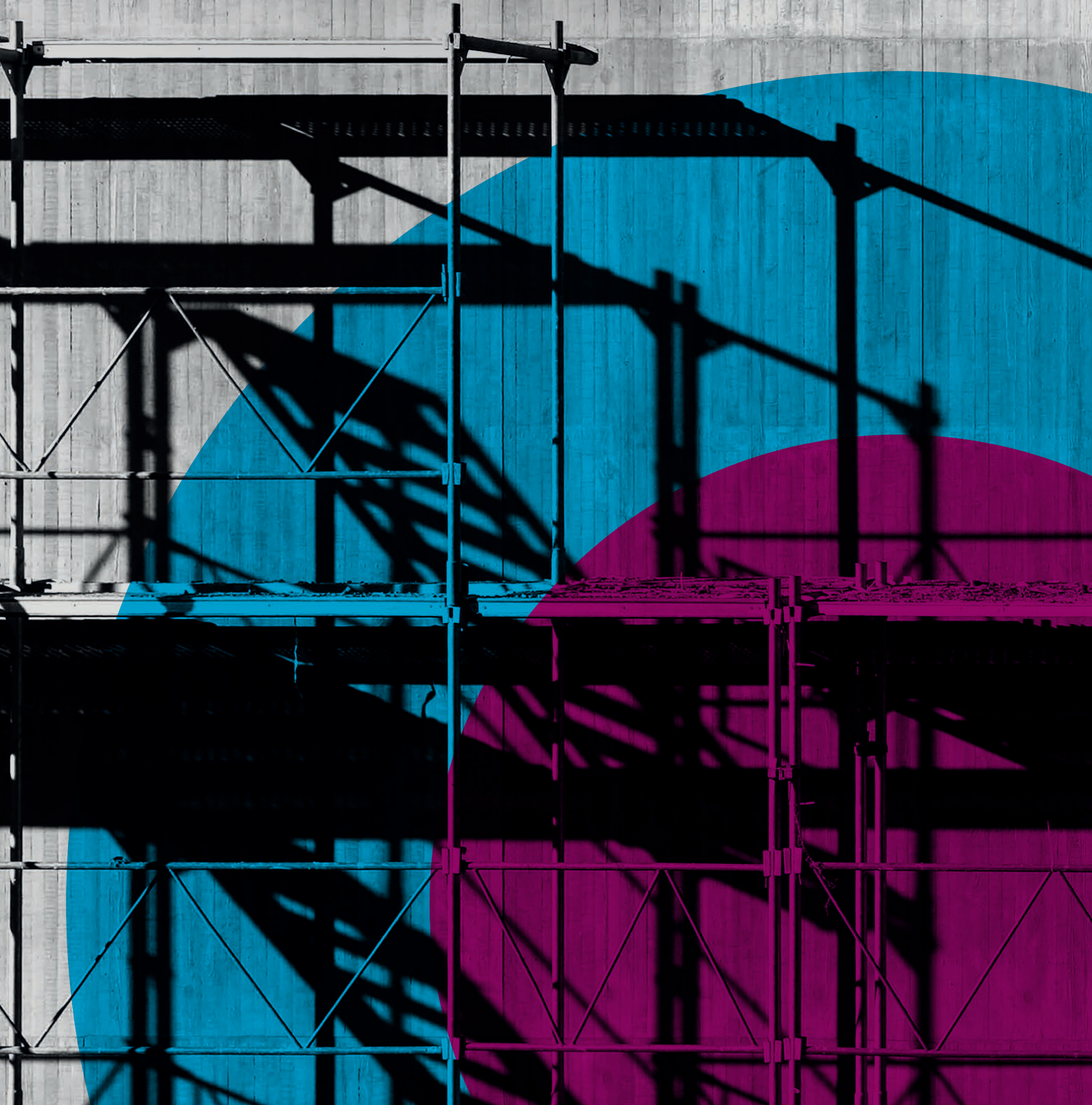


STRATEGIC PLAN

2025-29



CONTENTS

Foreword	04
About CITB	06-11
– What we have achieved	08
– Working with industry	09
– The construction industry Levy	10
– Nations and regions	11
Strategic Plan overview	12
Inspire and enable diverse and skilled people into construction	14
Develop a training and skills system to meet current and future needs	16
Support the industry to train and develop its workforce	18
Financial information	20

FOREWORD

By **Peter Lauener**, Chair, and **Tim Balcon**, Chief Executive



The future success of the construction industry matters to us all.

The homes, commercial developments, and infrastructure we build drive economic growth, underpinning our quality of life. Our new Government has made it clear that it wants to rebuild Britain, with a drive to build 1.5 million new homes over five years. In addition, a new 10-year infrastructure strategy will drive economic growth and delivery of net zero commitments.

This is a positive outlook for the construction industry, but it also means it is even more important that the industry is equipped with the skills it needs.

It is vital, therefore, that we support as many young people as possible, who start apprenticeships or college courses, to make their careers in the industry; that we create new pathways to attract adults; and that we support employers to upskill and retain their workers.

This Strategic Plan sets out how CITB, in collaboration with industry and Government, will support construction skills needs for the next four years. It builds on extensive engagement with employers, which has already helped shape changes in the way CITB works.

Small and micro employers have told us that they find the bureaucracy of funding bamboozling. So, we've developed a New Entrant Support Team (NEST) to provide better support to employers, making it easier for them to recruit and train new employees. NEST has already helped over 1,100 employers who have not previously trained their workers to become training employers.

Everything we do at CITB is about meeting the skills and training needs of the industry, that is why how we engage is so important to us. We have established Employer Networks in local areas and sectors, which will increasingly drive decisions about how to meet industry needs.

The Construction Leadership Council has highlighted the importance of supporting firms to be able to comply with the Building Safety Act, ensuring quality and standards are achieved. Working with industry experts, we prioritised these safety critical frameworks and have completed the first five.

Career paths come in many shapes and sizes, with strong foundations vital to success. Many industry leaders started their career at one of our three National Construction College sites. Employers still tell us how important these centres are, playing

a unique and critical role in preserving specialist skills such as scaffolding, crane driving, steeple jacking and the operation of excavators and other plant. Skills which are vital to maintaining high standards of site safety. Our team at the college have worked hard to meet industry needs and have increased achievement rates from just over 50% to 70%.

We have listened to the industry and shown that we will take rapid action to address points of concern. In Scotland we acted to preserve heritage skills which were at risk of being lost forever. We took over direct delivery of flooring apprenticeships at our National Construction College in Glasgow, ensuring these skills could also be maintained. We also supported CECA Scotland to develop a new civil engineering skilled operative programme to fill significant infrastructure gaps. In Wales, we have worked with the Welsh Government and local partners to provide support and expertise as the Welsh Freeport and offshore wind projects come forward.

However, we know that there is much more to do. We are committed to working with all our stakeholders, the UK Government, and the devolved governments to continue to meet the future needs of the construction industry, as we have had the privilege to do for the last 60 years.

The recently published ITB Review, led by Mark Farmer, echoes our own analysis of the challenges and opportunities for the future development of industry skills and training. You will see many of the Review's recommendations reflected in this strategy.

We publish this strategy as part of our preparations for the process of Consensus, which will begin in March 2025. Through this process we are asking for your support to continue the industry training Levy until 2029. We are proud of what we have been able to achieve in the last Consensus period to support skills and growth in the industry.

Our commitment to all industry employers is that we will redouble our efforts over the next four years to ensure the industry has the skilled workforce it will need to rebuild Britain. ●

PETER LAUENER
CITB CHAIR

TIM BALCON
CHIEF EXECUTIVE

ABOUT CITB

WHO WE ARE

The Construction Industry Training Board (CITB) is the employer-led and funded skills and standards body for the construction industry in Great Britain, established in 1964. We are a charity, and non-departmental public body, sponsored by the Department for Education. Our work supports industry to attract, develop and retain the construction workforce. We maintain construction training standards and keep Britain building safely.

MAKING OUR VISION A REALITY

Our purpose is to support the construction industry to have a skilled, competent, and inclusive workforce, now and in the future. Our work to date has been purpose driven. We have:

- Helped employers attract more people to join the industry
- Funded high-quality, accredited training, available when and where it is needed
- Over the last four years, invested over £200m every year, rising to £265m in 2024, to support recruitment and training of new staff
- Identified immediate and future skills needs, providing solutions for how they can be met.

We help workplaces to become safer, more inclusive, and more productive. This, in turn, helps create and maintain a world-class, sustainable built environment that is of benefit to us all.

Our vision is simple. To deliver a competent and productive workforce - eradicate the skills gap. We know that to achieve this we must change the skills system. But we cannot do this alone; we need industry and its stakeholders to play their part. CITB holds a unique position to help achieve this; listening to employers, working with Governments, and effectively using the resource provided by the industry Levy to lead the transformation.

To achieve our vision, we need to be focused and adaptable, ready to respond to industry challenges and opportunities. Our core values help us create the future we want to experience:

- **Collaborative** – We listen and work together to deliver for industry
- **Consistent** – We understand employers' priorities and remain focused on their delivery
- **Accountable** – We deliver what we say we are going to deliver
- **Inclusive** – We don't leave anyone behind and include all groups. ●

NATIONAL CONSTRUCTION COLLEGE

Our investment in the National Construction College (NCC) will create significant value for the construction industry through our expanded training offer, outstanding teaching, learning and support, and our beacon leadership across the wider training sector.

The College will be a centre of excellence for the delivery of construction skills, growing our provision to meet industry needs, and using our expertise to improve training delivery across the wider further education network.

We will extend our curriculum offer into any in scope areas that are poorly served, in terms of quality or unmet demand. New programmes and pathways will be developed in line with industry needs. NCC will be a provider of choice, supporting large scale infrastructure projects ensuring critical skills needs are met.

The National Construction College is uniquely placed within the construction skills system to undertake this role. The facilities available allow the College to provide a service that other providers simply cannot.

STATE OF THE INDUSTRY

Our latest Construction Skills Network Report (CSN) said that construction is forecast to grow by an average of 2.4% per year between now and 2028. To meet this growth, an equivalent of around 250,000 extra construction workers are needed by 2028, with construction employment set to rise to 2.75m.

The construction industry normally recruits around 200,000 people each year. Despite this, in 2023 an average of 38,000 vacancies were advertised per month. For almost a third (31%) of construction employers, finding suitably skilled staff remains their key challenge, particularly with more older workers retiring and not being replaced.

In the short-term construction continues to face challenges, such as increasing materials prices, skills shortages, and elevated borrowing costs. Payment of invoices through the supply chain and lack of appetite from banks to support construction employers make expansion difficult. Construction employment has also fallen in 2024, particularly amongst the self-employed, while vacancies remain high.

Despite the challenges being faced by the industry, the Governments commitment to growth, as well as reform of the skills system, offers the industry a wide range of opportunities.

WHAT WE HAVE ACHIEVED

Since the last Strategic Plan, we have:

- Consulted with over 1,000 employers to shape this strategy
- Established Sector Plans and Employer Networks, giving employers a direct say on funding
- Seen significant increases in the number of employers supported and engaged in training
- Increased hands-on support via NEST and local networks.

Some of the achievements since the last industry Consensus:

17,900
individuals trained as
Mental Health First Aiders

615,000
short training courses grant funded

OVER £188m
in Apprenticeship training grants paid

OVER 78,000
Apprentices supported

OVER £37m
in funding to support micro, small and medium sized employers from the Skills and Training Fund

Recruited and supported over
1,600
STEM Ambassadors to deliver careers advice with **50%** of them being women in construction

OVER 37,000
learners trained through Employer Networks since they were launched

5 Competence Frameworks
completed and agreed with industry

Increased the average achievement rate at our National Construction College to **70%** well above the national average of **54%** (England)

TRAINED 450
Scaffolding Apprentices in England which is **25%** of all Apprenticeship provision in England

TRAINED 34
Lightning Protection Apprentices, which is **100%** of all Apprenticeship provision in England

WORKING WITH INDUSTRY

The only way we can solve the skills challenge is by partnering and collaborating with industry.

We want employers and industry to be centre stage in making decisions on their own skills challenges and how we tackle them, so we have industry representatives from companies of all sizes on our Board. We have Nations Councils for England, Scotland, and Wales, meeting quarterly so we can hear directly how skills needs are evolving in each nation, and in each sector. We have grown employer and industry representation on our Councils. Our Industry Funding Committee directs how over £160m of industry funding is spent each year.

Our Customer Engagement teams operate in every region and nation of Great Britain. They support all employers, from SMEs to larger employers, to access products and services, as well as understanding what their needs are and if they are being met.

Our 14 Prescribed Organisations represent the views of employers of different sizes and sectors, ensuring we hear what matters most. We also work closely with industry-wide groups such as the Construction Leadership Council so that we can quickly identify emerging skills needs.

Through tailor-made Sector Plans, we work to address the specific needs of different sectors. These plans are owned and shaped by construction industry stakeholders, outlining clear actions and interventions to the skills challenges in each sector.

In addition, we work in partnership with local Employer Networks, which are set up and funded by CITB to give employers a simple way to access training and funding. Crucially, they also enable employers to have their say about funding for training to address immediate and future skills needs in their region.

“ MAKING A DIFFERENCE FOR EMPLOYERS

“Natalie was able to navigate me through the correct apprenticeships for our company, create job descriptions and adverts, speak to local bodies that manage these types of apprenticeships, as well as CITB funding. Without Natalie I would simply not have been able to do this...I am grateful for her knowledge and expertise.”

Holly Kattenhorn,
LA Kattenhorn and Partners Ltd

“The team are really informed and go the extra mile. As a new company we were unaware of the support/grants available, CITB helped every step of the way.”

Pav Rainu, Develco

“This service has significantly simplified my workload, making my life so much easier. I highly recommend the CITB Employer Network service to anyone looking for an efficient and hassle-free way to manage their training needs.”

Katie Field, DRG Interior
and Building Solutions, Worcestershire

WORKING IN PARTNERSHIP WITH ECITB

As the last two remaining Industry Training Boards, CITB and ECITB share common challenges, particularly around large infrastructure projects. We are developing a joint workforce plan to address training needs at Sizewell C, which will serve as a model for other major projects with high demand.

Our partnership has expanded to include strategic workforce planning, addressing the trainer and assessor shortage, exploring competence models, and considering solutions like skills passports.



THE CONSTRUCTION INDUSTRY LEVY

THE CONSTRUCTION INDUSTRY LEVY

We are largely funded by employers through a statutory Levy. There are 21,400 employers who pay our Levy and a further 45,600 employers who are in scope to the Levy, and who can be supported by grants and funding from the Levy, but who are below the Levy exemption threshold which is set at a level to minimise financial burden for the smallest employers.

The Levy means that all employers above the threshold contribute to the costs of improving skills and the Levy funds are used to help employers to contribute to training costs. The Levy can also be used to address industry wide issues such as the need for competence frameworks. We were pleased to see that the Farmer review confirmed the continuing need for an industry Levy to support skills.

Alongside the Levy is the additional investment in skills that comes from Government funded programmes that multiplies the impact from a total skills investment. We will be working closely with Government to make sure that the new Growth and Skills Offer compliments the investment of the Levy and meets the needs of the construction industry.

LEVY PROPOSAL 2026-2029

The development of the Levy proposal needs to balance meeting the costs of delivering on what is set out in the strategic plan and the reality of the economic circumstances faced by construction employers. Our Levy Strategy Committee, consisting of industry and independent experts, advise on setting the Levy.

We have accepted their recommendations that we maintain Levy rates at the same rate as the 2022-2025 period, while updating Levy exemption and reduction thresholds for inflation. A key factor in the acceptance of these recommendations is the feedback received through the consultation process as well as considering the challenges employers face.

We expect that this will mean a Levy income of around £239 million per annum over the 2026-2029 period. In addition, we raise money from commercial activities which is ploughed back into our support for industry.

Details of our income and spending plans are published in our annual business plan. The plan for 2025-26 will be published in April 2025.

FUNDING

During this strategy period, we will give employers more control over funding decisions to better address immediate business needs and long-term industry priorities.

We've increased flexibility in training funding, allowing businesses to prioritise training locally through Employer Networks, while Sector Plans will identify national investment areas. This will provide employers with more choice and adapt to local and sector needs without being bound by standardisation.

To ensure the right skills, we'll reduce training barriers by offering enhanced grant incentives for training new entrants or existing employees to competence. We will subsidise occupational training costs for standardised training that meets industry competence standards.

We'll simplify access to funding by reducing the number of funds and schemes, cutting bureaucracy to make it quicker and easier for employers to get the support they need.

NATIONS AND REGIONS

Skills needs and the context in which they are delivered vary across different parts of Great Britain. We work at a local, regional, and national level to ensure we understand and can respond to skills needs wherever employers are. CITB will work with all administrations to represent the construction industry and support governments in implementing construction-related policies.



WALES

The skills system in Wales is rapidly evolving with the creation of Medr (the Commission for Tertiary Education and Research). For the first time, one body will oversee all post-16 education.

In support, we will:

- Work with Medr to increase diversity and align the skills system with Wales' economic needs
- Support the Welsh Government's net zero plan and ensure training meets the demand for new building methods
- Leverage pipeline clarity to plan the workforce for public sector estate and new social and affordable housing
- Assist with strategic workforce planning for the skills needed to develop two new freeports and clean energy infrastructure.

SCOTLAND

The skills delivery system in Scotland is undergoing a transformation with proposed revisions to the roles and responsibilities of public bodies.

In support, we will:

- Work with the new Qualifications Scotland body to ensure qualifications meet employer needs
- Collaborate with the Scottish Government to simplify responsibilities for Apprenticeships and student support, advocating for more employer input in designing, delivering and allocating Modern Apprenticeships in construction
- Work with the Scottish Government to make funded training opportunities more accessible and flexible, supporting multiple routes to competence.

ENGLAND

The government's ambitious plans to reform the skills system in England aim to deepen regional and local devolution, drive economic growth, achieve net zero, build 1.5 million new homes, and attract investment - goals that all rely on construction skills. Through the creation of Skills England and a more flexible Growth and Skills offer, replacing the Apprenticeship Levy, the government seeks a skills system better aligned with industry needs.

In support, we will:

- Assist with the implementation of the new Growth and Skills Offer to ensure that it supports the construction industry effectively
- Contribute to the Post-16 Strategy to create a clearer, more flexible skills landscape for learners and employers
- Through representation, highlight the essential role of construction in the industrial strategy as a critical sector
- Through Local Skills Improvement Plans (LSIPs) and devolved policies, advocate for the best outcomes for construction locally
- Work with Mayoral Combined Authorities to establish national framework agreements, Local Growth Plans, freeports and other policy interventions
- Agree a MoU with the Department for Work and Pensions (DWP) to deliver reforms like the Youth Guarantee, helping bring more people into construction.

In 2023, as part of our Industry Consultation we heard from employers of all sizes, training providers and stakeholders in the construction skills system. You told us what you need us to focus on; getting more trained people into industry, making sure good quality, relevant training is available at the right time and place, and improving the skills of the current workforce.

STRATEGIC PLAN OVERVIEW



INSPIRE AND ENABLE DIVERSE AND SKILLED PEOPLE INTO CONSTRUCTION

Employers have told us their biggest priority is to get more trained people into industry.

There is fierce competition from other industries aiming to attract new people, making it vitally important to look at a wider range of new entrants to increase the recruitment pool, as well as creating a more diverse workforce.

There is a mismatch between supply and demand. Individuals find it hard to find the right route into a role in construction and it can be economically challenging for employers to invest in apprentices and new entrants, ahead of experienced workers.

TO TACKLE THIS, WE WILL:

- Review the grant and funding incentives for employers to make the recruitment of new entrants more commercially attractive
- Continue to promote and invest in Apprenticeships, as the flagship route for new entrant training
- Invest more resource to tackle the challenge of recruiting and training new entrants, providing brokerage and support through our GB wide New Entrant Support Team
- Continue to rollout onsite skills hubs that train people to be work ready as well as meet localised demand
- Continue to work with our FE partners in Scotland to deliver high quality Modern Apprenticeships
- Build on the success of Go Construct, developing it to be the primary careers portal for construction
- Develop new materials and campaigns that showcase construction as an exciting career option
- Promote employer role models in schools and colleges, through our STEM Ambassador programme, showcasing exciting opportunities in construction
- Further develop our partnerships to reach wider and more diverse audiences, for example working with MoJ and DWP to support ex-offenders
- Develop additional pathways, based on competence frameworks, to offer flexible and funded options for employers looking to train new entrants from a diverse range of backgrounds.

By the end of this strategic plan, we will see more people entering the construction industry, and more employers investing in trainees.

Core measures over the life of this strategic plan will include:


- Over 15,000 new entrants into employment through additional routes
- Promote construction careers and training to over 5 million potential new entrants through a range of attraction activity.

RETENTION

Better retention of trainees and current workers in construction can significantly reduce the skills shortage. Nearly 60,000 potential new entrants leave the industry each year. We will address this by providing:

- Hands-on support to businesses employing new entrants
- Funding for travel, accommodation, and other training barriers
- Incentives targeted at the points individuals are most likely to leave training
- Collaboration with the Training Provider Network to improve retention, using NCC as a beacon leader
- Additional routes to competence offering more flexibility and providing a bridge from FE.

We also aim to retain the current workforce, as many leave due to preventable reasons like poor workplace culture or limited career progression. CITB will work with industry to offer:

- Flexible training for career progression
- Free training or funding for topics like inclusion and mental health
- Investment in business-led projects to improve industry culture. 

DEVELOP A TRAINING AND SKILLS SYSTEM TO MEET CURRENT AND FUTURE NEEDS

The skills system does not work for a large part of our industry. Employers and individuals have told us that they find the system complex and difficult to navigate, with few alternative routes. It is inflexible and not agile enough to respond to meet the increasing demand for skills.

The Government and Devolved Administrations are working to reform the wider skills system. But we also need to implement changes that will complement these reforms whilst meeting the needs of industry right now.

TO TACKLE THIS, WE WILL:

- Increase capability and capacity in construction training provision that will improve retention and achievement rates leading to a boost in industry employment
- Develop additional routes to competence, ensuring fit for purpose qualifications are available and flexible to industry needs
- Establish a CITB quality assured Training Provider Network to work alongside Employer Networks to ensure that high-quality training is available at both a local and national level, based on employer-led local intelligence
- Develop a directory of training provision, improving access to all CITB assured training provision
- Work with Skills England to ensure that changes to the wider skills system support the construction skills needs. For example, ensuring that the Growth and Skills Levy supports investment in the right training for the construction industry
- Work with the devolved administrations, the Scottish and Welsh Governments, to evolve the skills systems, with a focus on increasing the number of people entering the industry after their college course and improving apprenticeship achievement rates
- Position the National Construction College (NCC) as a beacon leader to share and encourage best practice in training provision
- Continue to invest in NCC to address market failures in training provision, for example, in flooring and heritage skills and to develop new provision to support building safety standards, net zero and modern methods of construction
- Work in partnership to address the national shortage and capability of trainers and assessors
- Map all construction training provision across GB, targeting investment to support gaps and areas of growth.

By the end of the Strategic Plan, we will have established a strong foundation for a future skills system which is better matched to the needs of the industry. We will deliver a skills system that all of industry can understand and is more responsive to their needs.

Core measures over the life of this strategic plan will include:

- A 5% increase in employer confidence around the availability of training from 77% to 82%
- A 5% increase in employer confidence in the quality of training from 76% to 81%.

TRAINERS & ASSESSORS

The shortage of trainers and assessors is a barrier to effective education and training delivery in construction. CITB will address this by:

- Ensuring training accessibility, including delivering qualifications in shortage areas via NCC
- Collaborating with the Training Provider Network to offer free CPD and resources for better role design
- Piloting solutions like a 'dual professional' model to share workers across teaching and construction roles and creating career pathways from construction to teaching
- Funding industry-led collaborations to test innovative training and assessment solutions such as redeployment of older workers
- Designing a more flexible, agile skills system to reduce demand and increase capacity.

BUILDING SAFETY ACT

The 2022 Act creates a new building safety regime, influencing the entire construction project lifecycle. CITB will support businesses by:

- Facilitating industry groups to develop competence frameworks for safety critical roles used by the Building Safety Regulator
- Funding industry-led solutions such as raising awareness amongst installers and the sub-contractor workforce
- Providing funding for short courses on Building Safety and free eLearning on fire safety
- Offering extensive support for Leadership and Management training to ensure key roles like supervisors have the required skills and knowledge. ●

SUPPORT THE INDUSTRY TO TRAIN AND DEVELOP ITS WORKFORCE

Competence of the whole construction workforce, from the largest to the smallest companies must be our primary goal. This is critical to address skills shortages, ensure the industry is operating safely and effectively and to be ready for the future.

However, we will not make enough impact on the skills challenges through new entrants alone. Instead, we must balance new entrants, workforce development, retention, and productivity gains.

The industry must recognise the need to strike the right balance between shifting their culture to retain the workforce of the future, whilst meeting the immediate skills needs of their business.

TO TACKLE THIS, WE WILL:

- Lead the development of an industry agreed definition of competence for every construction occupation, working with the Construction Leadership Council (CLC)
- Develop additional pathways, based on competence frameworks, to offer flexible and funded options for employers looking to upskill their workforce
- Support industry to enhance productivity, by offering funding for training, free to access training and opportunities to innovate through the Industry Impact Fund
- Work with the Department for Education, CLC and industry partners to develop a workforce plan, to ensure the industry has the right skills at the right time
- Work with Skills England and Card Schemes to align the skills system around an industry agreed definition of competence and scope the potential for a construction skills passport scheme.
- Develop a training register, holding detailed records of individuals' competence achievements and training
- Continue to support and fund industry access to online resources, enabling Fairness, Inclusion and Respect (FIR) and culture, learning and development in support of workforce retention
- Through the CLC People and Skills Committee, identify emerging skills needs and create training solutions, deliverable through the Training Provider Network
- Rebalance grant and funding incentives to encourage employers to upskill their workforce to competence
- Map all construction training provision across GB, targeting investment to support gaps and areas of growth.

The outcome of this will be a more competent workforce and more investment in the existing workforce, reducing reliance on new entrants to meet industry's skills needs.

Core measures over the life of this strategic plan will include:

- Evidence of over 35,000 employers supported with upskilling training
- Over 5,000 new employers engaged in training.

PRODUCTIVITY

Improved productivity benefits both businesses and the wider industry. To address the skills shortage, we must enhance the productivity of our existing workforce, as new entrants alone won't meet demand. Even small productivity gains can reduce the skills gap significantly.

Improved productivity can result from better practices in quality control, project management, leadership, and digital skills, as well as a more competent workforce.

Changing industry culture is a shared challenge for CITB, businesses, and partners.

To support this, we will:

- Partner with CLC to drive demand for productivity training
- Invest in training to help businesses boost productivity
- Offer higher incentives for training that improves productivity
- Promote and invest in a competent workforce
- Support collaborations testing new ways to improve industry practices. ●

FINANCIAL INFORMATION



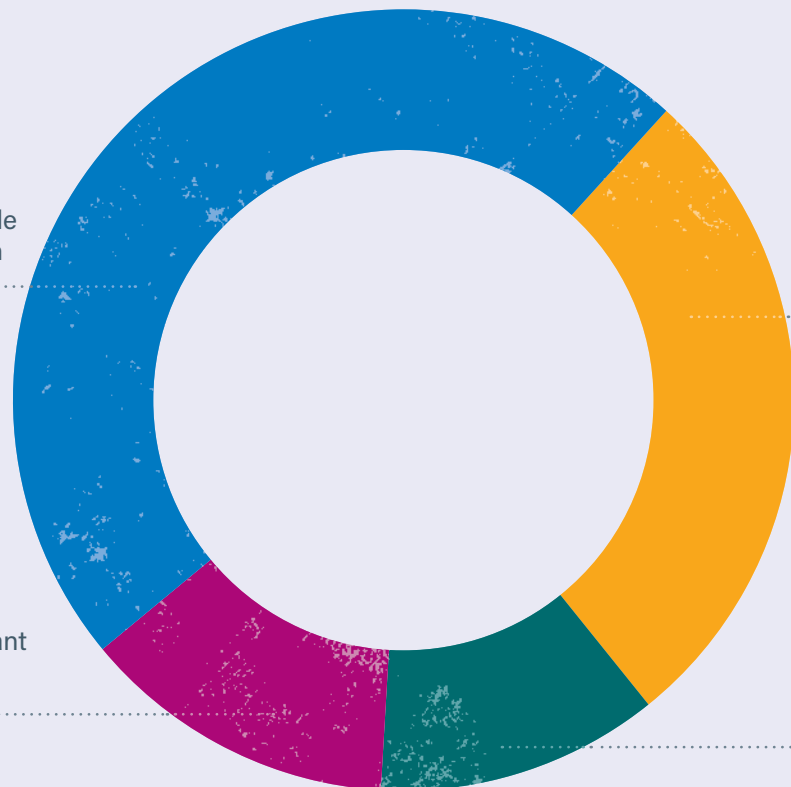
Our investment over the life of the Strategic Plan aligns closely with the priorities construction employers have asked us to deliver. The largest proportion of investment is in 'inspire and enable diverse and skilled people into construction', which includes the Apprenticeship grant that is paid out. This is the area that employers have told us is most important to them.

48%
Inspire and enable diverse and skilled people into construction

27%
Support the industry to train, develop and retain its workforce

13%
Running the business and grant administration

12%
Develop a training and skills system to meet current and future needs



EFFICIENCIES AND SAVINGS

Using the Levy to create the most impact for industry drives every decision that we make, which is why employers and representatives of industry are at the heart of making those decisions. But it is important that we also deliver as much value as we

possibly can. This is why we will continue to invest resources in delivering further efficiencies and savings over the life of this plan. We will take action to meet the 5% efficiency target set by Government that applies to all Arms Length Bodies.

HOMEBUILDING

The UK Government has set a target of 1.5 million new homes by the end of this Parliament, up from 233,000 in 2022.

In addition to our wider support and funding CITB is partnering with NHBC and the homebuilding sector to create Homebuilding Skills Hubs. These will support fast-track training and Apprenticeships for critical industry areas.

CITB aims to launch up to 32 hubs by 2027, creating up to 8,300 Apprenticeship starts and new jobs annually at full capacity. The timeline and locations will depend on demand.

CITB's investment will cover program coordination, employer and learner support via its New Entrant Support Team (NEST), grants for employers, and access courses for up to 5,300 Apprenticeship starts.

INFRASTRUCTURE

The UK Government's National Infrastructure Strategy, launching in Spring 2025, will guide GB infrastructure development, aligning with priorities like economic growth, sustainability, and regional equity. CITB will collaborate with ECITB to deliver the workforce for major projects like Sizewell C.

CITB supports the development of an Infrastructure Sector Skills Plan, driven by industry stakeholders, to address training needs and sector challenges such as attracting and retaining new entrants, training quality, and employer support. Sector Plans give employers more influence in directing CITB's support and investment.

We'll also continue supporting the infrastructure sector with grants, funding, and services like the New Entrant Support Team.

RETROFIT & NET ZERO

Skills for retrofit are crucial as the industry works towards national Net Zero targets, including upgrading 5 million homes to EPC rating C.

CITB will forecast future skills demand for net zero and retrofit, creating new standards where necessary. We've launched the Net Zero Toolkit to support employers, will incentivise training through Employer Networks and provide access to online learning. Where there are supply gaps, like in external cladding, we'll commission training to address them.

The RMI sector skills plan, led by FMB and NFB, includes a retrofit strand, with research on specific retrofit needs as a key deliverable.

We'll also use the net zero skills challenge to attract a broader, younger workforce interested in green careers.

STRATEGIC ALIGNMENT WITH ITB REVIEW

The recently published Government review into the Industry Training Boards recognises and agrees with our and industry's view that the ITB and Levy model is the best way to meet the challenges that industry face. Our Strategic Plan already aligns with many of the Governments recommendations and work in some of these areas is already well advanced.

A skills system based on competence continues to be a core part of our strategy and will provide the basis for new pathways based on competence to be funded for new and existing workers with a more modular approach that covers the entire career journey, including re-skilling and upskilling.

Strategic workforce planning will be a core component of making sure that the skills that employers need now, and in the future, can be provided by our Training Provider Network and our continued partnership working with ECITB will ensure that major projects such as Sizewell C will be supported with the skills needed.

Productivity and retention are embedded across the Strategic Plan as we recognise that new entrants are not the only solution, with plans to help retention and productivity embedded into a range of activity as well as specific interventions.

There are a number of recommendations that will need further scoping, and we look forward to working with Government, ECITB, Skills England and industry to work out the best way of implementing these recommendations.

