

VISION 2020

Business Plan 2018-21

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THE
FUTURE
CITB

I am delighted to present CITB's Business Plan, a bold reforming programme with the needs of industry at its heart.



Sarah Beale
Chief Executive

The ambitious targets in this plan are based on feedback from the construction industry and Government.

During 2017's consensus process, and the Government's ITB Review, clear demands to reform and streamline CITB were made.

CITB listened to those views and I am pleased to confirm that change is well underway.

Our reform agenda, outlined in November 2017's **Vision 2020: The Future CITB**, detailed the three year plan that will see CITB adopt a simpler, more streamlined way of working.

Vision 2020 will see CITB become the 'levy in, skills out' skills body the construction industry wants. We will target our expertise and industry's resources to do fewer things better.

Our **mission, vision** and **plan**, following consensus and the ITB review is clear.

OUR MISSION

To attract and support the development of people to construct a better Britain.

OUR VISION

For British construction to have a recognised, worldclass, innovative approach to developing its workforce to deliver quality in the built environment.

TO REALISE ITS VISION CITB NEEDS TO:

- Support the promotion of construction as an attractive sector to work in (Careers)
- Ensure training and assessments reflect industry's requirements (Standards & Quals)
- Ensure employers can access training in a timely manner (Learning & Development).
- Maximise funding opportunities for levy payers.
- Develop a strong evidence base to determine the industry's skills and training needs.

Our plans include:

- Improving our industry-wide evidence base to influence and deliver on current and future skills needs
- Pinpointing funding to enhance construction training and keep pace with modernisation.
- Collaborating with industry to improve standards and qualifications with the aim of producing work-ready employees.
- Digitalising and automating services to reduce the administration burden for employers.
- Exiting direct delivery of training through the National Construction College and ceasing services such as administering the card schemes.
- Producing comprehensive reports for policymakers, employers and organisations. Upcoming work includes reports on: migrant workers, digital skills and youth unemployment.

Our reform agenda will gather pace this Spring 2018. In April we introduced our new Training Model and Grants Scheme.

The Training Model will enable employers to get the right training, in the right place, at the right time. It will allow workers to train and retain their qualification record to share with future employers.

CITB's Grants Scheme also commenced in April. The Grants Scheme will enable firms to receive automated grant payments. This will axe red tape and ensure much-needed training grants reach small and micro firms in particular.

As our recent research figures showed, the next five years offer great opportunity for the UK construction sector.

To realise construction's skills and employment potential a reformed, streamlined CITB will collaborate with

industry and Governments across the nations on a range of challenges including:

- Making funding work better, particularly for smaller firms
- Ensuring the construction sector recruits and retains workers
- Improving productivity and Sustainability
- Adopting digital and manufacturing Technologies
- Promoting construction careers and Diversity
- Collaborating to develop the Trailblazer standards and T-Levels
- Helping home builders meet the governments ambition to build 300,000 homes a year by the mid-2020s
- Supporting the industry to meet the skills challenge posed by Brexit.

This Business Plan outlines how we will work with industry to meet these challenges.

I hope you enjoy reading our plans and look forward to working with you on delivering these bold new reforms.

Vision 2020: The Future CITB – our agenda for change. CITB will:



Be responsive: By reforming our Grants Scheme, making payments easier and more accessible and using our resources to support a sustainable, responsive and high-quality training and development market.



Be innovative: By working closely with industry to develop new and better ways to meet its needs.



Be influential: By building engaging, dynamic partnerships that help industry to attract, train and retain its future workforce.



Be accountable: Through national campaigns, transparent strategic planning and a new outcomes focus.



Be representative: Through strong partnerships, renewed governance and improved accountability.



Be relevant: By modernising, changing the way we do business and providing the support that our industry needs. CITB will build an evidence base, creating a high-quality standards framework, advocating, engaging and influencing to ensure training provision.

Vision 2020 Roadmap

Indicative milestones for our Transformation programme



We have a lot of good work to build on at CITB.



In Wales Estyn, the education inspectorate, praised our work and rated **CITB Apprenticeships leadership** and **management** as "excellent"

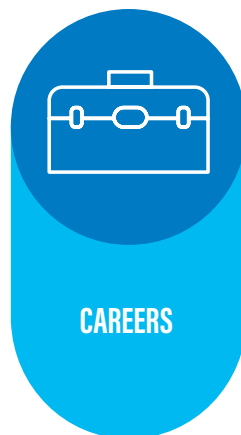


In Scotland the Modern Apprenticeship (MA) programme grew significantly in 2017 with CITB delivering **1,925 Modern Apprenticeships** - the sixth consecutive year of growth.



Meanwhile in November 2017 CITB was **rated an 'outstanding' apprenticeships provider** by Ofsted in England for the second consecutive inspection.

CITB's **three main priorities** remain:



WE WILL SUPPORT THESE PRIORITIES BY:

Evidence: Strengthen our evidence base to determine the industry's skills and training needs.

Influence: Working with industry to influence skills funding, training, government policies and provisions.

Funding: Using employer funds to support them with their skills needs.

Careers

Strategic
Priority

Our goal is to enable the Construction and Built Environment sector to present itself to potential entrants as an inclusive, dynamic industry that provides opportunity and rewarding careers.

Our ambition is for employers to say there is a talent pool sufficient to meet the recruitment needs of the industry.

Approach

- To enable the right careers information and guidance to be available through the right channels (digital, ambassadors, peer to peer, campaigns) to potential entrants and those who guide them.

- To provide a solution to match people with work experience opportunities within or before formal training/qualification to mitigate the prospect of bad experiences on entering the sector and also to address employer perception that new recruits are not 'work ready.'
- Address the lack of development / redeployment opportunities in order to keep people within the sector after entry.
- Influence the procurement approach of local authorities to maximise targeted recruitment and training.

Deliverable highlights include

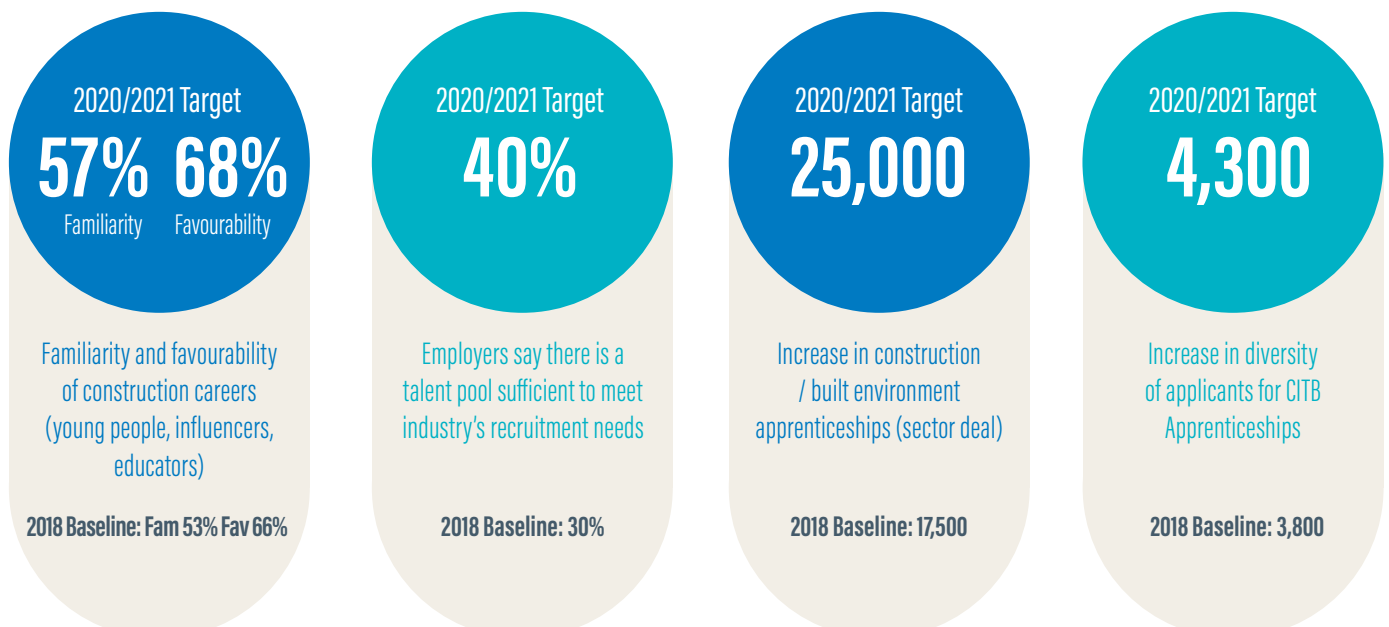
2018 - New toolkits launched to support employers and Ambassadors

2019 - Bring the industry's careers initiatives together under one comprehensive behavioural campaign, utilising the Go Construct brand

2019 - Introduction of new personalised Go Construct mini-sites for targeted audiences

2020 - Skillbuild includes new skills in competition reflecting modern methods of construction

Key Performance Indicators



Standards & Qualifications

Strategic
Priority

Deliverable highlights include

End 2018 - CITB will coordinate work on the development 50 new Trailblazer apprenticeship standards in partnership with the Institute of Apprenticeships.

2018 - CITB to launch programme of site based contextualised learning videos to support apprentices and other employees develop skills in Maths and English

2018 - Begin work in supporting employers to commit to work placements for T-Levels

2020 - All National Occupational Standards (NOS) which CITB are custodians of will have been reviewed within the last 3 years including impact assessment for construction using offsite manufactured assemblies

2020 - 1200 employer approved training standards will be available through the Training Directory

Our goal is to ensure the construction and built environment sector has high quality, consistent and assured standards for training and assessment.

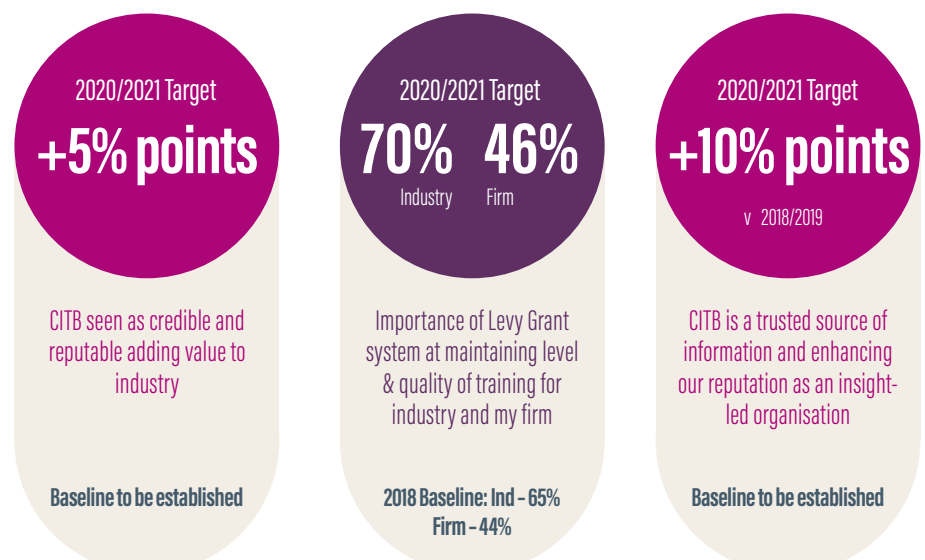
Our ambition is for employers to believe that the content and method of training and of assessment reflects industry's needs.

Approach

- CITB will collaborate with employers to ensure industry is supplied with work-ready employees via correct standards and qualifications.

- Be industry's standards' custodian, using National Occupational Standards (NOS), where appropriate, to ensure standards are comparable. This will enable skills mobility geographically and between sectors' as well as accelerating individual's productivity.
- CITB will work with industry to identify and set standards and qualifications which will meet current and future needs. This includes leading the Apprenticeships Working Group and providing evidence on construction's future apprenticeship needs, the barriers to meeting them and identifying the specific actions.

Key Performance Indicators



Training & Development

Strategic
Priority

Our goal is to ensure employers can access the sustainable, high quality training provision they need to train their workforce in current and emerging skills.

Our ambition is for employers to access the training they need in a timely manner.

Approach

- Ensure training is modern, high quality, accessible and in multiple formats which take account of emerging technologies such as immersive learning.
- To swiftly address specific skills needs through the increased availability of upskilling training and development, visibility of competence and achievement, and provide training to assure the competency of trainers and assessors.
- To reduce the time it takes for individuals to add value in the work place following entry to the sector, qualification or training/development in new work areas.
- Ensuring training is available and accessible to support specialist trades and occupations.

Deliverable highlights include

April 2018 - Construction Training Directory Live - where employers can find the right training, in the right place, at the right time supported by Grant

April 2018 - Construction Register Live - to start creating an invaluable database of training across the industry

2019 - Redevelopment programme complete for HS&E Test with new question types and revision materials

2019 - Launch of new digital editions and supporting short videos launched for core Site Safety Plus publications, case studies and course notes

Key Performance Indicators

2020/2021 Target

55%

Employers say they can access the training they need in a timely manner

2018 Baseline: 40%

2020/2021 Target

+10% points

Employers believe the content and method of training and of assessment reflects industry's need (monitor only)

Baseline to be established

2020/2021 Target

80%

Funding commissioned targeted: % of flex and structured funding

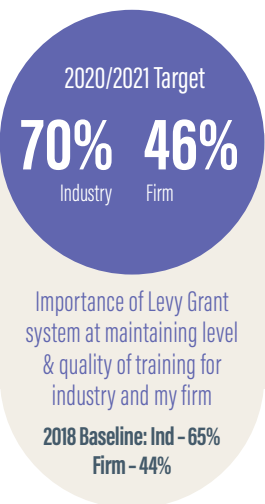
Baseline to be established

Funding

Enabling
Priority

Using funding to **encourage employers** to train to meet their **current** and **future skills** needs.

Key Performance Indicators



Grant Support

From 1 April 2018, the Grants Scheme will primarily support three areas:



This will be supported by the launch of the CITB Training Model and the introduction of automated Grant payments with a focus on outcomes and achievements for construction activity.

Our Grants Scheme principles remain to;

- Encourage training specifically related to the construction industry and to CITB's scope order
- Align funding to priorities and standards

- Support all levy registered employers and their sub-contractor workforce
- Use targeted funding to support industry priorities
- Prioritise investment in areas where there is a long term commitment
- Utilising our research to focus funding on the development of emerging skills needs.

Funding support

Every year the Levy CITB collects from construction employers is invested back into industry. Our aim is to ensure funding keeps pace with the training and skills demands of a rapidly changing industry.

In 2015, CITB rationalised its funding support to three primary funds

- **Flexible** – Responding to needs identified by Industry or Employers
- **Structured** – Responding to needs identified by our research
- **Skills and Training** - For companies under 100 employees who have identified skills or a training need.

Our most recent funding impact report showed that between September 2015 and December 2016 nearly £18m of

CITB's Flexible and Structured funding was spent on over 300 projects in England, Scotland and Wales.

CITB will keep all of its funds under review, to ensure that they are achieving their objectives around the three strategic themes of Innovation, Careers and Training and Development.

We will continue to highlight industry need from our evidence base and commission applicants who can deliver on the need we've outlined.

Structured funding commissions in the pipeline include:

- Off-site
- Pre-employment
- BIM (Building Information Modeling)
- Immersive Learning.

Evidence Base



CITB produces a range of extensive reports for policy makers, employers and construction organisations.

These reports help industry plan on a national and regional scale and provide recommendations on how the sector can keep pace with change

and improve the working lives of those in – and who will join – the construction sector.

The reports also pinpoint areas where sector can improve through funding and /or collaboration with policy makers.

Completing research to understand what **employers, government, providers** and **CITB** need to do to provide the skills training needed and encouraging partnerships to make it happen.

Research reports planned for 2018:

- Migrant workers – updating our leading work on their role in construction
- Transferability of skills - within construction and from other sectors
- Youth unemployment - understanding potential as new entrants into construction
- Fuller Working Lives – strategies to retain older workers in the construction
- Digital Skills in construction – potential contribution and how to realise it
- Local skills - assess local demand and supply for key occupations and strategies to address gaps.

Key Performance Indicator

2020/2021 Target
+10% points
v 2018/2019

CITB is a trusted source of information and enhancing our reputation as an insight-led organisation

Baseline to be established

Influencing and Engagement

Enabling
Priority

CITB will continue to engage & collaborate with industry, to understand challenges and influence support.

CITB will:

- **Ensure construction skills priorities** are recognised by Government in all three nations
- **Ensure provision meets demand** through Local Enterprise Partnerships (LEPs), city regions and devolved governments
- **Develop partnership solutions** to support skills priorities, such as DWP
- **Support new governance arrangements** improving industry representation on CITB committees
- **Revise relationships** with external groups, Employer Forums and Federations to ensure representation and engagement.

Key Performance Indicator

2020/2021 Target

+5% points

CITB seen as credible and reputable adding value to industry

No current baseline

Campaign and Influencing

The emphasis on persuading others to resolve issues for the benefit of industry will see us increase campaign and influencing activity.

To support this, we have increased planned marketing spend by 50% to allow interventions to be made for the benefit of industry outcomes.

This will include a behavioural careers campaign to improve the Industry's image and increase new entrants into Construction and a Training Campaign to encourage individuals and employers to invest in lifelong learning, supporting aims for increased productivity.

Strategic Partnerships

The CITB Strategic Partnership Team will play a key role in supporting these objectives. The team's role will be to engage with CITB's partners to make the interventions required to resolve the training needs of the industry identified.

Partnerships Team perform three key functions: listening, interpreting (to add colour to the evidence base) and acting to ensure partnerships and others are the primary intervention.

The partnership team will be the relationship leads for "Team CITB" following a more account management approach they will ensure consistency in message and that CITB subject matter experts are involved.

Key Performance Indicators

The key targets outlined in this Business Plan were set following feedback from levy payers, industry and the Government.

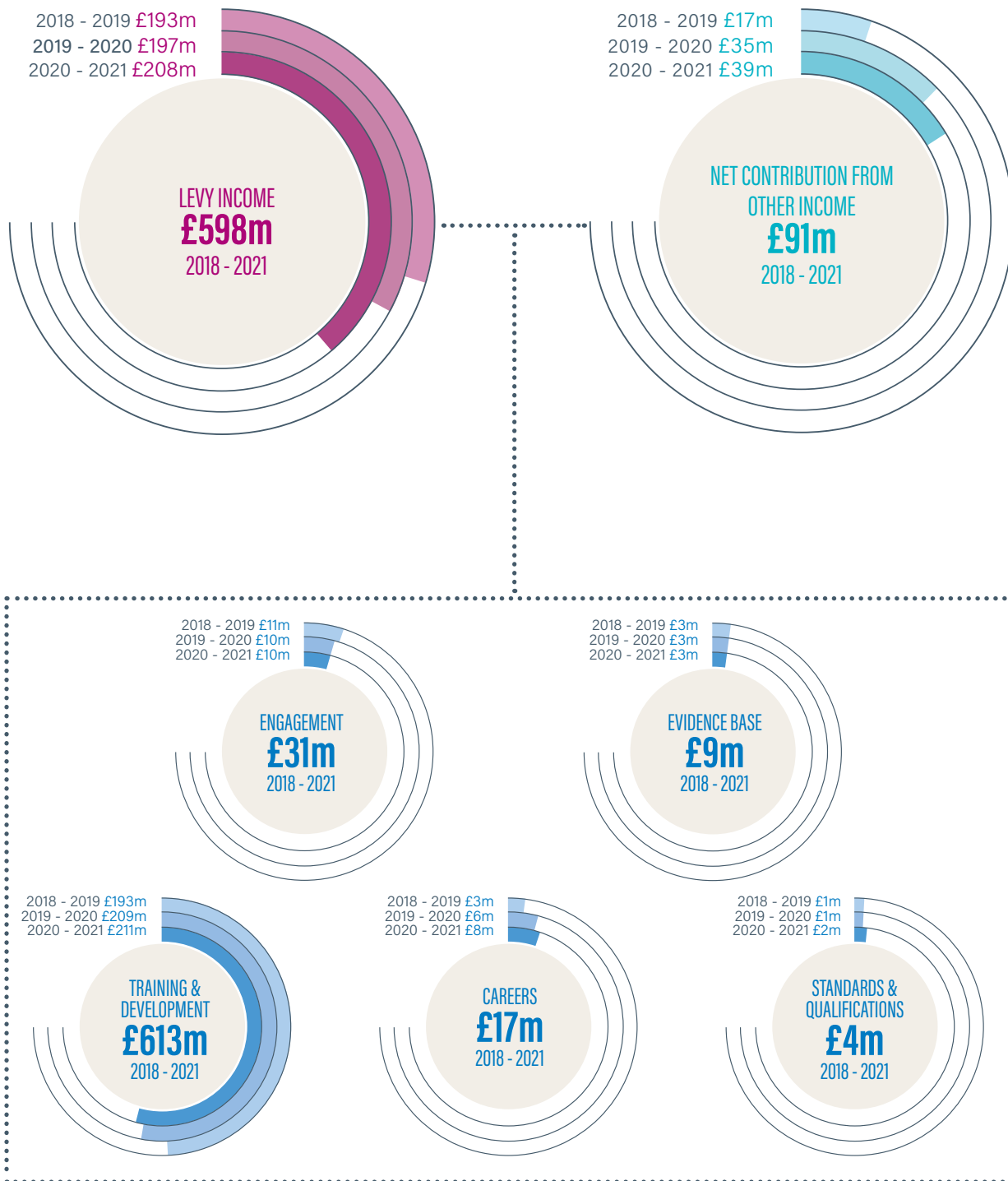
Board KPIs and Targets / Monitor	Baseline	2018/19 Target	2019/20 Target	2020/21 Target
CITB seen as credible and reputable adding value to the Industry		Establish baseline	+2% points v baseline	+3% points v 2019/20
Familiarity and Favourability of construction careers (young people, influencers, educators)	53% 66%	53% 66%	55% 67%	57% 68%
Employers say there is a talent pool sufficient to meet industry's recruitment need	30%	33%	36%	40%
Employers say they can access the training they need in a timely manner	40%	45%	50%	55%
Increase in construction / built environment apprenticeships	17,500	19,000	22,000	25,000
Employers believe that content and method of training and of assessment reflects industry's need (Monitor only)		Establish baseline	+3% points v baseline	+5% points v baseline
Increase in diversity of applicants for CITB Apprenticeships	3,800	3,900	4,100	4,300
Funding commissioned targeted: % of Flex and Structured funding	NA	30%	50%	80%
Importance of Levy Grant system at maintaining level & quality of training for Industry and My Firm	65% 44%	60% 40%	65% 43%	70% 46%
CITB is a trusted source of information and enhancing our reputation as an insight-led organisation		Establish baseline	+5% points v baseline	+5% points v 2019/20

You can monitor our Business Plan progress on a quarterly basis by visiting:

citb.co.uk/businessplan.

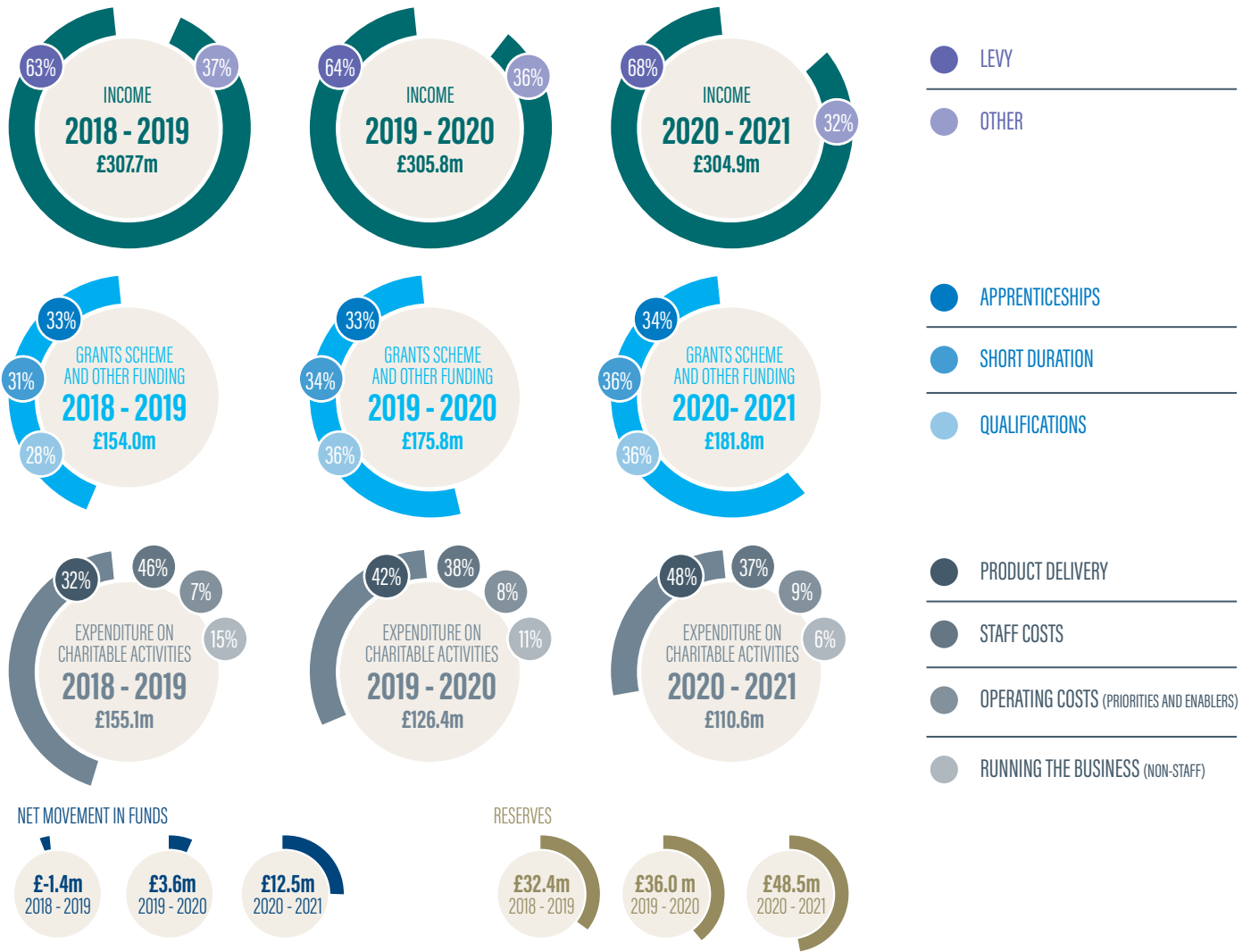
Budgets

Investment in industry skills



Resources Plan

Financial Overview



People FTE as at year end



*Recorded March 2018 (unaudited).

VISION 2020

