

PUBLISHED MARCH 2021

CITB England Plan



2021-22

Investing the industry levy to support England's construction skills needs

We are pleased to publish our plan for our work in England and to support English construction employers with their skills needs. This is our England Plan, sitting alongside the wider GB plan, explaining in more detail the support we will provide for construction employers in England over 2021-22 and to support our overall strategy for 2021-25.

Our forecasts are cautiously optimistic that construction in England is recovering and will continue to do so. Construction may be one of the few sectors providing significant employment opportunities as we build back and modernise, all through growing our own talent. This suggests there will be good opportunities for employers who can build a skilled workforce.

CITB will focus relentlessly on serving your needs. We will return 94p in every pound back to industry through grants, funding and other support, like our research and the new free-to-use Covid-19 e-course – rising to average 95p in the pound over the course of our four year strategy. We continue to concentrate our spend on industry's priorities to be the lean and responsive organisation that English employers need: we

reduced our administrative costs significantly in recent years and are committed to reducing our costs by 16% between 2021-22 and 2024-25. We will continue to listen carefully to your needs and your advice – talking to our England Council, made up of large and small employers from across the country, and to all employers and stakeholders through our network of support staff.

Our England plan, like the GB-wide plan, focusses on three areas:

1. THE BASICS

Helping employers with their immediate skills needs. We do this by continuing to support training for the existing construction workforce with the CITB Grants Scheme, through information on training and apprenticeships and grants to fund these. We also provide important services to employers, like the HS&E test.

2. IMPROVING TODAY'S SKILLS LANDSCAPE

Supporting construction to bring in new workers by providing clear information to potential recruits on the job opportunities and how to access them, influencing the Government and

other partners to act on the sector's concerns and needs, assisting employers to provide work experience opportunities and helping to maximise the number of learners coming through FE colleges completing their apprenticeships and joining an employer.

3. PREPARING FOR OUR EMERGING CHALLENGES

Working with employers, governments and partners to help employers meet emerging challenges, of which Brexit, boosting digital skills, climate change and the Government's Net Zero target by 2050 are the most important.

Construction may be one of few sectors providing significant employment opportunities as we build back and modernise, all through growing our own talent.



S. Beale

Sarah Beale
Chief Executive



Deborah Madden

Deborah Madden
Engagement Director, England



Construction opportunities in England

2020 has been a challenging year for construction with the Office for National Statistics indicating a drop in yearly construction output of 12.5% for Great Britain when compared to 2019. This is slightly better than forecasters were anticipating, given the Q2 output drop of over 40% that came from the first lockdown in March, and work levels picking up from July/August.

In England, we expect to see a steady recovery in output from this year, dependent upon the success in controlling coronavirus. The main growth will be in infrastructure and homebuilding, where we forecast that English construction output will be back to pre-pandemic levels by Q1 2024.

Feedback from English employers suggests that, at the end of 2020:

- Nearly three quarters (72%) were fully operational, although this was lower than employers in Scotland (81%) or Wales (93%)
- Company order books were becoming slowly more positive than negative. Across GB, 46% of employers had order books that were up compared to last year, while 20% were down. However, in England, only 36% of employers said that order books were up with 29% of employers saying that they are down
- Businesses were more used to the extra restrictions and processes that social distancing brings, although this

is causing challenges on workforce logistics and some additional costs

- Most employers were expecting to do the same amount of training. In England, 23% of employers expect to do more training and only 14% expected to do less — the remainder expect that training levels will not change or do not yet know.

Responding to the pandemic has meant that:

- Employers were still using the furlough scheme, with 28% in England compared to 23% in Scotland and 14% in Wales
- Around a fifth of all GB construction employers are anticipating possible future redundancies, with this share in England slightly higher at 28%.

The latest figures indicate that apprenticeships starts in England in 2020/21 stand at 70% of the pre-COVID-19 intake which, whilst causing challenges as we move forward, is more than we anticipated at the early stages of COVID-19. Encouragingly, 14% of employers in England are planning to start an apprenticeship in the next 12 months, just below the GB figure of 15%. Before COVID-19, some 21% of English employers had been planning to take on an apprenticeship.

In relation to worker demand and supply, the UK and England average recruitment requirement is the same rate, at 1.5% per year of the estimated 2021 workforce. This means that the England construction would have to increase current recruitment by nearly 34,000 new workers each year to deliver the expected work.

Our key priorities in England

Council meetings and conversations with individual employers, have identified the following areas as key priorities in England:

- Helping people to gain valuable work experience and providing resources and materials to help with this. These can be locally and project-based but need to be consistent with frameworks or plans available to support work experience in different roles. This can be linked to client needs and to local recruitment and apprenticeship targets
- Focussing our work with the FE sector on specific colleges with a strong construction offer or who are centres of excellence in particular roles
- Working with colleges to drive high quality, relevant training and link industry into sponsored programmes
- Working with industry to agree needs and providing support and coordination on standards development to sure industry needs are met and gaps filled
- Support for new and emerging areas of need such as digital skills and sustainability skills (including retrofit work).





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

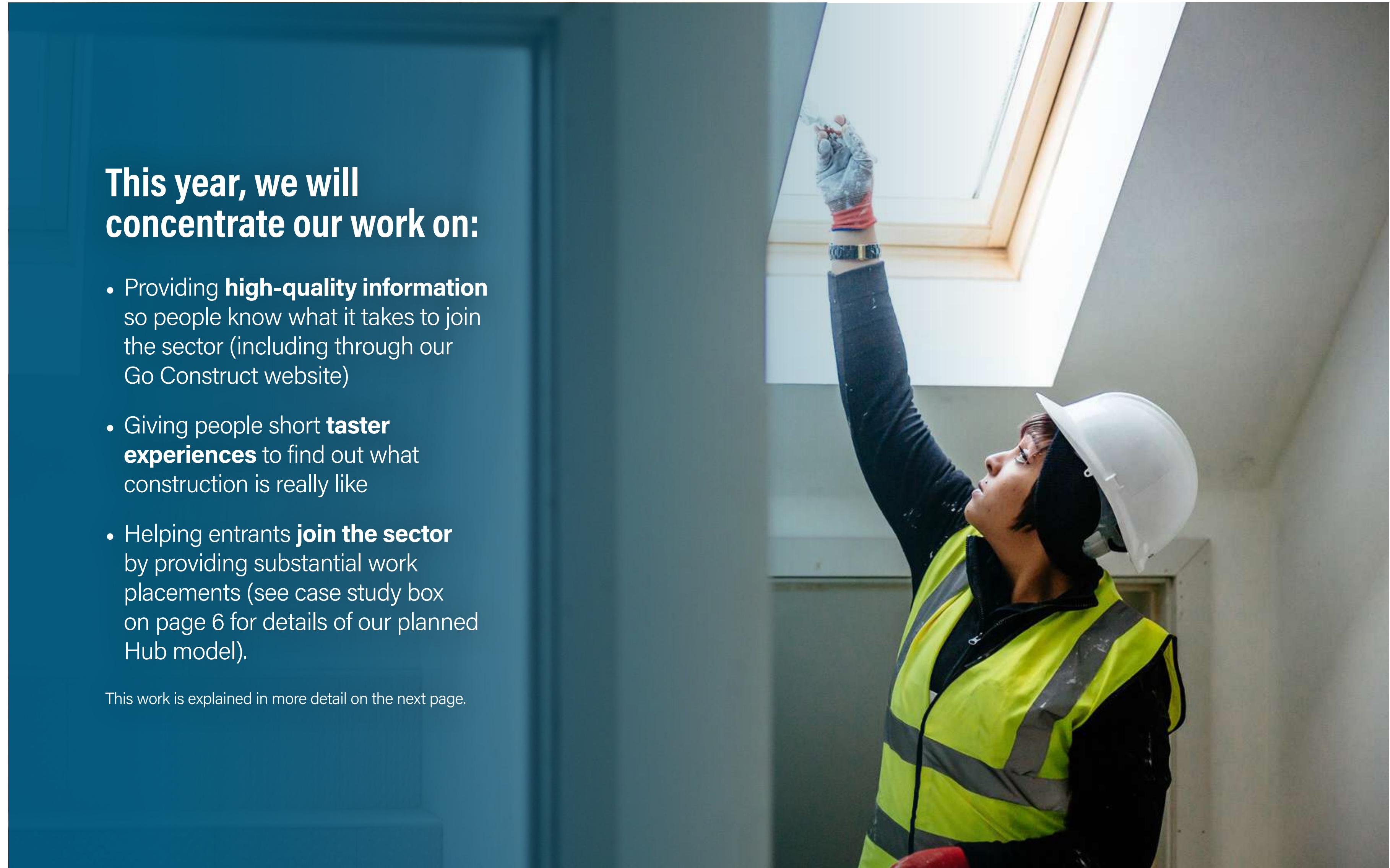
Construction in England needs a growing supply of skilled workers — nearly 34,000 per year on top of existing recruitment according to our forecast. This is equivalent to an annual increase of 1.5% of the estimated 2021 workforce.

We also need to keep the skilled workforce we have and bring back those who left during the COVID-19 pandemic. We lead this work every year by supporting apprenticeships — and we will increase this support in 2021-22 — and by helping young people to see and access the opportunities.

This year, we will concentrate our work on:

- Providing **high-quality information** so people know what it takes to join the sector (including through our Go Construct website)
- Giving people short **taster experiences** to find out what construction is really like
- Helping entrants **join the sector** by providing substantial work placements (see case study box on page 6 for details of our planned Hub model).

This work is explained in more detail on the next page.





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



Information access

We will:

- Promote the use of the **Go Construct** service to potential new entrants
- Gather feedback from employers and our industry partners to improve the quality of information and resources available on Go Construct in relation to construction careers in England
- Work with local partners such as Enterprise Advisers in Local Enterprise Partnerships; and local DWP and Kickstart partners to ensure Go Construct is relevant to employers in England
- Work in partnership with the **STEM Ambassadors** and industry to encourage more volunteers to sign up as ambassadors for the construction and built environment sector. We will support those ambassadors with access to training, CPD and high-quality resources; all to ensure we are increasing the number and quality of engagements with potential industry entrants
- Broaden the existing government-funded industry **Construction Talent Retention Scheme** into Talent View, a talent management system which could showcase all industry employment opportunities and provide easier access for new entrants and could also provide a comprehensive picture of opportunities in the sector (tasters and work placements, Apprenticeships and job vacancies at all levels including graduates)
- Work with Civil Engineering Contractors Association (CECA), Supply Chain Sustainability School and other industry

partners to promote **Fairness, Inclusion and Respect (FIR)** across industry in England. We will support employers and employer groups with the application of FIR in recruitment and development of their employees.

Increasing short term work experiences

We will:

- Work with employers to promote benefits of **work experience placements** in apprenticeship recruitment and provide support to employers on developing and managing work experience programmes
- Identify College/Training Provider programmes that would benefit from work experience placements i.e. Construction Apprenticeships/Traineeships etc. and identify placements with employers in occupations in identified skills gaps
- Develop a comprehensive 'Work Experience offer', to help employers, providers and colleges in England to deliver a range of work tasters and experiences, identifying and sharing best practice and promoting existing materials and resources
- Work with DWP to support the development of **Kickstart** brokers across England, including construction-specific and general partners who include a construction offer. At local level, we will connect Kickstart programmes and other DWP initiatives such as 'Sector-Based Work Academies' to the Onsite Hubs (see below) and other local projects

- Link nationally and locally with T Level providers to help promote their offer to local employers and to support employers to offer the required work experience and other support to develop and deliver the T Level programme
- Support the 14 existing **Construction Skills Fund (CSF) Hubs** and nine new Onsite Hubs in England to connect with local employers and employer groups, helping them to develop their curriculum and work experience offers and to anticipate future areas of demand
- Work with Build UK to deliver a range of work experience opportunities linked to **'Open Doors'** in 2022. As required, we will support Build UK and employers to offer alternative/ virtual experiences
- Continue to promote **Mental Health Awareness** to our employer customers and our partners such as Training Groups. We will support employers in the use of Mental Health Awareness materials and tools with their employees.



Careers: Case study and targets

Increasing onsite experiences through hubs

CITB will work with industry partners to deliver a growing number of employment and site-ready potential recruits. Our experience from 2018-20, jointly funding hubs with the Government, has shown us how to offer opportunities to gain relevant industry experience so that participants can gain sustained employment.

So far, our 26 hubs have reached the target of 13,500 employment and site-ready people, despite the impact of COVID-19. This is a fantastic achievement by all partners. We will now promote and support the development of the CITB Commissioned Onsite Experience Hubs to deliver opportunities to give potential recruits relevant industry experience in order to gain sustained employment and to provide full time students with onsite experience. Over three years, these onsite hubs would deliver 6,100 onsite experiences and 5,100 employment and site-ready potential recruits — of whom 2,500 will be in sustained employment. Realistically, given the current uncertain environment, we believe that progress is likely to be slower in the first year than in the subsequent two years.

Derived from the CSF model, we have awarded £6.5m of funding for the establishment of nine Onsite Experience hubs in locations including Reading (Balfour Beatty), Plymouth (City Council), Leicester (City Council), Stevenage (Borough Council), Somerset and South West (Willmott Dixon) and one additional site (location to be confirmed) with Kier.

AREA	GB-WIDE TARGET	ENGLAND TARGET 2021-22
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 in each year based on Construction Skills Network (CSN) data.	GB-wide project – we will work with employers in England to ensure that our support reflects their needs.
Increasing short-term work experiences	4,200 'taster' experiences (in addition to hub experiences below) are delivered across GB in 2021-22.	3,700 tasters to be supported in England in 2021-22.
Increasing onsite experiences through 'hubs'	3,682 onsite experiences will be delivered in 2021-22, to produce at least 2,536 additional employment and site-ready entrants of whom 973 will have moved into sustained employment.	2,314 onsite experiences in 2021-22, leading to 1,889 potential entrants being employment and site-ready and 751 moving into sustained employment.



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

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

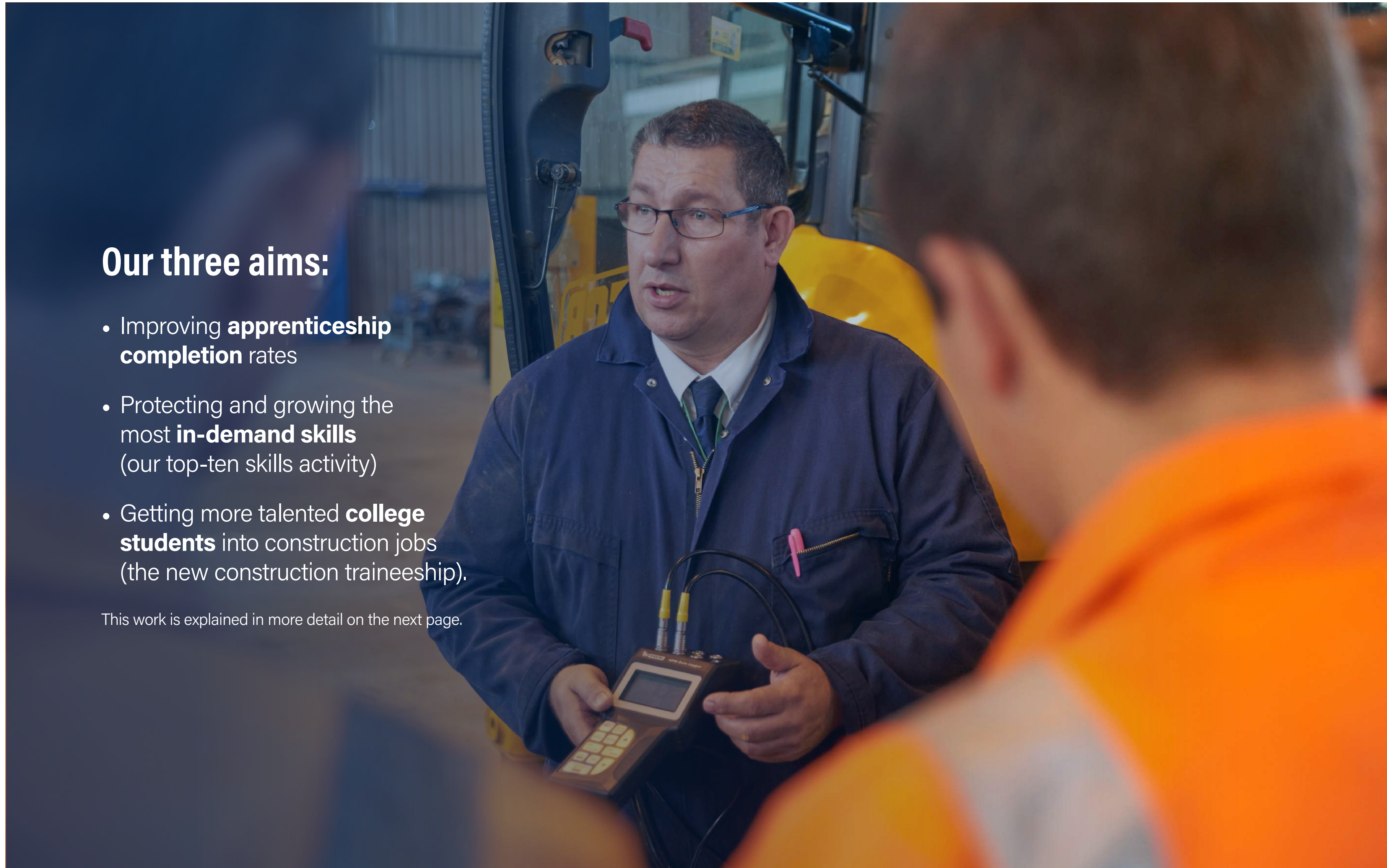
Much of our spending will continue to support training employers' existing workforce through the Grants Scheme and the Skills and Training Funds (see diagram on page 13 of this plan).

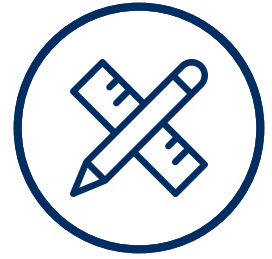
We have three aims for how our Training and Development work will drive up the quality of training and improve access to it this year.

Our three aims:

- Improving **apprenticeship completion** rates
- Protecting and growing the most **in-demand skills** (our top-ten skills activity)
- Getting more talented **college students** into construction jobs (the new construction traineeship).

This work is explained in more detail on the next page.





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

Improving apprenticeship completion

We will:

- Continue to support apprentices, employers and contracted providers for those on programmes, as our Education and Skills Funding Agency (ESFA) contract is run down over the next few years
- Phase in a new wider apprenticeship offer to employers providing direct support where it will most impact on longer term achievements; through supporting recruitment — helping employers to choose the right people for their apprenticeship vacancies; supporting employers to find the right Apprenticeship Standard for their business and helping them to access quality provision. Where needed, we will support employers and providers to collaborate to improve and develop the training offer available
- Focus on connecting employers to the right apprenticeship provision at national and local level. We will support employers and providers to develop new provision in areas of local or national need
- Provide dedicated support for **displaced apprentices**, through one to one support and engagement with the Construction Talent Retention Scheme and with local partners, with the aim to retain as many apprentices as possible to achievement
- Advise and inform employers on new Apprenticeship Standards in England, to effectively connect with the right provision and to use the national apprenticeship service and digital accounts in England
- Provide support to the CSF and onsite experience hubs to support their conversion of work experience placements into Apprenticeships.

Protecting and growing the most in-demand skills

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

The top 10 skill areas, have been pinpointed through our new five-year skills forecast as well as conversations with employers. We are currently discussing these with employers and we will then identify which ones we will take forward first. Some of the top ten 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.

Priority skills development needs

- Bricklaying
- Cladding (rainscreen)
- Digital skills
- Energy efficiency property retrofitting
- General site labour skills
- Groundworking
- Offsite/MMC upskilling of existing workers
- Plant operating (lifting and earth moving)
- Scaffolding
- Supervisory, management and leadership

We will also support employers with the wider themes of: fairness, inclusion & respect and mental health support.

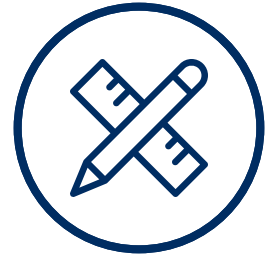
As we are consulting industry on our top ten priorities, detailed plans are still in development, but we expect to:

- Encourage greater progression at Level 3 and above, with a specific focus on enhancing funding for training site supervisors and managers
- Driven by the priority skill areas, we will focus on developing provision/provision strategies/solutions for occupations which currently have limited or no provision in England or specific local areas/regions as required
- In line with feedback from England Council, we will support employers in becoming proficient in terms of **digital skills** at all levels — raising awareness of and utilising the CITB-funded digital commissions
- Work collaboratively with national government departments and regional partners to support key infrastructure projects, housing developments and other major projects to ensure training requirements maximise employment and skills opportunities
- Continue to work with **Training Groups** (local, roofing and specialist) in England to promote training and development to small employers and gather feedback on local training needs.

Getting more talented college students into construction jobs

We will:

- Continue to work with the CLC, DfE, the Association of Colleges and the British Association of College Heads to deliver a new transition route from FE into industry. This will include the launch of a new **construction traineeship**, creating a bridge between FE college courses and a new accelerated apprenticeship that will recognise prior learning. The first pilot will be a new bricklaying traineeship for this academic year (see case study on page 12)
- Work with employers and colleges to develop strategies and support for **transition of FE learners into employment and apprenticeships** and increase the effectiveness of construction learning programmes
- Focus our work with colleges and training providers on the top ten specific areas that we have set out above. We will adapt this approach as needed to meet local opportunities.



Training and Development: Case study and targets

Supporting apprentices through COVID-19 and beyond

CITB's work supporting apprentices is a critical priority.

We worked very closely with apprentices and their employers from the moment that COVID-19 hit, supporting them and encouraging their employers to retain their apprentices. We helped employers with information about furlough and sign-posted smaller employers to support services. We made contact weekly with apprentices, supporting them with information to help them to continue their learning and offering help and guidance with their concerns. We worked with our contracted colleges to support engagement with remote learning and we continue to monitor and support the take up of remote learning for all continuing apprentices.

Of the original 3,300 apprentices who we supported in England, only 53 were displaced or laid off during the pandemic in 2020. Twenty of these have now found new apprentice employers and we are still working with others to help them find new roles. When colleges reopened in the autumn, we worked with employers and colleges to get apprentices safely back into their learning environments and we acknowledge that the industry has stepped up to protect apprentices and keep them in work.

We have continued to work with employers throughout this period, supporting recruitment needs remotely and adapting our Construction Careers Days recruitment events to suit a remote audience, to make sure we continue to match the right employers with the right apprentices and programmes of learning. We continue to make available grants to construction employers to support their apprentices' attendance at college and the completion of their courses.

AREA	GB TARGET 2021-22	ENGLAND TARGET 2021-22
Overall key performance indicator (KPI)	To increase the percentage of employers who say: <ul style="list-style-type: none"> That they can access the right construction-related training when needed. Latest figure 80%, target to increase to 85% That they are confident that the quality of construction-related training they access is of a high standard. Latest figure 75%, target to increase to 83%. 	
Improving apprenticeship completion	National Achievement Rate (NAR) across GB from 65% in 2020-21 to 67% in 2021-22.	Improve from 64% to 66%.
Protect and grow the most in-demand skills of the current workforce	Each year, there will be a measured reduction of skills gaps in occupations reporting the biggest skills gap. We will identify the top (up to) ten areas of occupational skill gaps using CSN data.	GB-wide project – we will work with employers in England to ensure that our support reflects their needs.
Supporting new pathways for FE learners	Through new pathways, 8,000 learners in England will be supported over the next four years, resulting in 1,600 additional apprenticeship starts. Our intention is to get more existing FE students into jobs in the industry.	Launch of first brickwork traineeship: May 2021 with learners and employers able to trial before June/July. To be followed by joinery and painting & decorating. Take-up from Sept 2021 to April 2022: 300 brickwork specific traineeships, converting to 60 additional apprenticeships in 2020-21, rising in subsequent years.



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

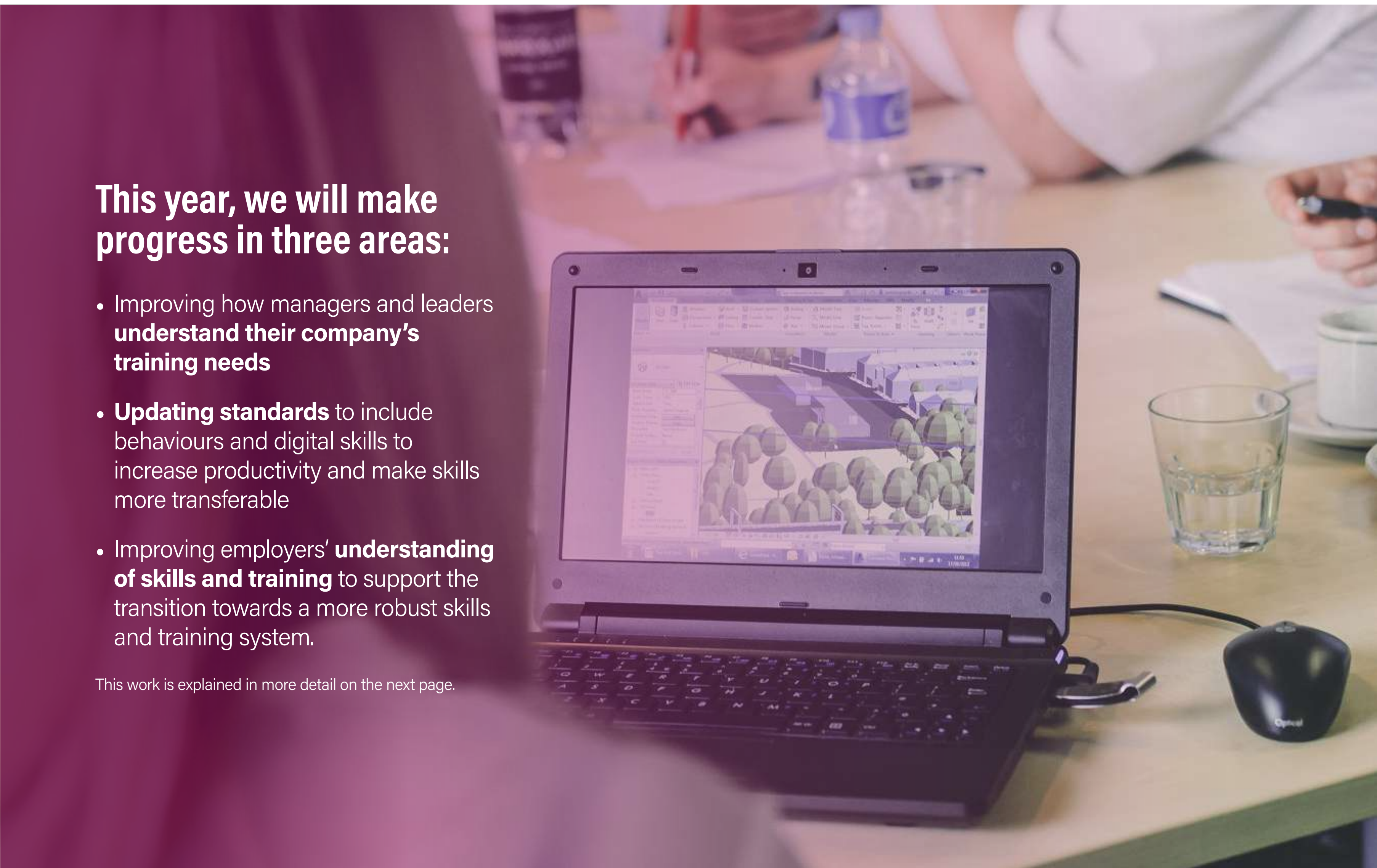
Standards and qualifications underpin everything we do. They must reflect the needs of employers and the reality of life onsite. The right qualifications and training must be in place for construction to grow and be more productive.

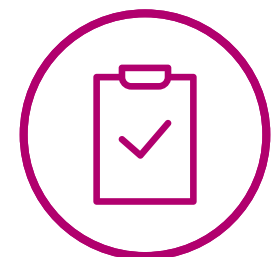
This will enable employers to feel confident that their workforce is competent to meet their current and future needs. It should also support clear routes into different jobs to help talented people join and develop careers in the sector.

This year, we will make progress in three areas:

- Improving how managers and leaders **understand their company's training needs**
- **Updating standards** to include behaviours and digital skills to increase productivity and make skills more transferable
- Improving employers' **understanding of skills and training** to support the transition towards a more robust skills and training system.

This work is explained in more detail on the next page.





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



Improve how managers and leaders understand their company's training needs

We will:

- Research and identify solutions to ensure that employers have free access to a **Training Needs Analysis tool**. For small firms, it can be hard to find the time to work out what training they need and when to do it. Our Skills and Training Fund can then support the cost of leadership and management training and development with up to £10,000 for small businesses and up to £25,000 for medium firms.

Update standards to reflect digital and behavioural competencies

We will:

- Following the publication of our research on **Net Zero and Retrofit**, we will develop an implementation plan to help employers access the qualifications they will need.

This will include:

- Qualifications and training mapping for Net Zero to provide clear steer on priority gaps
- Develop occupational and training standards and work with providers to plug clearly identified gaps, particularly in retrofit. Support businesses with the skills needed to access government retrofit schemes such as the Green Homes Grant or its successors
- Support the development of a Green Jobs action plan through the work of the Green Jobs Taskforce
- Engage with industry, DfE and the Institute for Apprenticeships and Technical Education (IfATE) to ensure Apprenticeship Standards support modernisation and sustainability and agree the skills interventions needed in this year's Spending Review to achieve Net Zero.

We will continue to promote and support employers with access to **SMSTS, SSSTS and HS&E** Tests to ensure that they have the required skills and certification; we will help employers with their enquiries relating to card schemes and support employers with extensions and changes to timelines as needed.

We will:

- Support 1,450 **Skills and Training Fund** projects. In England given its share of Levy paid, this is likely to equate to some 1,276 projects
- Work with industry to update standards to reflect changes to working practices and industry requirements, for example through the inclusion of digital and behavioural skills. In England they will impact NVQs, Traineeships, Apprenticeship Standards and T Levels
- Support the development of ten **Competence Frameworks** to define the skills required for priority 'Installer' occupations. We will carry out this work alongside the development of a new 'Routes to Construction' resource within GoConstruct
- Continue our work with IfATE and Ofqual to ensure the new **Apprenticeship Standards** are fit for purpose and respond to current and future needs. We will do this through our role as an External Quality Assurance organisation. We will work closely with industry and IfATE to ensure changes to competence requirements are clearly set out in a format which can inform the whole landscape of technical education. We will work alongside Government and industry to prepare for T Levels, supporting both employers and training providers to deliver T Level programmes.



Standards and Qualifications: Case study and targets

New route from Further Education into bricklaying jobs

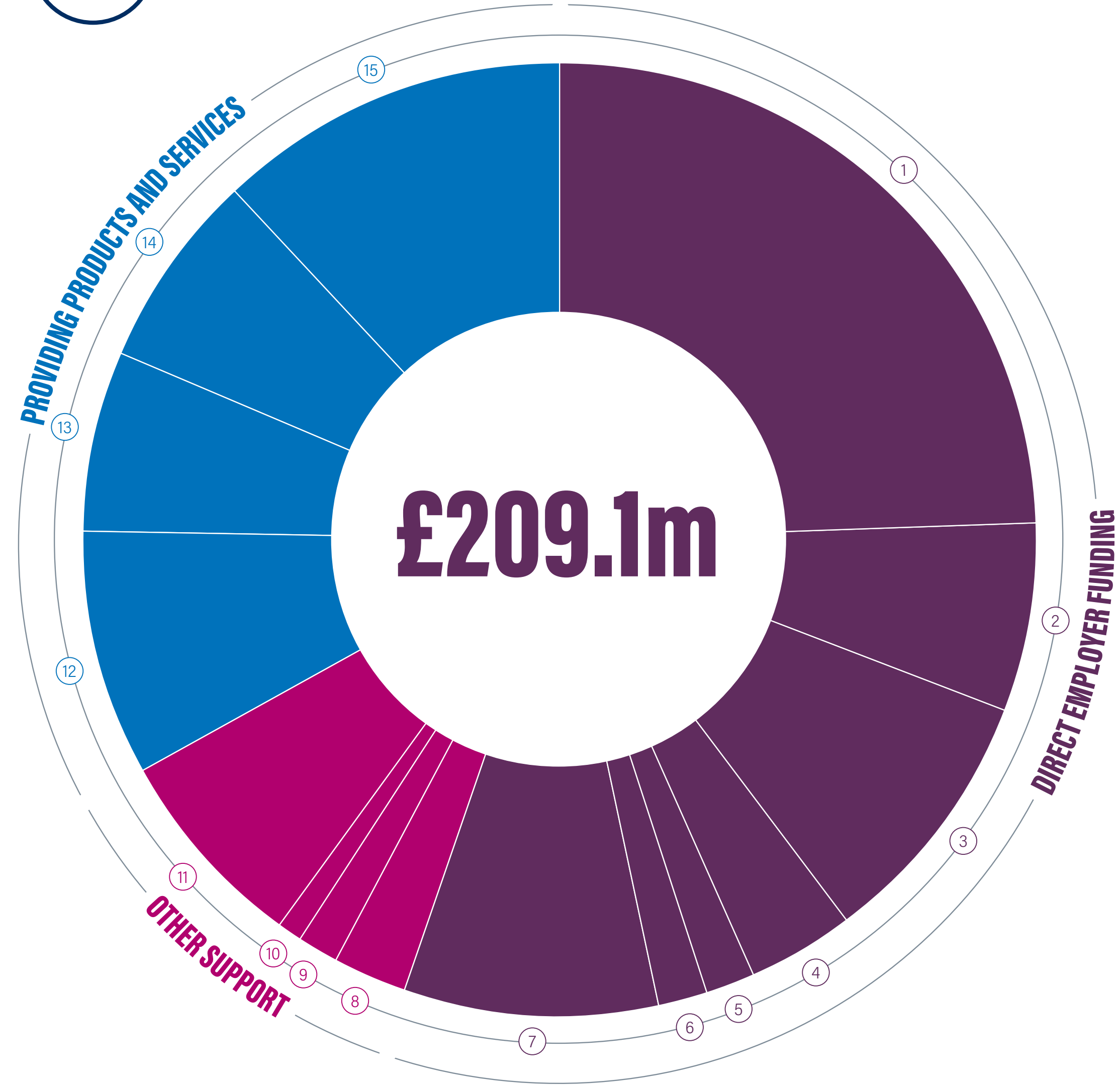
Too many students on FE construction courses never find jobs in the construction industry

Our research shows that employers believe that they lack the experience required to work onsite. We therefore worked with the Department for Education and industry partners including the Home Builders Federation to develop a new 'traineeship' for construction. This will improve the FE route into construction by ensuring FE learners have the work ready skills needed to progress into a job or an apprenticeship. The traineeship will provide a structured programme for a learner to complete during their FE course with classroom learning on work ready skills and an employer placement to develop practical skills. To ensure the training is high-quality and relevant we are developing a set of traineeship standards, these will be aligned to apprenticeship standards and allow the learner to speed up completion of their apprenticeship. We will run a pilot bricklaying construction traineeship this year and develop a further set of traineeships for six priority occupations over 2021.

“We’re looking forward to working with CITB to develop the new Bricklaying Construction Traineeship. It’s important for young people to experience a real working environment in construction to get them prepared for the workplace. 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 at Lee Marley Brickwork

AREA	TARGET	ENGLAND TARGET 2021-22
Overall key performance indicator (KPI)	To increase the percentage of employers who say that their workforce is competent to meet current and future business needs. We have set the benchmark at 89% of employers confident based on our latest research. We plan to include a second part of the target on how employers ensure competence.	
Improving leaders' understanding of training needs	Between 2021-22 and 2024-25 we will support over 9,000 Skills and Training Fund training projects through CITB employer funds. In 2021-22 we will support 1,450 projects. Free to access organisational needs analysis (ONA) and training needs analysis (TNA) tools will increase the impact of these projects and enable the firms to better forecast their needs.	GB-wide project – we will work with employers in England to ensure that our support reflects their needs.
Update standards to reflect digital and behavioural competencies	All standards to be updated in these areas by 2025 working with industry and regulators. By 2022 all CITB Grants Scheme courses will be backed by a standard to ensure that the industry is investing in quality, transferable learning.	We will review five National Occupational Standards suites – working through Nation Councils, federations, national and regional employer networks and organisations representing colleges awarding bodies. Working Groups will be used to establish whether and how working practices may have changed, and where appropriate to update the content of the standards.
Shift to ongoing competence and continual development	To introduce a new competence framework that can be applied to priority occupations by 2022 and populated for remaining construction-related occupations by 2024. The new competence frameworks will be used to support the longer-term goal to modernise the training and qualifications system for construction.	GB-wide project – we will work with employers in England to ensure that our support reflects their needs.



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 AS PART OF OUR OVERALL INVESTMENT OF £895M OVER FOUR YEARS