construction Skills Fund which saw over 6,000 people gain construction jobs. The hubs aim to attract people from new and wider talent pools than may normally consider construction. CITB will work with providers to train new entrants and set them on a clear career pathway to well-paid jobs. People like Emmy Jones, who was in an abusive relationship, but found a route to independence after training as a demolition operative. And mum-of-two Willow Kehily who reskilled in carpentry after losing her job in retail.



# ONSITE EXPERIENCE HUB TURNED CARING DANIEL'S LIFE AROUND

**"Learning a new skill every day was one of the best feelings."**

Those words are from trainee joiner Daniel Skelly. Like many people Daniel, 21, from Leicester, had a hard time in lockdown. During the pandemic he cared for his mum, Juliet, who was sadly diagnosed with cancer.

Lockdown was, says Daniel, the worst time of his life and when Juliet passed away, he was, understandably, "in a very bad place."

**"She used to say, 'make sure you get in the construction trade because you'll be sorted for life,' recalls Daniel. "Those words gave me the kick up the backside I needed to get my life sorted."**

Daniel's fortunes began to change when he joined the Leicester City Council's Onsite Construction hub. Onsite Experience hubs are designed to provide a one-stop recruitment solution for construction employers. The Onsite Experience hub in Leicester, run by the council and co-funded by CITB, offers training and job opportunities for people seeking work in the construction industry. It gives learners the site-ready qualifications local construction employers are crying out for.

When Daniel finished his course, he was given a work experience placement with Leicester-based retail design and build specialist Thomson Hayes. He has since built up his experience and had opportunities to work abroad. "Now I've been through the hub, I don't know how to thank them enough," he says. "It's given me the best opportunity that I could ever have asked for. Hopefully, I'll be a qualified joiner and get my life sorted just trying to make my mum and my daughter proud."

CITB aims to increase the construction talent pool through Onsite Experience hubs, creating a talent pipeline to meet the needs of local construction employers and assisting construction career opportunities for people from local communities.



# 2

## CREATING DEFINED TRAINING PATHWAYS

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Standards, qualifications and competency frameworks underpin everything CITB does to ensure high-quality construction training in Great Britain.

They must reflect industry's day-to-day operations and reassure employers that their workforce can meet immediate and future needs.



## 2 CREATING DEFINED TRAINING PATHWAYS

Putting the right standards, competency frameworks and training in place is critical to meeting the demand for new skills – 45,000 additional people are needed in the industry every year.

Standards and training pathways help to make sure people with the right skills come into construction and those already in the industry have the right skills, knowledge and behaviours to do their jobs well. This work is important because:

- Businesses need training to be up to date and cover the right content to enable people to perform well in their jobs
- We need to offer flexible routes in. Most people know about apprenticeships, but it can be difficult for individuals and employers to work out if there are suitable alternatives. Setting out clear training pathways will help to show the combinations of training and experience people need to be effective in a role
- Businesses want competent workers, but there is nothing simple and definitive that sets out what 'competent' looks like in each role.

To achieve this CITB will:

- Continue our work to make sure there are clear, industry-agreed **standards** in place (such as those that underpin the training available through our Construction Training Directory and the National Occupational Standards that support NVQs and SVQs)
- Publish clear **training pathways** that set out the 'routes to competence', covering the qualification and training pathways learners can follow in each occupation and nation
- Develop **Competence Frameworks** that clearly set out the skills, knowledge and behaviours needed in each occupation.

### STANDARDS

We will work with the Welsh and Scottish Governments to influence apprenticeships, on industry's behalf. In Wales, we're supporting the Welsh Government to develop new degree apprenticeships. And in Scotland, construction apprenticeships are undergoing a full review by Skills Development Scotland (SDS). We're collaborating with SDS to ensure Scottish apprenticeships deliver the skills and training industry needs and prepare individuals well for a career in construction.

Our ongoing cycle of updating standards is informed by research to identify trends and update content to ensure training delivers the skills industry needs now and in the future. This year, skills foresight work will focus on exploring the technical skills needed to build net zero houses, as well as the role of new technology in enabling sufficient houses to be built.

Net zero, digitalisation and modern methods of construction are a medium-to long-term challenge. We are working on building a firm foundation of training to meet these needs by making sure our standards work considers the skills, knowledge and behaviours needed to address new ways of working.

By the end of 2024, we will complete the five-year cyclical review of all standards, ensuring they provide accurate, current information for training and qualifications.

### TRAINING PATHWAYS

This year we will produce nine qualification and training pathways, starting with occupations that include a high volume of the industry's workforce:

- Bricklaying
- Carpentry and Joinery
- Plastering
- Painting and Decorating
- Wall and Floor Tiling
- Insulation and Building Treatments
- Roofing
- Site Supervision
- Site Management.

This will cover approximately 20% of the industry's additional skills demand.



## 2 CREATING DEFINED TRAINING PATHWAYS

This year we will begin work to identify the existing routes for getting people in and help them progress. Where these pathways are incomplete, or not working well, we will work with the relevant organisations to develop additional or improve existing training and qualifications.

This includes the T Level, a new college-based qualification for learners in England. As part of the programme, individuals receive a solid foundation of industry skills, knowledge, behaviours and work experience but require some additional training and practice before they can be considered fully competent.

As part of a two-year pilot CITB will work with employers, Government and colleges to develop and deliver an accelerated pathway to support these learners.

Bricklaying and Carpentry & Joinery will be delivered in 2023-24. The remaining role pathways will be added in 2024-25.

In the longer term the training pathways work will help us to work with training providers, awarding bodies, card schemes, regulators and other stakeholders to address gaps across industry and ensure the skills system is aligned to industry needs.

## COMPETENCE FRAMEWORKS

Industry is working hard to respond to a new building safety regime and our starting point for the development of competence frameworks reflects this. The focus is on making sure those involved in design or building work are competent. The frameworks will define how individuals and organisations will be expected to demonstrate their competence: for individuals, by achieving prescribed training and qualifications; for organisations, through accredited third-party certification.

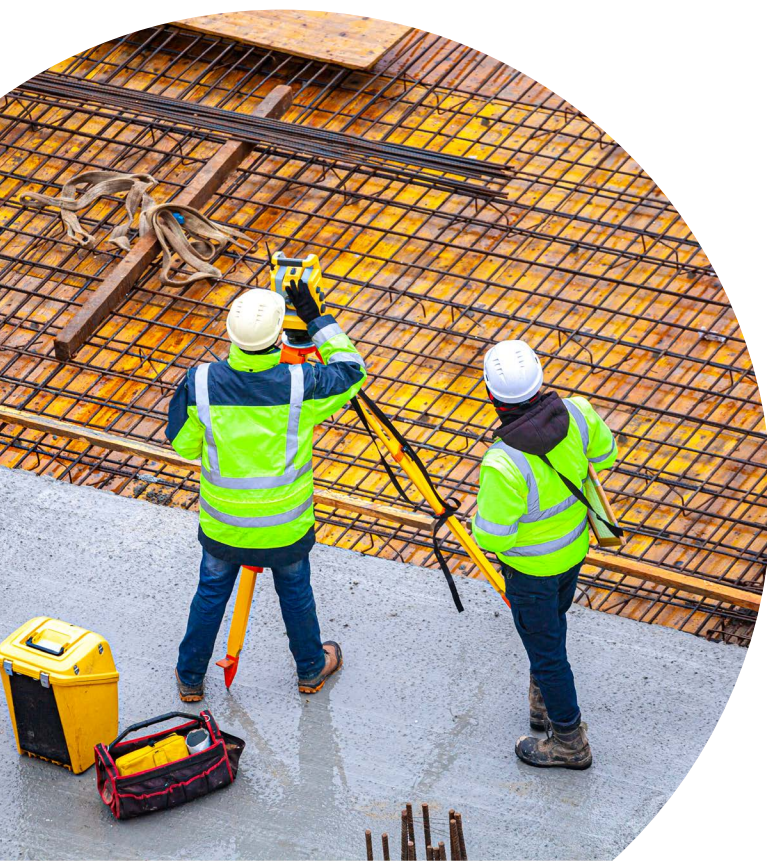
To support industry, CITB will continue working with the CLC and facilitating sector groups to agree competence frameworks for:

1. Cladding Occupations (Rainscreen)
2. Roofing Occupations
3. Interior Systems (Drylining)
4. Associated Industrial Services (Passive Fire).

We will also bring relevant parts of industry together to begin work on competence frameworks for the remaining fire safety priorities identified by the CLC:

- Specialist Installation Occupations (Door Shutters and Systems Installer, Sprayed Concreter)
- Super-structure Work Occupations (Fire Resistant Construction Composite Floor Installer)
- Wood Occupations (Site Carpenter).

These competence frameworks will set out expected standards for each role, including new core competencies required under BSI Flex 8670.



# CONSTRUCTION 'QUAD' LANDS JOBS FOR 90% OF STUDENTS

CITB formed a partnership with Morgan Sindall Construction, Bucks College Group, and the ABC Assessment Centre to secure onsite training for individuals looking for a career in construction. CITB worked together with the ABC Assessment Centre and Buckinghamshire College Group to fund courses in occupations at great risk of a shortfall in numbers available locally, such as bricklaying and dry lining.

More than 4,000 people took part in CITB's working taster sessions, workshops and school visits, and over 130 hours of employability workshops were offered to individuals training at the Quad. The Quad was based at Kingsbrook Secondary School. It linked learners to jobs and saw:

**OVER  
£2M**  
spent with the local  
supply chain

**23  
NVQs**  
obtained by  
students

Approximately  
**900**  
hours provided to  
students for lectures and  
work experience

**FOUR**  
professional development  
qualifications and  
accreditations awarded



# 3

## DELIVERING AN EFFICIENT TRAINING SUPPLY

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To improve the quality of training provision available to employers, our focus is to ensure the necessary capacity and quality of the training supply is in place.

Alongside this we will continue to expand our grants and funding to help incentivise training and continue to provide support for the core training that helps to get people on site and safe.



## QUALITY PROVIDER NETWORK

Our objective for 2023-24 is to expand our network of recognised training providers to help employers find quality provision for all their needs.

The long-term aim beyond 2023-24 is to be working in partnership with the training provider and college network to ensure employers can access the training they need, and that the provision keeps up to date with new skills.

## CORE SKILLS TRAINING

Core skills training, such as the CITB Health, Safety and Environment (HS&E) test, is an important way for construction workers to show they can work safely. More than 355,000 passed their HS&E test last year and monitoring, review and quality assurance processes means standards are kept high and the test is up to date. For employers, having workers who have passed the CITB HS&E test is assurance that their workforce can keep themselves and those around them safe.

## NATIONAL CONSTRUCTION COLLEGES

CITB will invest in National Construction College (NCC) to develop our facilities and the quality of training. By focusing the curriculum on unmet demand, we are looking to build capacity for the industry, which has resulted in a 36% increase in the number of people trained to date. Our data shows that 96% of CITB apprentices have secured employment or progressed in education, with over 90% remaining in the sector. This year, we will be working to train more people through the NCC (an increase of 7%).



## TRAINERS AND ASSESSORS

There is a shortage of suitable trainers and assessors in the construction industry. Without the required levels of trainers and assessors, it is not possible to meet employers' demand for training.

In our 2022-23 Business Plan we supported several projects with employers and industry partners to recruit and train more trainers and assessors. We will progress this support in 2023-24 through a range of sector based initiatives collaborating with both business and providers.

## LEADERSHIP AND MANAGEMENT

We have agreed, with the CLC and our industry partners, to improve the quality of leadership and management skills of people working in the construction industry, especially amongst smaller businesses.

If we improve the skills of our leaders and managers, employers will become more productive, and our industry will become a more attractive career proposition.

The first focus for improving leadership and management skills in our industry will be onsite supervisors and managers, generally at Level 3.

In 2022-23 we introduced 12 new modules to help site and other managers to improve their leadership and management skills. We have supported new training providers to offer these programmes.

In addition, CITB has commissioned training providers to deliver training to up to 10,000 people during 2023-24. The Leadership & Management Direct Delivery commission will provide free of charge training to front-line managers, site supervisors and site managers. This will be in the form of five Institute of Leadership & Management (ILM) modules leading to an ILM Level 3 award or certificate in Leadership and Management Practice for the Construction and Built Environment Sector.

We have supplemented the management training support we provide to SMEs through the Skills and Training fund by introducing a special Leadership and Management fund to support large employers to develop and deliver Leadership and Management programmes for their businesses. This will not only benefit up to 300 large employers, but also the suppliers and sub-contractors of these large employers.

This will give an even greater return on CITB's investment to wider industry.

# GPS TECHNOLOGY, IT'S NOT THE FUTURE. IT'S NOW.

L Lynch Plant Hire & Haulage Ltd received £15,000 through CITB's Skills and Training fund for medium-sized businesses, to expand the capacity of their training centre. The centre offers GPS technology training on construction sites to plant operators. A total of 38 participants took part in the training programme. Benefits included:

**46%**

fewer project hours

**34%**

fewer equipment hours

**37%**

less fuel consumed

**31%**

fewer total man hours

Gez Bonner, L Lynch's National Training Manager, said:

**"CITB made the process very simple, and communication is always flowing between us. Some employers across the industry might put a barrier between them and CITB but I always say, it's not us and them, it's us together. Training is not a profit, but value to the whole construction industry."**



# NET ZERO

Net zero is a milestone to sustainability - a corporate value that shapes everything we do and how we do it.

It is a key part of addressing future skills needs – making sure that employers and the workforce are well prepared. As you would expect, CITB has ambitious plans.

We successfully published our Net Zero Action Plan in September 2022, building on the Building Skills for Net Zero and Net Zero and Construction: Perspectives and Pathways research undertaken in 2021. Industry told us that greater clarity was needed on the skills required to prepare for net zero, so we are providing leadership in this vital area.

We're developing new standards and qualifications, targeting funding towards net zero priority skill areas, and undertaking research – nationally and regionally – to identify future skills needs. Crucially, this plan is dynamic – it will develop as it becomes clearer where the skills demands are. We have also started work on a Sustainability Strategy, which is due to be published this Summer.

In short, CITB is compiling the evidence needed to make the right choices and put in place foundations on which a skills system is rebuilt. We will prioritise UK retrofit skills needs by:

- Continuing to offer grants for a variety of training and qualifications including retrofit co-ordinator, assessor and insulation installation
- Ensuring training pathways are clear and qualifications are fit for purpose
- Working closely with Government and industry so training is available to meet emerging and anticipated demand.



# HOW WE WILL WORK WITH OUR PARTNERS

In the coming year we will continue to support new entrants to construction and maintain high-quality standards and training, while making training, grants and funding more accessible.

We will be customer-focused and work constructively with our partners on the challenges we need to address.

Collaboration and partnering are essential to address the skills challenges facing the industry. Challenges such as the widening skills gap need a collaborative approach, bringing together the construction industry and Government to identify both current and future issues, develop solutions and share learning.

## EMPOWERING EMPLOYERS

CITB will empower employers to determine their local skills needs through Training Groups and other employer networks.

In August 2022 we announced an £800,000 investment in a new Employer Network Pilot project, a radical new venture that will improve the way industry receives funding for training. This work will continue in 2023-24. We have allocated £3m in 2023-24 and £6m per year after that, as well as continuing to fund Training Groups with £3.3m.

Our aim is to expand their use across industry to test new concepts following a full evaluation and review of success and recommendations. We will also work to understand how we can champion and tailor support for smaller firms.

## WORKING WITH NATION COUNCILS AND DEVOLVED GOVERNMENTS

Our Nation Councils are one way we collaborate and consult with industry to help us make sure that our work meets the needs of England, Scotland and Wales.

Our annual Nation Plans complement this Business Plan. These plans are supported by our Councils and include specific interventions and projects for each nation in line with the three priorities. Specific projects continue to be targeted at a national level, where appropriate, to respond to differing needs and challenges.



## THE UK GOVERNMENT

As part of this work, we will collaborate to ensure there are clear progression routes into the industry and to help people upskill through the skills system. This includes supporting the development of new apprenticeship models, T Levels, and ongoing Government qualifications reviews.

We will also raise employer awareness in England of the Government's Free Courses for Jobs adult training offer, Construction Skills Bootcamps and the new Lifelong Loan Entitlement to support the upskilling of the construction workforce. In addition, we will work with Employer Representative Bodies across England to develop Local Skills Improvement Plans that ensure local training provision meets the industry's skills needs.

Our work will strive to meet Government priorities, including: better provision of training for people aged 16 and over, supporting and championing skills development, and promoting diversity. We'll also urgently address the skills needed to remediate and mitigate unsafe cladding on mid- and high-rise residential buildings.

## INDUSTRY STAKEHOLDERS: PRESCRIBED ORGANISATIONS AND FEDERATIONS

Our strong and positive working partnerships with Prescribed Organisations and Federations are key to achieving our plan. To ensure employers' voices are represented, we will work closely with our Prescribed Organisations on all three construction priorities to benefit the entire industry. Their insight and support remain a key component for our careers, standards, qualifications and training initiatives.

Alongside our work with industry bodies representing employers of all sizes, we will continue to work with and contribute to the Construction Skills Delivery Group, the Infrastructure and Projects Authority, Government Departments and the Construction Leadership Council.



# ACCESSING CITB SUPPORT



In addition to our three priorities, accessing support will remain consistent through 2023-24. Employers can do this in several ways:

## CUSTOMER ENGAGEMENT TEAM

CITB Advisers can provide guidance and support for accessing CITB training, grants, funding and apprenticeships. In addition, they can signpost to other sources of support, help and advice, including local partners and networks, for example Local Enterprise Partnerships, Growth hubs and other local initiatives.

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. We had approximately 45,000 engagements in 2022-23. In 2023-24, our focus will continue to be on supporting smaller employers to take on apprentices.



## FUNDING

We provide funding for specific projects to employers seeking to deliver high-quality training and development experiences to their employees. It also provides an extra incentive to access construction or leadership and management training.

Employers can apply for funding through our Skills and Training fund for micro, small and medium-sized employers. We have allocated £10m to the fund in 2023-24.

The Leadership and Management Development Fund for large employers is a non-competitive fund. It enables those with over 250 directly employed staff to invest in developing the leadership, management, or supervisory skills of their workforce.

The new fund launching this year is the Industry Impact Fund. The fund has been designed to support projects which can be scaled up and have a positive benefit on a particular sector or the industry as a whole. With a focus on innovative ideas, the fund will enable employers to invest in solutions to address productivity, equality, diversity and inclusivity challenges that will benefit the wider industry. Over £3m has been allocated to the fund, and applications of up to £500,000 can be accepted.

### GRANTS

CITB provides grants for construction industry employers who provide training for their workforce. The Grants Scheme helps the industry maintain high standards, making sure people are being trained in the right skills for the industry to thrive. Grants cover day-to-day training, including short courses, qualifications, and apprenticeships.

We have allocated over £100m to grants for the year ahead. Changes to this year's Grants Scheme include:

- Doubling our short course grant rates to between £60 and £240
- Leadership and Management courses grant rates will increase to between £60 and £240 per course
- An additional £2,000 on top of the existing grant (£2,500 per year for attendance and £3,500 for achievement) for dry lining apprenticeships
- The grant for Rainscreen Cladding VQs has been increased from £600 to £1,000
- The grant for supervision and management vocational qualifications will be increased from £600 to £1,250 and £1,500 respectively to help support with the removal of the CSCS Industry Accreditation card
- One single grant payment will be available to employers which combines the training and testing of the eight most commonly used plant standards.



# FINANCES - 1 YEAR

## SOURCES OF INCOME

	23/24 £m
1. Levy	196.2
2. Products and Services Income	44.9
3. Balance (To)/From Reserves	11.9

<b>TOTAL INCOME</b>	<b>253.0</b>
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## SOURCES OF INVESTMENT

	23/24 £m
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### DIRECT EMPLOYER FUNDING

1. Apprenticeship Grants	63.6
2. Qualification Grants	11.4
3. Short Duration Training Grants	18.5
4. Grant Incentive Scheme	13.2
5. S & T Fund for Small and Micro Businesses	7.5
6. S & T Fund for Medium Sized Employers	2.1
7. Industry Impact Fund	2.3
8. L&M Fund for Large Employers	3.2
9. Funded Activity	27.4
10. Unallocated funds available for investment	0.0

<b>TOTAL</b>	<b>149.2</b>
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### OTHER SUPPORT

11. Employer Support Services – Engagement	8.9
12. Standards, Qualifications and Verification	3.3
13. Skills and Employment Policy and Research	2.0

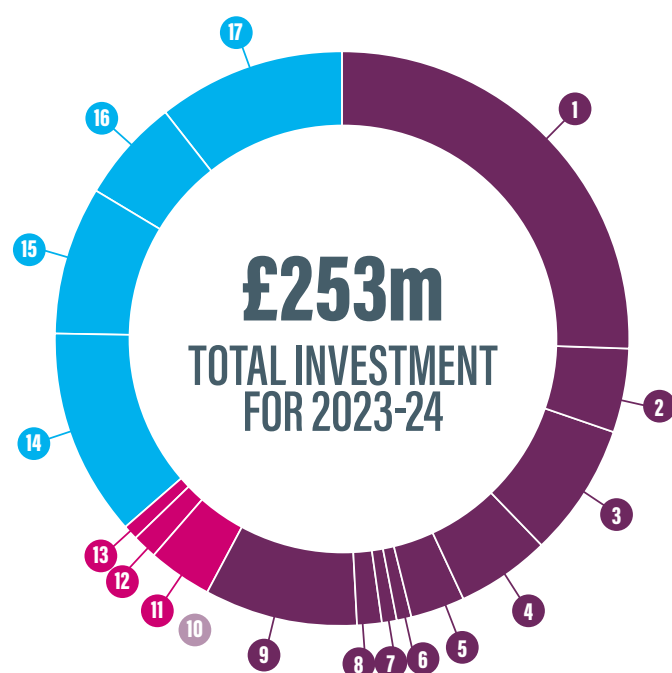
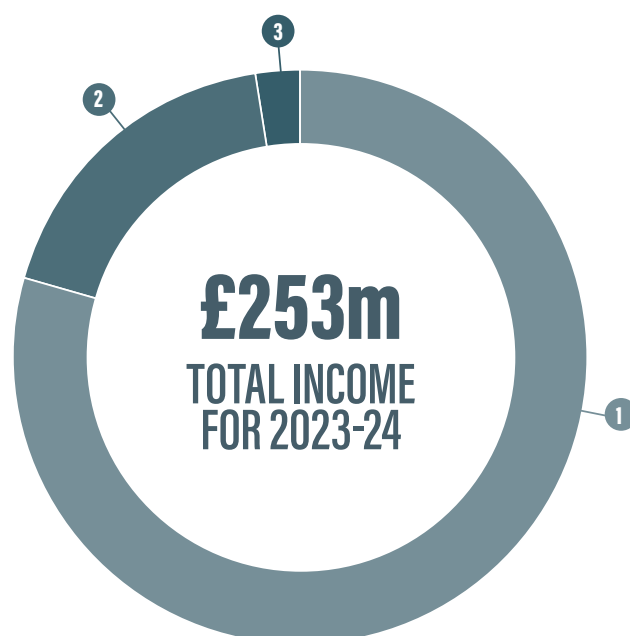
<b>TOTAL</b>	<b>14.2</b>
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### PROVIDING PRODUCTS AND SERVICES

14. Direct Training Delivery (NCC)	28.9
15. Apprenticeships	20.4
16. Other Products and Services	14.6
17. Cost of administering Levy, Grants and Funding Schemes	25.7

<b>TOTAL</b>	<b>89.6</b>
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<b>TOTAL INVESTMENT</b>	<b>253.0</b>
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# FINANCES - 3 YEARS

## SOURCES OF INCOME

	23/24 £m	24/25	25/26	TOTAL
1. Levy	196.2	204.1	205.2	605.5
2. Products and Services Income	44.9	49.7	49.7	144.3
3. Balance (To)/From Reserves	11.9	16.9	18.6	47.5
<b>TOTAL INCOME</b>	<b>253.0</b>	<b>270.7</b>	<b>273.5</b>	<b>797.2</b>

## SOURCES OF INVESTMENT

### DIRECT EMPLOYER FUNDING

	23/24 £m	24/25	25/26	TOTAL
1. Apprenticeship Grants	63.6	65.9	64.4	193.9
2. Qualification Grants	11.4	12.3	11.5	35.2
3. Short Duration Training Grants	18.5	20.7	23.1	62.3
4. Grant Incentive Scheme	13.2	10.0	10.0	33.2
5. S & T Fund for Small and Micro Businesses	7.5	7.7	7.9	23.1
6. S & T Fund for Medium Sized Employers	2.1	2.1	2.2	6.4
7. Industry Impact Fund	2.3	2.3	2.4	6.9
8. L&M Fund for Large Employers	3.2	7.1	3.0	13.3
9. Funded Activity	27.4	40.7	42.4	110.5
10. Unallocated funds available for investment	0.0	0.0	3.0	3.0
<b>TOTAL</b>	<b>149.2</b>	<b>168.9</b>	<b>169.8</b>	<b>487.8</b>

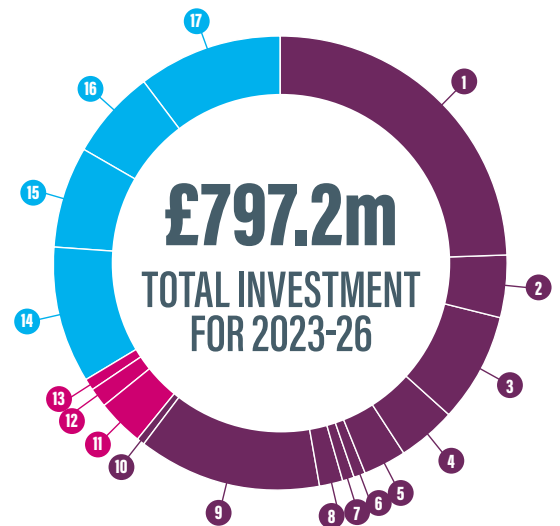
### OTHER SUPPORT

11. Employer Support Services – Engagement	8.9	9.2	9.4	27.5
12. Standards, Qualifications and Verification	3.3	3.4	3.5	10.2
13. Skills and Employment Policy and Research	2.0	2.1	2.1	6.2
<b>TOTAL</b>	<b>14.2</b>	<b>14.7</b>	<b>15.0</b>	<b>43.9</b>

### PROVIDING PRODUCTS AND SERVICES

14. Direct Training Delivery (NCC)	28.9	24.3	24.7	77.9
15. Apprenticeships	20.4	18.0	18.5	56.9
16. Other Products and Services	14.6	17.7	17.9	50.2
17. Cost of administering Levy, Grants and Funding Schemes	25.7	27.2	27.6	80.5
<b>TOTAL</b>	<b>89.6</b>	<b>87.2</b>	<b>88.7</b>	<b>265.5</b>

<b>TOTAL INVESTMENT</b>	<b>253.0</b>	<b>270.7</b>	<b>273.5</b>	<b>797.2</b>
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# HOW WE WILL MEASURE OUR SUCCESS

Measuring our success and impact of our Business Plan is key to meeting the needs of industry.

The measures set out will track our performance in the three priority areas: People Pipeline, Training Pathways and Training Supply and build on the measures we used in 2022-23. They will not only be used to report on our performance, but demonstrate the impact of our work.



# KEY PERFORMANCE INDICATORS

## IMPROVING CONSTRUCTION'S PEOPLE PIPELINE

4%

**4% increase in the number of people accessing CITB careers support**

This measure includes increasing the number of visitors to the Go Construct website, increasing the numbers of individuals registered with TalentView Construction and increasing the numbers of Go Construct STEM Ambassadors.

4%

**4% increase in taster opportunities available**

Providing potential new entrants with an opportunity to get short taster experiences of the construction industry is a key to increase the appeal of a career in construction and raising the retention rate for apprenticeships. We will work with employers to offer more of these opportunities.

7%

**7% increase in individuals supported into employment from FE**

Levy investment in supporting employers to take on apprentices has a significant impact in meeting industry's skills demand. Driving up starters is a key focus of the recently established New Entrant Support Team.

15%

**15% increase in people in sustained employment for 3 months through on-site hubs**

4%

**4% increase in CITB apprenticeship starts**

## CREATING DEFINED TRAINING PATHWAYS

20%

**20% of industry skills demand covered by agreed competence and training pathways**

Working towards 100% of industry skills demand covered by agreed competence and training pathways over the next three years.

5%

**5% increase in CITB training support accessed by employers**

CITB provides a range of support for employers from grants to direct training through NCC. This measure reflects CITB's success in making training more accessible.

4%

**4% increase in individuals trained or supported**

Sitting alongside the employer support measure, making training easier to access and meeting employers' needs should result in more individuals receiving the training and skills they need.

## DELIVERING AN EFFICIENT TRAINING SUPPLY