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CITB Business Plan



2021-22



Chief Executive foreword

Investing your Levy to support your skills needs

2020 was the year when everything changed.

The pandemic caused many sites to close down, with new site rules to get used to when they reopened. We've had to adapt to restrictions on our economic and social lives unimaginable before coronavirus emerged.

CITB reacted to that situation by listening and putting in place the changes to make an immediate difference.

You told us cash flow was the biggest issue, so our Board made the bold and correct decision to suspend Levy collection for five months, the first time that had ever happened.

We produced a plan all about getting the basics right – protecting apprenticeships and direct funding to employers. The fact only 24 out of 11,000 CITB apprentices lost their jobs during the worst economic crisis in our lifetimes shows that putting our apprentices first was not just right, it was effective.

A year on from that first lockdown, we can be cautiously optimistic that construction is recovering and will continue to do so. In fact, construction may be one of few sectors providing huge employment opportunities as we build back and modernise, all through growing our own talent.

Following the focused approach in our 2021-25 Strategic Plan, this plan is about three things:

1. THE BASICS

Helping you with your immediate skills and training needs, with grants and funding, and products and services to support it. This includes free, practical, day-to-day support for your business, such as our COVID-19 eCourse.

2. IMPROVING ACCESS TO SKILLS TODAY

Supporting construction to bring in new workers and for talented people to join the sector. Helping you to provide work experience opportunities and maximise the number of learners completing their apprenticeships.

3. PREPARING FOR TOMORROW'S CHALLENGES

Working with industry, Government and others to help employers meet emerging challenges, of which Brexit, boosting digital skills, climate change and the UK Government's Net Zero target by 2050 are the biggest.

It is vital that we make sure our plans reflect your needs.

We invest 94p in every pound back to industry through grants, funding and other support, like our research and work helping to shape skills policy. In doing this, we are maximising the impact of the available funds by focusing on key, attainable priorities.

This will be my final year at CITB and I am proud of our record of delivery. We have become the leaner and more responsive organisation you rightly wanted us to be.

I see a sector that has pulled together amazingly well over the past year, and that spirit of collaboration must continue. We all need to get behind industry-wide initiatives like Go Construct and Talent View and stop duplicating effort, to solve the big issues like recruitment and diversity. It is only by coming together that those issues, some of which have been around for decades, will be tackled once and for all.

Following the extraordinary year of 2020, this year will see CITB return to the Consensus process to support our Levy Order proposals. This Business Plan will bridge the foundations we laid down in our 2020-21 Skills Stability Plan to our longer-term delivery for British construction by 2025.

It should also support conversations about your current needs and future challenges and how, together, we can build a better Britain.

Sarah Beale
Chief Executive



2021-22 overview

This one-year Business Plan builds upon two documents from 2020 which signalled our intent to focus on fewer priorities and maximise their impact.

Our immediate Covid response was the Skills Stability Plan 2020-21, published during the first wave of the pandemic, which set out our practical approach to vital employer support.

The second was our Strategic Plan for 2021-25, which showed how we will go about achieving longer term industry goals while delivering employers' immediate needs. This means continuing to protect core areas like direct funding to employers and supporting apprentices, but this year we can also start to make progress on bigger challenges.

Working with Governments

CITB's unique position between industry and Government means we are well placed to use our influence to get results for employers.

We work with employers to better access government funds, such as supporting the development of the National Skills Fund. This will help industry upskill through new construction Skills Bootcamps and free L3 training courses for adults.

This follows large-scale Government investment in the Construction Skills Fund, and our own wider support of the 'onsite hub' model, providing free training for school leavers, the unemployed or career changers who want to join our

sector. Other examples include our work with government to allow Apprenticeship Levy-payers flexibility to share the benefits with smaller firms, and the new traineeship and fast-track apprenticeships where prior learning is recognised (see page 10).

The plan

This plan is for one year, 2021-22, and is the first stage of delivery of our Strategic Plan. Many things will be achieved this year, others will take longer. But for all projects or programmes, we will be clear about our current progress. To show how we are doing, we will publish performance reports on our website each quarter.

While there are some new projects within these pages, the structure and focus will be familiar.

Our mission – to attract and support the development of people to construct a better Britain – has not changed.

Our **three strategic priorities** remain the same. They are:

- **Careers** – attracting people to join and retaining those within the sector
- **Training and Development** – ensuring access to high quality training provision
- **Standards and Qualifications** – making sure standards are in place to work safely and effectively.

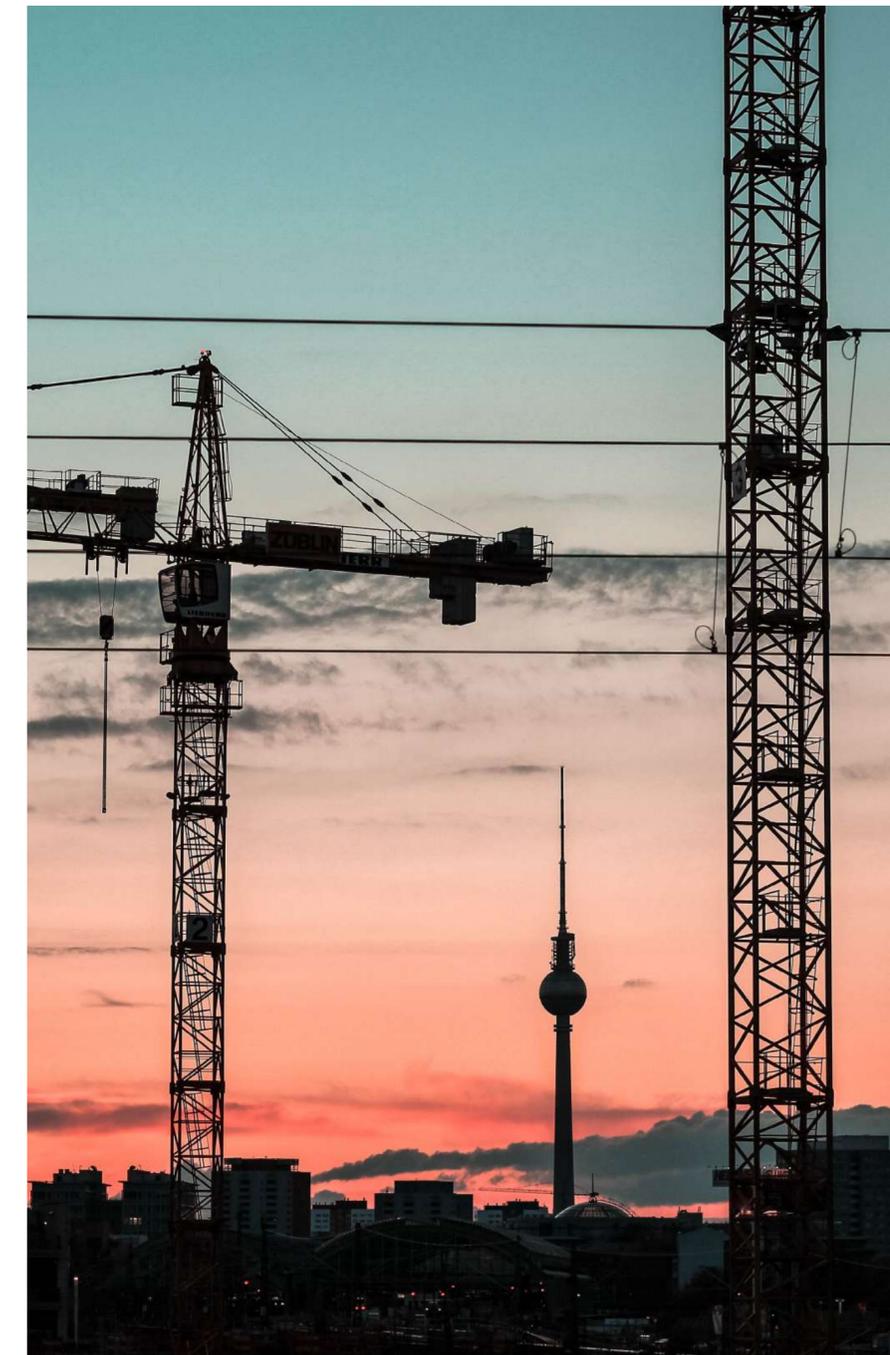
We have sections for each (pages 5-15), outlining what we will do, with targets setting out what they will achieve.

Our projects and programmes (pages 16-19) show what they are and what they mean for employers.

Some themes emerge across these pages. **Leadership and management**, for example, is a hot topic. It's true that if construction is going to modernise and become more productive, it will be done through businesses' leaders, managers and supervisors having the right tools to succeed.

Another priority gaining traction is **Net Zero**, which is the term given for when our whole economy stops increasing the net amount of carbon dioxide in the air. The UK Government has made this a legally binding target, to be achieved by 2050. This year we will identify the standards and qualifications needed to deliver on Net Zero and work with Government and providers to ensure the training will be available. Retrofit will be a key area as the transformation of our sector begins.

We propose **industry's top 10 priority skills areas** in this plan. This is driven by our research and evidence base, as well as conversations with employers to understand if we have captured the right priorities. These include trades like bricklaying which will see demand from strong growth in homebuilding; plant operatives who are needed for infrastructure work like HS2; and digital skills which will be needed by all. This top 10 will be solidified over the next few months.





2021-22 overview

Financial overview

Industry will invest less Levy this year, down £39.2m from £188m (original pre-COVID-19 forecasts for 2021-22) to £148.8m. This is due to our decision to give a five-month 'Levy holiday' to employers in order to protect their cashflow during the first lockdown of the coronavirus pandemic. To reflect those extraordinary circumstances, we decided to cut Levy income by 50% in 2021-22, with payments for 2020-21 spread across a longer period. A full overview of the activity we will undertake and the investment levels is provided on page 20.

During 2020 we made significant changes to how we run our business, including a restructure and cost reduction exercise. The effect of these actions was to lower our costs by £6m, giving a saving of £24m by 2025. We will continue to make efficiencies so that, by 2025, our operating expenditure will reduce by 16% from its 2021-22 level.

These changes allow us to spend 94p in every pound of Levy to help construction employers and the industry overall. We do this through direct funding to businesses; employer support; and other, behind-the-scenes work, such as research and influencing policy activity so governments prioritise our sector; partnerships; and support for apprentices across England, Scotland and Wales.

Our work across Great Britain

This Business Plan is supported by nation plans which highlight our work in each nation. These reflect the specific needs of those nations, and how we can work effectively with local partners to deliver our shared strategic priorities for construction skills.

Better results from grants and funding

CITB's work is led by our [Board of Trustees](#), made up of industry leaders covering both SMEs and larger firms, as well as people with expertise in education and skills.

They are advised by Nation Councils for England, Scotland and Wales, and committees which oversee specific areas including industry funding and Levy strategy.

Our [Industry Funding Committee](#) has been reviewing the Grants Scheme so we are targeting Levy funding more closely at the industry's skill needs. This review will continue throughout 2021 and will involve a wide range of industry stakeholders representing SMEs and larger firms across Britain.

In 2021-22 we will focus on:

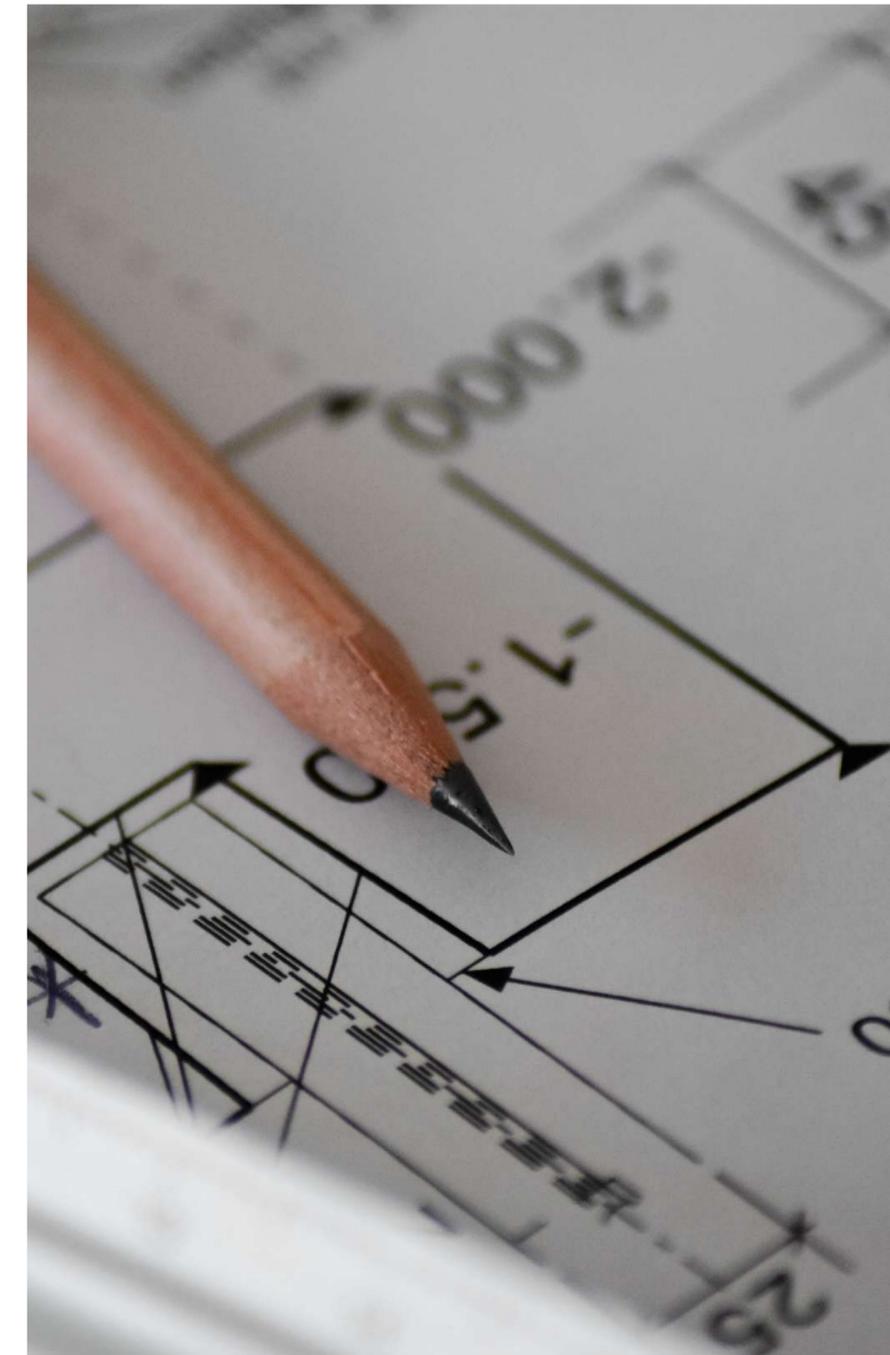
- More targeting of the Grants Scheme and other funding of top 10 priority skills areas (as outlined on page 10)
- Agreeing and implementing the most effective way to support core leadership and management training needs
- Testing a new way to procure training and save industry money, which demonstrates the value of us working together. By buying in bulk, this could cut the need for Grants Scheme claims, and may help to keep the quality and consistency of training high
- Maximising the investment made in the network of Training Groups to ensure employers can access training, as part of CITB's overall support in this area.

Fundamental review of the Levy

We will be consulting this spring on our proposal for a new Levy Order, which would see a return to the 2020-21 Levy rates. Our employer-led [Levy Strategy Committee](#), has recommended that as the industry recovers from the pandemic, it is not the right time to make significant changes to the Levy. It has recommended, however, that we undertake a far-reaching review of how the industry is changing and what this means for the Levy, both how it is calculated and collected. This work has already started and will continue throughout the year.

National Construction College

CITB is to retain the National Construction Colleges at Bircham Newton, Norfolk, and Inchinnan, Scotland, and sale discussions with a training provider will continue for Erith, Kent. This approach maintains CITB's commitment to making sure vital and valued training is available for employers where and when they need it.





Careers: Helping talented people join construction and retaining those we have

It is vital we attract talented people and make it easy for them to join construction, particularly from other sectors who want to take advantage of the opportunities on offer.

But however important that is, it is equally crucial we keep the skills we already have. These challenges have been made more acute following Brexit and made clear by CITB's latest forecast revealing we need 41,000 new workers each year to keep pace with demand.

At the heart of the solution are apprentices. Throughout the pandemic we have protected apprentices so that only 1.2% of those we provided support to have been made redundant. We have worked with employers, Government and colleges so that this pipeline of talent has been secured.

Going forward, we are expanding to support all our employers with apprentices. This has the aim of driving up the number, quality and diversity of apprentices, to meet our aim of helping industry to achieve 25,000 construction apprenticeship starts in 2025.

In this plan, we move away from big, CITB-led campaigns, instead focusing on ways we can work together to achieve positive outcomes.

We help to inspire young people to see the opportunities available. This includes our support for **STEM Ambassadors**, a network of brilliant volunteers who go into schools and colleges to show how science, technology, engineering or maths lessons can be the building blocks to a whole range of exciting construction careers.

SkillBuild, our long-running construction skills contest, gives apprentices and trainees the chance to compete against each other and for prestigious national titles. The pandemic means SkillBuild is unable to run this year, but is planned to return in 2022.

We have three aims for our work in Careers. These are:

- Providing **high-quality information** so people know what it takes to join the sector
- Giving people short **taster experiences** to find out what construction is really like
- Helping entrants **join the sector** by working with employers to provide meaningful periods of work experience.

High-quality information

Go Construct remains the go-to information source for construction careers and, on average, appears in two million search results every month (up from one million in 2019). Last year, over 600,000 people including students, teachers and those who want to re-skill visited goconstruct.org to find out what construction has to offer.

Go Construct has an array of practical information, inspirational stories and learning resources to use.

This year we will focus on making a clear link between the information we provide and the most in-demand skills. This could point users towards training, an apprenticeship or employment.

Impact case study: Protecting apprentices

What?

Working with employers, colleges and training providers to support and retain apprentices during the pandemic.

How?

- Direct mentoring
- Online learning
- Pastoral care
- Signposting – Construction Talent Retention Scheme and Government Redundancy Support Service for Apprentices.

Impact

- Of the circa 11,000 apprentices supported, 10,976 were retained in the industry
- Support for new entrants to continue through the Shared Apprenticeship Scheme
- Protecting funding will further improve apprenticeship completion rates.

"CITB has made sure that apprentices have been communicated with and attended regular reviews with them and provided us, the employer, with updates as requested."

Laura Murphy, Fortem, East of England

Talent View and the Construction Talent Retention Scheme are the shop window for industry opportunities and are expected to play an increasing role in years to come in securing industry skills. They are industry-wide schemes where employers can help address the challenge of attracting a more diverse workforce, with a simple route to the range of opportunities on offer.





Careers: Helping talented people join construction and retaining those we have

Taster opportunities

We know getting a real experience of construction can make all the difference.

It can turn a vague notion about a job opportunity into a clear idea that a life-changing career is on offer. The more who make this discovery, the wider and deeper will be our pool of talent, plus people find out if construction is right for them. It's good all round.

That's why we are working with employers across England, Scotland and Wales to provide 'taster' experiences of construction. In 2021-22, we will support employers to provide **4,000 taster experiences** by the end of 2021-22 and grow from there.

Getting ready for site-work

It is important that when people join construction, they are not only skilled, but site ready.

Over the past three years, we have run Construction Skills Fund hubs, working with the Department for Education (DfE), and onsite experience hubs across England and Wales, to help get people ready for site-work, with a focus on those who are from other sectors or are unemployed.

The **onsite hub model**, which sees live construction sites provide experience to potential new entrants to prepare them for site-work, is a proven success, and will continue this year. In addition, we will support the development of the National Skills Fund to help upskill workers through new construction Skills Bootcamps and free L3 training courses for adults.

The programme aims to meet key skills gaps at L3 and above. The focus will be on helping people progress their careers into supervisor and manager roles. In turn, their skills will help employers to modernise and seize opportunities presented by the Government's Net Zero target to fight climate change.

Employment and Site Ready means a worker has shown they have the **skills, knowledge and behaviours** to work safely on site, understanding their responsibilities to themselves and their fellow workers. These are the same across all construction roles, although you need to demonstrate you have the skills for the job at hand.

Health and wellbeing

Part of keeping people in the industry is making sure we are taking care of each other's health and wellbeing. This is something we care deeply about. While the impact of the lockdowns in 2020 forced us to pause our work with partners to build a **mental health hub for construction**, this has now been reinstated. We will support the project this year to provide access to 150,000 users by the end of 2021-22.





Careers: Helping talented people join construction and retaining those we have

AREA	2025 TARGET	2021-22 ANNUAL TARGET
Overall key performance indicator (KPI)	To increase positive perceptions of entrants about how easy construction is to enter versus other sectors: 'How easy/difficult was it to find relevant careers material, work experience and job opportunities in construction?' The baseline for this target is being developed (research currently underway).	
Information access	Improving access to careers information about how to join, train and progress through careers for the most in-demand occupations. This will be in place on Go Construct for the ten most in-demand occupations each year based on Construction Skills Network (CSN) data.	
Increasing short-term work experiences	28,000 taster experiences (excluding hub experiences) delivered across GB.	4,200
Increasing onsite experiences through hubs	Over 16,000 onsite experiences delivered. At least 11,600 additional employment and site-ready entrants in construction across GB through CITB-funded hubs.	3,682 onsite experiences. 2,490 employment and site-ready entrants.
Increasing sustained employment through hubs	4,807 into sustained construction employment through CITB-funded hubs.	973

Impact case study: Building a common platform of information – success and next steps for Go Construct

What?

The go-to website for maximising reach, engagement and awareness of careers in construction.

How?

- Good quality, up-to-date information
- Inspirational role models
- Educational resources
- Linking to live opportunities.

Impact

- Addressing the skills gap
- 86% increase in new people visiting the website from search results in 2020
- Learning projects aligned with the New Curriculum for Wales
- Plans to further increase awareness by creating links between partner websites.

“This invaluable insight into the range of careers construction has to offer, and at such an early stage in a young person’s development, could really be a game-changer.”

**Jon Williams, Managing Director,
WRW Construction Ltd, Wales**





Careers: Helping talented people join construction and retaining those we have

GOALS FOR THIS YEAR

OUR WORK TOWARDS 2021-25 STRATEGIC GOALS

WORKING WITH EMPLOYERS AND PARTNERS TO ENSURE PEOPLE INTERESTED IN CONSTRUCTION ARE...

Show young people the opportunities available and help employers attract diverse talent, through STEM Ambassadors.

Make it easy for schools to engage with the industry so construction is a career of choice for young people and their influencers.

Setting foundations for future learners by improving the quality of apprenticeship recruitment, working with schools and colleges to boost quality.

✓ Attracted to learn more

✓ Well informed

Continue to publish relevant information on Go Construct – how to get to the next step and build a career in construction.

Better quality, more consistent careers information in schools and for potential entrants.

✓ Informed and inspired

✓ Clear about where to go next

Work with employers to provide 4,000 taster experiences to give people a real link into the industry.

Make sure all taster experiences across GB are online, easy to find and linked to Go Construct.

✓ Provided with work experience

Get more people into sustained employment, through onsite hubs, traineeships and the Talent Retention Scheme.

Improve routes for graduates into the sector, by working with Higher Education.
Get more college students into apprenticeships or jobs through expanding new routes in and making sure they are effective.

✓ Given a clear route to join the sector



Training and Development: Ensuring access to high-quality training provision

Training is the biggest activity CITB supports.

Employers tell us that high-quality, easy-to-access training is their top priority, so it is right that the lion's share of Levy investment is focused here.

Health and safety has always been a core part of our training offer. The Grants Scheme will continue to support training to keep people safe.

Our Health, Safety and Environment test, taken by over **500,000 people** working in construction in 2019-20, alongside the 170,000 who took a Site Safety Plus course, remains the most common way workers learn about how to stay safe on site. And as a result of the pandemic, we have accelerated the move to online training. This includes a new, free eCourse for managers and supervisors about operating a safe construction site during COVID-19.

We must invest Levy funds where it will make the most difference, and with this in mind we have four aims for our Training and Development work:

- Drive up the **quality** of **training** and access to it
- Improve **apprenticeship completion** rates
- Protect and grow the most **in-demand skills**
- Get **talented college students** into construction jobs.

High-quality training that's easy to access

A long-standing issue in the sector has been making sure training is at a recognised quality standard, and avoiding workers having to repeat training each time they change employer.

The Grants Scheme, alongside our Construction Training Register and Training Directory, is a big part of the solution.

The Training Directory is where employers can find local training courses guaranteed to be the right quality. When the training is completed, grant payment is made automatically, saving time on admin. The training achievement is published on the Training Register, so that all employers can find out what qualifications workers have.

The Training Directory and Training Register saw **1.9 million achievements** awarded to 700,000 trainees in 2019-20, and this year we will continue to improve the service, based on your feedback, so that it is quicker and easier to use.

Training Groups remain a core part of our offer where we will continue to invest and develop their potential. In addition, as part of our Grants Scheme review, we will seek to pilot alternative approaches to supporting the most common training standards.

Boosting apprenticeship numbers and achievements

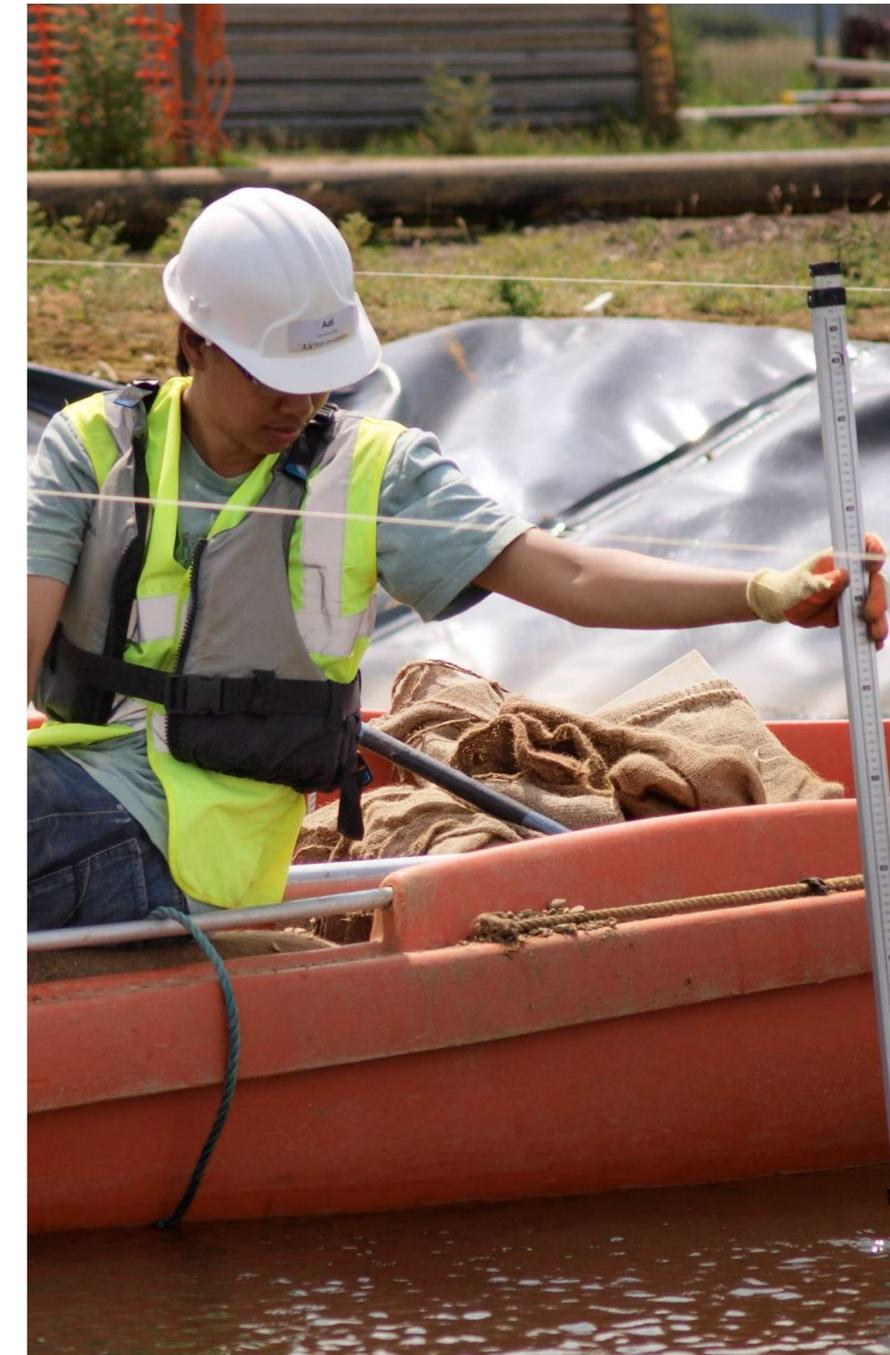
Protecting apprenticeships is at the heart of making sure we have the skills we need. Helping young people to build a career in the industry we love is so important to all of us.

Over **15,000 individuals** achieved their apprenticeship in 2020-21, and we protect apprenticeships in a range of ways. First, we provide the support to learners, employers and colleges to get the best possible results.

Second, we are maintaining apprenticeship grant rates to protect recruitment levels. We will also keep travel and subsistence support for learners who find it difficult to get to college or other places of training.

Third, we make sure apprentices who have left an employer for whatever reason are encouraged to stay in the sector. In 2020, this meant **10,976 out of 11,000 CITB apprentices** kept their jobs, instead of being made redundant due to COVID-19.

The Shared Apprenticeship Scheme, which we are continuing to invest in, also plays an important role in helping smaller employers share the value of an apprentice.





Training and Development: Ensuring access to high-quality training provision

Top 10 priority skills areas

Our Strategic Plan 2021-25 declared our intent to focus training investment on the most critical skills.

We are currently discussing these with employers and we will then identify which ones we will take forward first. Some of the top 10 would be addressed through additional funding support, including through the Grants Scheme. At the same time, normal Grants Scheme funding will be kept at the same level.

The list includes trades such as bricklaying and scaffolding that are set for strong demand as homebuilding ramps up.

The trend towards offsite construction and digital skills will continue and is an exciting and growing area for skills. This will involve upskilling for onsite workers and supervisors in adapting to offsite practice.

As we all continue to learn from the Grenfell tragedy, training around rainscreen cladding is a clear area where targeted investment of the Levy can help improve safety.

Finally, the Government's legally binding target of transforming the UK's carbon emissions to Net Zero by 2050 requires real focus. We will invest the Levy in training around retrofitting so Britain's homes and workplaces are energy efficient, and leadership and management training so these issues are understood throughout the sector.

This priority list (in alphabetical order) has been compiled from our evidence base and confirmed by industry representatives:

- Bricklaying
- Cladding (rainscreen)
- Digital skills
- Energy efficiency property retrofitting
- General site labour skills
- Groundworking
- Plant operating
- Scaffolding
- Skills to support offsite construction
- Supervisory, management and leadership.

More college students into construction

Only four in 10 college students taking construction courses go straight into an industry job or apprenticeship.

If we are to prevent future skills gaps, we must make it easier for students to join, and for employers to get what they need.

Part of the answer in England will be the **first sector-based traineeship**, in which students will learn essential maths and English skills, occupational skills, and be given a 10-week industry work-placement. This will better support those students to get a job or join a fast-track apprenticeship which will recognise their college learning. The traineeship launches this year, and is the result of collaboration between CITB, Government, colleges and various bodies including the Construction Leadership Council (CLC).

The same issue is being tackled in Scotland through the **Pathways into Apprenticeships** project. It aims to 'sponsor' students in FE colleges around Scotland to help them go on to secure an apprenticeship. The support is for a 'training payment' to learners for up to 26 weeks, with a target of 120 students gaining an apprenticeship through this route.

For more on this issue, read our [Learning to Earning report](#).

Specialist skills

Our sector contains a wide variety of different job roles, but many employers have specific skill needs that go way beyond the recognised biblical trades.

There may not be huge demand for training courses for, say, lightning conductor engineers, but they are vital for some employers and with ever-changing skills needs could grow with time.

Where formal apprenticeships don't exist, we will look to get quality training programmes put in place, including Specialist Applied-Skills Programmes (SAP).

Impact case study: Getting more FE learners into work and apprenticeships

What?

Developing a set of sector-specific traineeships for construction.

How?

- Working with Government and industry stakeholders
- An initial bricklaying traineeship to be piloted this academic year
- A wider set of construction traineeships to follow.

Impact

- FE learners will develop the skills needed to progress into work or an apprenticeship.

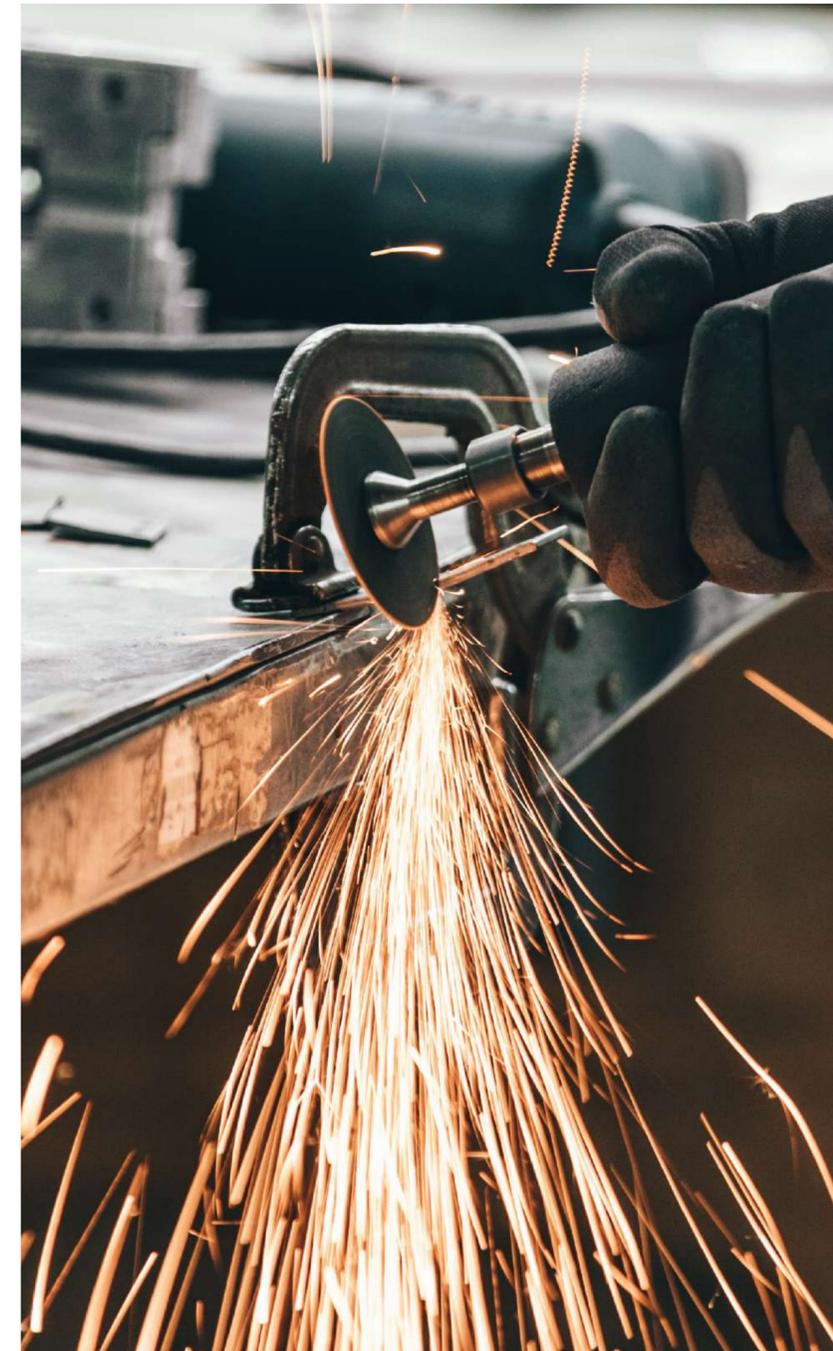
"Taking on a trainee will give our business the opportunity to assess and recognise young talent that we can retain at the end of the traineeship."

**Lee Marley, Managing Director,
Lee Marley Brickwork, South East England**



Training and Development: Ensuring access to high-quality training provision

AREA	2025 TARGET	2021-22 ANNUAL TARGET
Overall key performance indicator (KPI)	<p>85% of employers say that the construction-related training they require is available for them to access.</p> <p>80% of employers say they can access construction-related training of a high enough standard.</p> <p>The latest figures show that we are already close to hitting the availability target and have exceeded the quality target. We will reset the 2025 targets in autumn, after consulting with our Nation Councils, to reflect these changes.</p>	<p>Availability of training 85%</p> <p>Quality of training 83%</p>
Improving apprenticeship completion	<p>70% National Achievement Rate across Great Britain (this reflects a drop from 64% in 2018-19 pre-COVID-19 to estimated 60% 2020-21 post-COVID-19).</p>	<p>67%</p>
Protect and grow the most in-demand skills of the current workforce	<p>A measured reduction of skills gaps in occupations reporting biggest skills gap. We will identify each year up to 10 areas of occupational skill gaps.</p> <p>We will set a target and measure the number of training opportunities we have supported or facilitated through our interventions in these areas.</p>	
Supporting new pathways for FE learners	<p>8,000 learners in England will be supported over the next four years, resulting in 1,600 additional apprenticeship starts, through new pathways.</p>	<p>England: 300 construction traineeship learners.</p> <p>Scotland: 120 learners engaged on Pathways into Apprenticeship programme.</p> <p>Wales: 500 starts to new FE apprenticeship pathway.</p>





Training and Development: Ensuring access to high-quality training provision

GOALS FOR THIS YEAR

OUR WORK TOWARDS 2021-25 STRATEGIC GOALS

WORKING WITH EMPLOYERS AND PARTNERS TO...

Develop new and more effective routes between colleges, apprenticeships and jobs, comparing different models across GB.

Expand the most effective routes between colleges and jobs and make sure they are in place for future year groups.

✔ Get more talented students into jobs

Support apprentices through the Shared Apprenticeship Scheme, Talent Retention Scheme, Traineeships and the Kickstart Scheme.

Protect funding for apprenticeships, especially for smaller firms and travel and subsistence in remote areas.

Improve apprenticeship completion rates through better, more diverse recruitment.

✔ Protect apprenticeships

Begin to address 'top 10' in-demand skill areas through targeted use of Grants Scheme and funding.

Protect niche provision through funding support.

Unlock benefits of better digital skills using results of our commission on the subject.

Support skills development towards meeting Net Zero, such as retrofitting buildings to boost energy efficiency.

✔ Target training provision gaps

Grow remote delivery of training courses.

Deliver core skills efficiently across GB, including through Training Groups.

Expand the amount of e-learning available free at the point of access.

✔ Modernise training delivery



Standards and Qualifications: Putting standards in place to increase confidence and make training more transferable

Standards and qualifications underpin everything we do.

They have to reflect the needs of employers and the reality of life onsite. The right qualifications and training must be in place so our industry can grow and be more productive.

The result should be that employers feel confident their workforce can meet their current and future needs. It should also mean there are clear routes into different jobs to encourage talented people to join and develop careers in the sector.

This year we will progress three areas:

- Improve how **managers and leaders** understand businesses' training requirements
- Update standards to include behaviours and **digital skills to increase productivity** and make skills more transferable
- Improve employers' **understanding of competence** to support the transition towards a robust competence system.

Competency

What does it mean to be competent? The short answer is that it's about maintaining the skills, knowledge and behaviours to do a good job.

The longer answer is more complicated. It can change with time and mean different things to different people. It's more than just achieving a qualification – it's about understanding the new challenges employers face and making sure we keep developing the right attributes to meet them.

So, why does competence matter?

A significant recent example is the Grenfell tragedy and the Hackitt Review which followed. They showed how important competence is, and what can happen when things go wrong. Competence is critical to keep people safe and address the productivity challenge.

Our role is to work with employers to understand what competence means for different roles. From there, we work with industry to set standards that underpin qualifications and training courses. This year we will work with employers and other groups to establish a **common framework for competence**. This includes the core activities involved in the role; the skills, knowledge and behaviours to carry them out; and how people are assessed. Once that's done, different sectors can then use this competence framework to build their own.

Digital skills are becoming more important. We will work with industry to agree what digital competence means, and build this into training and qualifications where possible, across England, Scotland and Wales. This will provide the springboard for better digital working across the industry.

Leadership and management

For busy people leading small firms, it can be hard to find the time to work out what training is needed and when to do it.

To make this easier, we are providing a **free Training Needs Analysis tool** for all employers.

Our **Skills and Training Fund** also allows small businesses to apply for funding of up to £10,000 and up to £25,000 for medium firms, which can help with leadership and management training. This should then help many more firms become more effective at working out what training will give them the edge so they can win that next contract.

For larger businesses, our Leadership and Management Fund has backed 36 projects that will run through 2021. As well as employers reaping the benefits from those projects, they will help us to understand what types of training and development are truly valued by employers. This will enable us to set a clear and transferable standard for leadership and management across the industry.

Impact case study: Digital Leadership

What?

Focusing on the skills needed to navigate and operate modern technologies, through developing and upskilling construction leaders.

How?

- Open training courses
- In-house support and coaching
- Seminars
- Webinars
- Online courses and other training materials.

Impact

- Increased awareness of digital solutions and their benefits
- Skills and mindset to implement new ways of working
- Approximately 2,200 leaders expected to receive digital change skills.

"The SMEs we have been working with have been finding the digital enablement support invaluable. It's allowed them to work out the best starting point for their digital transition."

**Saffron Grant, Managing Director,
Digital Construction Skills,
North of England and Scotland**



Standards and Qualifications: Putting standards in place to increase confidence and make training more transferable

Update standards

We want all construction training to be supported by standards to ensure it is of the right quality.

We have significant updates in each nation in 2021. They are:

- Supporting the development of a new suite of construction-related qualifications in Wales, including a Welsh Apprenticeships Qualification, a construction GCSE and accompanying A-level, and work on a revised Apprenticeship framework
- Working with employers and Skills Development Scotland to develop new standards for Modern Apprenticeships focused on specific job roles, and broader skills like safety and digital
- Helping to review English Apprenticeship Standards, so they reflect the key skills needed to meet major challenges such as building safety, Net Zero and the improvements employers want to make such as digital skills.

Our work also looks at supporting workers to get new and different skills so their careers can flourish. For this reason, we are looking at shorter courses and qualifications which give people the chance to get specific skills to help them and their employers.

We will trial this approach with the top 10 priority skills areas (page 10), and develop 'routes to competence'. When the route to train and become competent in these areas is clear, we will share that information on Go Construct so anyone interested can see how they can follow that career path.

AREA	2025 TARGET	2021-22 ANNUAL TARGET
Overall key performance indicator (KPI)	<p>Competence means having the knowledge, skills and behaviour and applying these consistently to specific tasks to meet an industry-agreed standard.</p> <p>To increase the percentage of employers who feel confident that their workforce is competent to meet business needs.</p>	<p>We have set the benchmark at 89% of employers confident based on our latest research. We will set the target for 2025 in consultation with our Nation Councils in the autumn and plan to include a second part of the target on how employers ensure competence.</p>
Improving leaders' understanding of training needs	<p>Employers have the tools to identify their skills and training needs and can access appropriate funding support from CITB.</p>	<p>Make available free resources, such as organisational needs analysis (ONA) and training needs analysis (TNA) tools to increase the impact of CITB-funded projects and enable firms to better forecast their needs.</p>
Update standards to reflect digital and behavioural competencies	<p>Update standards to reflect new skill needs around digital and behavioural competencies.</p>	<p>All CITB Grants Scheme courses will be backed by a standard so the industry is investing in quality, transferable learning. This year we will focus on:</p> <p>England, Wales and Scotland: Five occupational standards suites reviewed, 200 Training Standards reviewed.</p> <p>Scotland: Piloting new approach with review of two Modern Apprenticeship Frameworks.</p>
Shift to ongoing competence and continual development	<p>Build industry understanding of competence and requirements for specific roles, ensuring employees always work effectively and safely.</p> <p>Introduce new competence frameworks for priority occupations by 2022 and remaining construction-related occupations by 2024.</p>	<p>10 Competence Frameworks developed mapping 'routes to competence' for specific occupations.</p>

Impact case study: Apprenticeship frameworks in Scotland

What?

Ensuring employer-access to a pool of fully trained, competent workers.

How?

- Modifications to assessment methods
- Introduction of Pathways to Apprenticeships programme
- Working with industry stakeholders to ensure apprenticeship frameworks are fit for current and future purposes.

Impact

- Apprentice start volumes were around 71% in 2020
- Collaboration with awarding bodies in Scotland, leading to a variety of refreshed qualifications
- Widened learning routes.

"Pathway Apprenticeships will support the future employment prospects of Scotland's young people and offset the rising levels of youth unemployment caused by the economic impact of COVID-19."

**Frank Mitchell, Chair,
Skills Development Scotland**



Standards and Qualifications: Putting standards in place to increase confidence and make training more transferable

GOALS FOR THIS YEAR

OUR WORK TOWARDS 2021-25 STRATEGIC GOALS

WORKING WITH EMPLOYERS AND PARTNERS TO...

Help SMEs identify skills needs.

Provide free tools for businesses to analyse their skills and training needs.
Decide on leadership and management training and qualifications support.

✓ Help leaders and managers pinpoint skill needs and identify the right training

Share clear evidence and information on future skill needs and priorities.

Ensure standards are in place to support new technologies and approaches.
Continue using Grants Scheme to fund training backed by approved standards.

✓ Set competence standards

Agree a common framework for measuring competence. Populate for key safety critical occupations such as installers, and for digital skills

Provide guidance about how to progress into and through the top 10 most in-demand skill areas.

Working with employers, partners and nations governments to ensure that apprenticeships are fit for purpose.
Agree the approach to developing and maintaining competence in the workforce.

✓ Influence skills policy

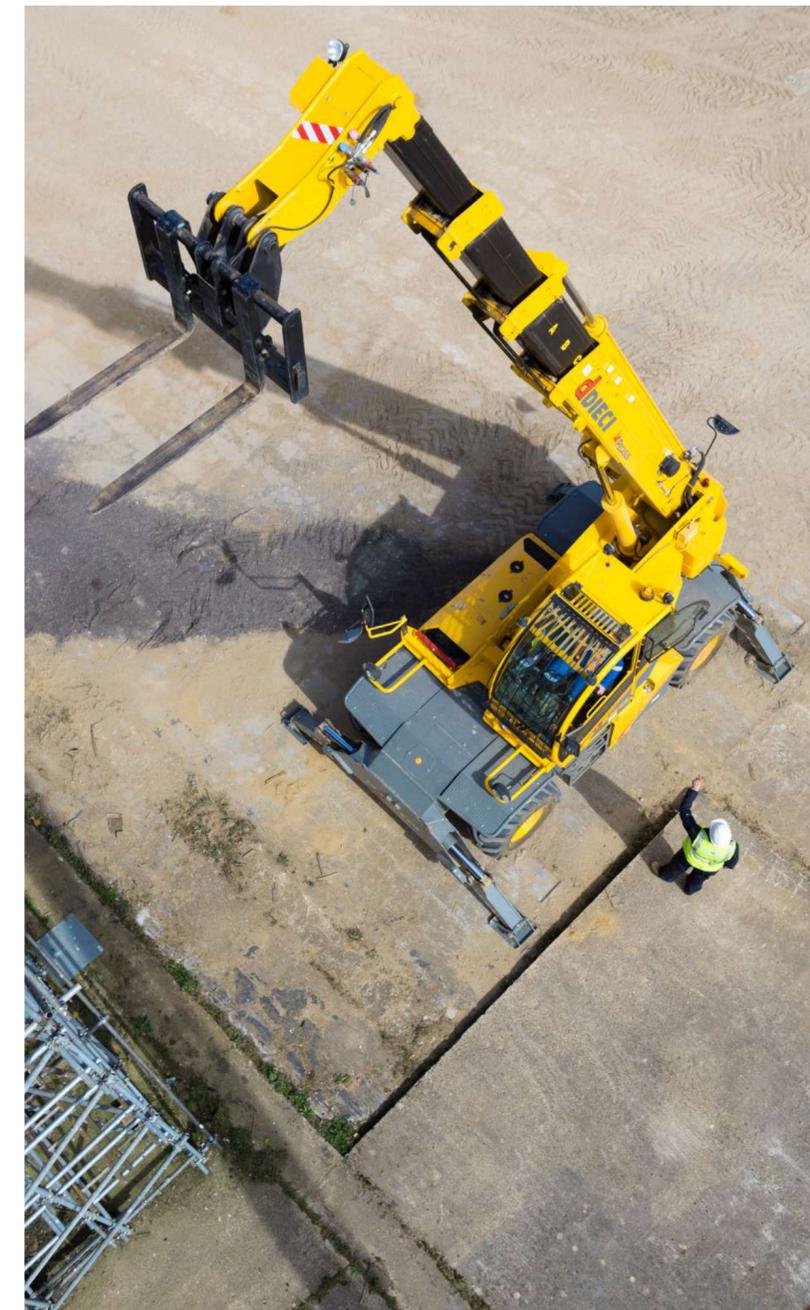
✓ Map out clear progression routes



Funded projects list

CAREERS: Helping talented people join construction and retaining those we have

PROJECT/PROGRAMME	WHAT IT IS/CITB'S ROLE	 WHAT IT MEANS FOR YOU	LEVY INVESTMENT
Go Construct	The website for information on careers in construction and the built environment, as well as a growing social network of industry representatives connecting to people interested in construction careers.	The opportunity to bring construction to life, through educational and inspiring information, and encourage more people to join the industry.	£600k
Talent View	A 'one stop shop' sector talent hub for the attraction of new entrants – making it easy for people to join the industry and for the industry to showcase our opportunities.	A sector-wide platform for anyone searching for an experience, new career, or career progression within the industry.	£220k
Work Experience Tasters	In a sector with a preference for informal recruitment, this project will improve the visibility of work experience opportunities and give people the chance to learn more about construction careers.	Ensure people interested in construction can access the required opportunities to become part of your workforce, as well as more roles, at a time when construction is creating more opportunities than other industries.	£400k
Onsite Experience Hubs	Provides learners with vital pre-employment training which helps prepare them for site-work. The hubs link employers with people who want to pursue a construction career.	Over 2,490 site-ready workers to help address skills gaps and fill your job vacancies.	£3.2m
Mental Health	Working with the Lighthouse Club to train mental health first aiders and instructors, and partnering with the Samaritans to help make mental health support accessible to SMEs.	Increase awareness and access to mental health advice and guidance within the industry so you and your workforce is supported.	£250k
Fairness, Inclusion and Respect (FIR)	Changes industry culture by building knowledge of FIR. Increases number of FIR ambassadors who champion inclusion within their businesses. Develops training resources and manages workshops.	Attract and retain more people in the industry by helping you improve workplace culture. 5,000 employees from 2,000 different employers to receive FIR training.	£250k
CAREERS TOTAL			£4.9m





Funded projects list

TRAINING AND DEVELOPMENT: Ensuring quality training in core and future skills

PROJECT/PROGRAMME	WHAT IT IS/CITB'S ROLE	 WHAT IT MEANS FOR YOU	LEVY INVESTMENT
Apprenticeship Travel and Subsistence England, Scotland and Wales	Supports retention and achievement of apprentices travelling greater distances for training.	Expands the potential pool of apprentices available to your business and gives you the additional support needed.	£3.5m
Shared Apprenticeship Scheme	Enables learners to complete their apprenticeship with one or more employer, where long-term training might otherwise not be viable.	Offers you flexibility to deliver and complete apprenticeship programmes, supporting new entrants into the industry.	£1m
Immersive Learning	Funding projects to test how immersive learning, using virtual or augmented reality, can support training and development in construction.	A free library of immersive learning content to help widen construction's appeal to a digital generation. Train-the-trainer programme to build industry's ability to deliver immersive learning.	£750k
Rainscreen Cladding	Responds to Grenfell by developing a new process of training and competency assessment for operatives and supervisors, aligned to RoofCERT.	More trained installers in the roofing sector working to an agreed, safe standard.	£1.2m
Specialist and Emerging Skills Funding	Uses funding to fill specialist training gaps, by demand and location. This will ensure provision continues and works towards the training becoming sustainable.	Protects specialist training, so it remains available for you. Funding will support skills identified as most in need.	£1m
Further Education (FE) Learners Into Construction (England)	Working with Government so its Traineeship provides route to jobs or fast-track apprenticeship for FE learners. Starts with bricklaying, other occupations to follow this year.	Increases the number of learners entering construction apprenticeships from full-time FE programmes to reduce the skills gap and widen the available talent pool.	£500k





Funded projects list

TRAINING AND DEVELOPMENT (CONTD): Ensuring quality training in core and future skills

PROJECT/PROGRAMME	WHAT IT IS/CITB'S ROLE	 WHAT IT MEANS FOR YOU	LEVY INVESTMENT
Scottish Onsite Assessment for Apprenticeships	Supports the training of more assessors to meet demand, after changes to the rules around assessment of SVQs has led to a shortage of onsite assessors.	Expands the capacity of the assessor network to ensure assessments can be done and apprenticeships completed.	£300k
Specialist Course Payments – Specialist Applied-Skills Programmes (SAP) and Enabling Specialist Provision (ESP)	Helps new entrants in specialist occupations where apprenticeship standards do not exist.	Keeps specialist skills alive by training more competent workers in specialist occupations.	£1m
Offsite Commission	Two projects to develop training materials and awareness sessions for training providers to prepare for changes as new technologies and approaches are brought in.	Training provider network is better prepared for the uptake of offsite construction, enabling you to access the offsite training you need.	£300k
Construction Training Directory and Training Register	An online database where training providers can advertise grant-eligible training courses, and an online record of your training qualifications and achievements.	You have the tools to access training, and avoid workers having to repeat training. You can also see what qualifications potential employees already hold.	£1.5m
Employer Support through Training Groups	Assisting the function of training groups to maximise training spend efficiency.	Small employers supported to access training in their local area.	£2.5m
Training Resource Asset Bank	A digital platform where useful resources from previous CITB investments are stored and accessed by industry.	Makes it easier for you to access training and development resources, while ensuring more people benefit from Levy investments.	£250k
Small Projects	Funding for a collection of small projects to meet industry's training and development needs.	Support to train necessary skills identified for existing workers and new entrants.	£800k
TRAINING AND DEVELOPMENT TOTAL			£14.6m





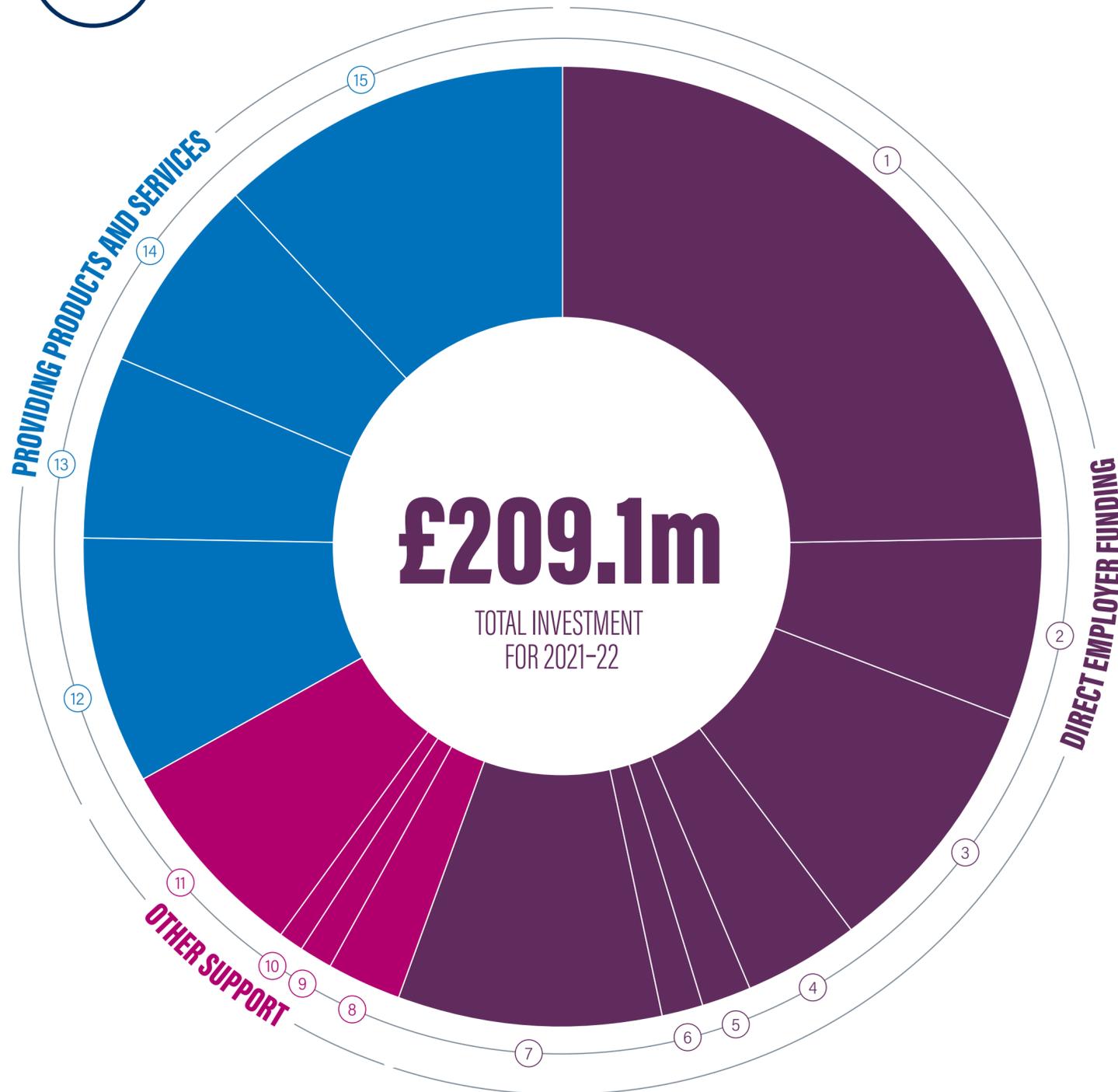
Funded projects list

STANDARDS AND QUALIFICATIONS: Raising standards on-site to meet employers' needs

PROJECT/PROGRAMME	WHAT IT IS/CITB 'S ROLE	 WHAT IT MEANS FOR YOU	LEVY INVESTMENT
Digital Leadership	Training senior managers to become digital leaders and implement change in their company, as well as providing training materials to support delivery to a broader audience.	Understand why you should transition to be more digitally focused and how you can achieve this. Also help you identify processes that can be streamlined using a digital solution.	£500k
Digital Competence Framework	Development of a digital competence framework which will become part of an overarching framework for competence in construction.	Understand the digital training available to you and how it aligns to specific digital skills needs.	£150k
Improving Procurement Commission	Four funded projects collaborating to make procurement more efficient. Creating learning resources to support this work.	Improved collaboration between you and your supply chain, through the adoption of better procurement and management practices, saving time and money.	£1.3m
Routes to Competence	Reviewing and defining the routes to competence. We will prioritise specific occupations/areas ahead of others, for example safety-critical occupations identified in response to Grenfell.	Helping you understand how to achieve a safe and effective workforce.	£250k
Competence Assurance Framework	Quality assurance activity to include competence products. Integrate this work with Routes to Competence and associated careers signposting.	Increase your confidence in the quality of training being delivered, as well as your awareness of potential Government changes related to competence.	£50k
STANDARDS AND QUALIFICATIONS TOTAL			£2.3m



Total of all funded activity	£21.8m
Careers	£4.9m
Training and Development	£14.6m
Standards and Qualifications	£2.3m



HOW WE INVEST YOUR LEVY: 1-YEAR GB VIEW

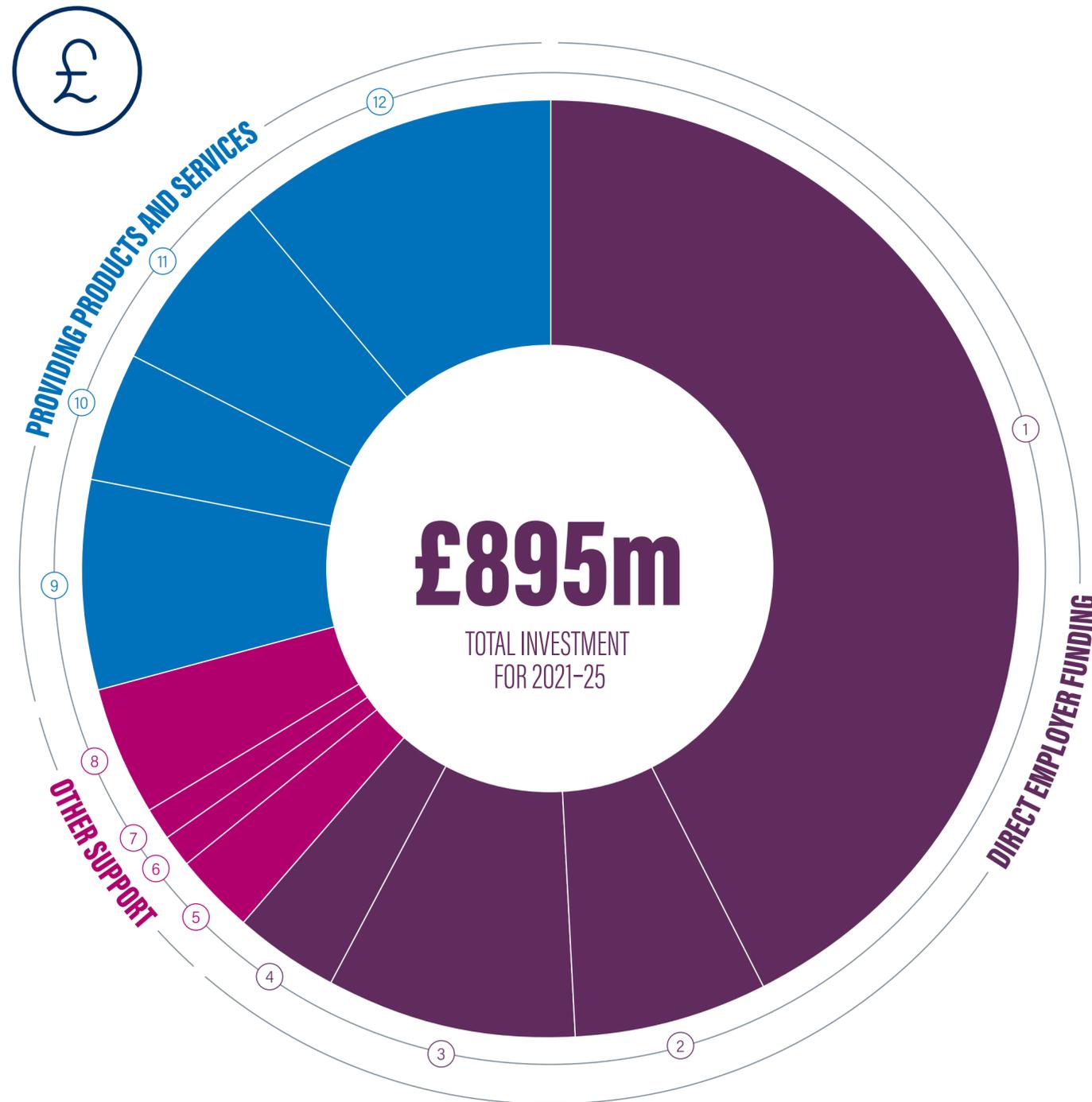
SOURCES OF INCOME

£148.8m	Levy Cash Received * Full Levy Assessment for the financial year £95.6m	£191.5m	TOTAL INCOME
£42.7m	Products and Services income	£17.6m	BALANCE FROM RESERVES
£4.2m	Direct training delivery (NCC)	£209.1m	TOTAL INVESTMENT FOR 2021-22
£13.2m	Apprenticeships		
£25.3m	Product income		

ALLOCATION OF INVESTMENT AND COSTS

£116.1m	DIRECT EMPLOYER FUNDING	£23.9m	OTHER SUPPORT
① £51.7m	Apprenticeship Grants	⑧ £5.2m	Employer Support Services – Engagement
② £13.1m	Qualification Grants	⑨ £2.4m	Standards, Qualifications and Verification
③ £18.4m	Short Duration Training Grants	⑩ £2.2m	Skills and Employment Policy and Research
④ £8m	Skills & Training Fund for Small and Micro Businesses	⑪ £14.1m	Apprenticeships
⑤ £3.5m	Skills & Training Fund for Medium-Sized Businesses		
⑥ £3m	Leadership & Management Development	£69.1m	PROVIDING PRODUCTS AND SERVICES
⑦ £18.4m	Funded Activity	⑫ £17.5m	Direct Training Delivery (NCC)
		⑬ £13.2m	Apprenticeships
		⑭ £13.5m	Other Products and Services
		⑮ £24.9m	Cost of Administering, Levy, Grants and all Funding Schemes

£209.1m TOTAL EXPENDITURE FOR 2021-22



* 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 9.6% 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	£664.9m	Products and Services Income	£191.3m	TOTAL INCOME	£856.2m
		Direct Training Delivery (NCC)	£32.4m	BALANCE FROM RESERVES	£32.8m
		Apprenticeships	£37.6m	PROFIT ON DISPOSALS	£6m
		Product Income	£121.3m	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	⑤ Employer Support Services - engagement	£24.7m	⑨ Direct Training Delivery (NCC)	£65.5m
2021-2022	£83.2m	2021-2022	£5.2m	2021-2022	£17.5m
2022-2023	£94.7m	2022-2023	£6.4m	2022-2023	£15.3m
2023-2024	£96.4m	2023-2024	£6.5m	2023-2024	£16m
2024-2025	£107.9m	2024-2025	£6.6m	2024-2025	£16.7m
② Company Specific Funds	£58m*	⑥ Standards, Qualifications and Verification	£10m	⑩ Apprenticeships - CITB work to support delivery of national apprenticeship contracts	£37.6m
2021-2022	£14.5m	2021-2022	£2.4m	2021-2022	£13.2m
2022-2023	£14.5m	2022-2023	£2.5m	2022-2023	£7.8m
2023-2024	£14.5m	2023-2024	£2.5m	2023-2024	£8.3m
2024-2025	£14.5m	2024-2025	£2.6m	2024-2025	£8.3m
③ Funded Programmes	£78.1m	⑦ Skills & Employment Policy and Research	£9.1m	⑪ Other Products and Services	£58.4m**
2021-2022	£18.4m	2021-2022	£2.2m	2021-2022	£13.5m
2022-2023	£21.4m	2022-2023	£2.2m	2022-2023	£15m
2023-2024	£18.7m	2023-2024	£2.3m	2023-2024	£14.9m
2024-2025	£19.6m	2024-2025	£2.4m	2024-2025	£15m
④ Funding Available For Grants and Funded Programmes	£33m	⑧ Apprenticeships - activity to support employers deliver apprenticeships	£40.4m	⑫ Cost of Administering Levy, Grants and all Funding Schemes	£98m***
2021-2022	£0m	2021-2022	£14.1m	2021-2022	£24.9m
2022-2023	£1m	2022-2023	£11.2m	2022-2023	£23.4m
2023-2024	£16m	2023-2024	£8.1m	2023-2024	£24.3m
2024-2025	£16m	2024-2025	£7m	2024-2025	£25.4m