



PUBLISHED SEPTEMBER 2020

CITB Strategic Plan

2021-25

Introduction

This Strategic Plan sets out what we believe are the key skills challenges for construction over the next four years and what CITB will do to address them.

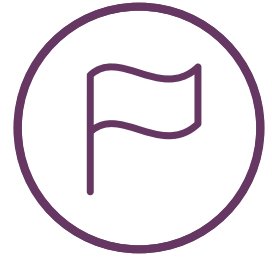
Employing over 2.7 million people and contributing 8% of output, construction is central to the economy. It is also a key part of Government plans to modernise our infrastructure, build more homes and level up the economy. Construction has a massive impact on the performance of the wider economy; for every £1 spent on construction output, an additional £2.84 of total economic activity is generated. To thrive, it needs an ongoing supply of skills to meet the breadth and depth of what needs to be delivered in the next four years, from major infrastructure such as High Speed 2 (HS2) to ambitious plans to increase and modernise our housing stock and get to a net zero carbon position as fast as we can in both new build and retrofit.

These demands are also placed at a time of great social and economic flux, and against the challenges posed by the recovery from the pandemic, which is likely to lead to fundamental change in the labour market, in how construction operates and how training is delivered. These also create the opportunity for the industry to reshape itself with support from CITB to ensure it can access the skills it needs.

The way to tackle construction's skills challenges is through clarity, focus and working together. This Plan shows how CITB will work with employers, Governments, training and education partners, and other industry bodies to ensure that the skills that are needed to support construction are there when they need them, now and in the years to come. With recruitment and training levels likely to be down in the early part of the Plan, we will also use this period to fix the system – to make it easier to join the industry and for employers and learners to access the right training.

This Strategic Plan outlines our overall ambitions, the outcomes that will help to secure them and the role that CITB, industry and Governments will play in helping to achieve them. We will share the detailed delivery of projects and programmes as usual through our annual Business Plans, illustrating the progress we make towards meeting these overall challenges.

'Construction has a massive impact on the performance of the wider economy; for every £1 spent on construction output, an additional £2.84 of total economic activity is generated.'



Context: The outlook for construction skills

Whilst every economic cycle is different, we have used experience of previous recessions and recoveries to understand the pressures faced by workers, employers and training providers and how they are likely to respond to them. Our latest intelligence suggests that training providers have started to adjust to the new environment; we believe that there will be lasting impacts on provision, with losses inevitable in some areas and the need to protect specialist provision.

However, there will also be the counter positive developments as the industry 'reinvents' itself out the other side of the downturn; training providers will continue to use blended and other learning methods that necessity has made us all adapt to much quicker than we had previously planned. A looser labour market in the early years of this Plan should mean that construction is better placed to offset the loss of migrant workers in some occupations. Governments are also likely to use their role as a customer to drive through modernisation, particularly around digitalisation and offsite and, as the economy strengthens, increases in apprenticeships.

It's currently impossible to offer a confident prediction on the economic outlook, given that in the near future a lot depends on how COVID-19 affects the restrictions

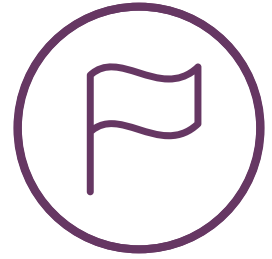
we live under and the decisions that Governments, businesses and households take.

We therefore set out our key assumptions:

- A combination of increased debt, reduced and uncertain income, and greater restrictions will mean that output and employment will take longer than usual to return to pre-recession levels
- Though some companies will use the crisis to do things differently, in general productivity and margins will be squeezed
- Increasing influence of new approaches to construction, such as digital technology and increasing impact of manufacturing on construction, will continually alter the skills needed
- In the short-term, many employers will lack the confidence to make significant skills investments, such as in apprenticeships or in upskilling their workforces
- Government will play a greater role in construction, both as an investor in infrastructure and in modernising and decarbonising the economy and in reforming further education (FE) and apprenticeships, but its progress will be slowed by the pandemic.

Our preliminary Construction Skills Network forecasts suggest that construction employment will fall from 2.7 million in 2019 to 2.4 million in 2021 before recovering slowly back to about 2.7 million in 2025. However, there are big risks to these forecasts. Not only is the outlook uncertain but the Coronavirus Job Retention Scheme and Self-employed Income Protection Scheme means that it's currently unclear how many people are working in construction.

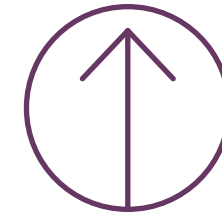
'Governments are likely to use their role as a customer to drive through modernisation, particularly around digitalisation and offsite and, as the economy strengthens, increases in apprenticeships.'



Context: The outlook for construction skills

Learner and talent pool

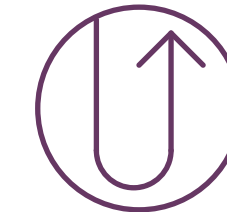
Key occupations likely to be Plant Operatives, Steelfixers, Groundworkers, Civil Engineers, Civil Engineering Operatives, Scaffolders, and Surveyors



Recruitment levels rising over the next two years with initially more displaced workers and less new entrants

Employer demand for training

In earlier years, key demand for mandatory 'site-ready' training. As portfolio grows and Government pipeline is let, more demand for skills to support modernisation



Falling over 12-18 months and then returning for 2022

2021-22

- Overall limited recruitment needs
- Given recruitment needs to deliver future pipeline of work, need to increase apprenticeship starts from depressed levels.

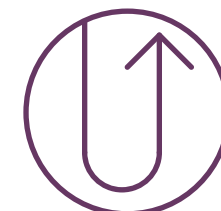
2022-23

- Recruitment needs at half normal levels
- Need to widen net to deliver increased level of apprenticeship starts.

2023-25

- Recruitment needs at 80% of normal levels
- Apprenticeships unlikely to deliver all recruitment needs – greater pressure to widen net on apprenticeship starts.

Training provision capacity



Falling over 12-18 months and then rebounding but with probable loss of some costly/ niche provision

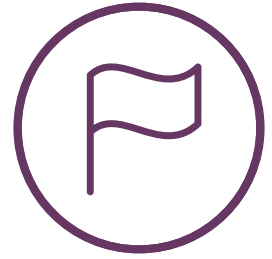
- Developing manufacturer-led partnerships with providers
- Movement towards more distance and/or blended learning
- Most at risk is specialist provision, such as Civil Engineering disciplines of Steelfixing, Formworking and Concrete Placement and Specialist Applied-Skills Programmes (SAP).

2021-22

- Potential skills pressures to deliver infrastructure programme – Civil Operatives and Engineers, Plant Operatives, Labourers
- Growing need for digital analytics and data analysts to increase productivity
- Increasing influence of manufacturing on construction methods and skills
- Management capability to drive new ways of working
- Reskilling and multi-skilling as workload delivered with smaller workforces
- Shifting workforce from areas of declining to increasing needs.

2022-25

- Growing need for infrastructure skills
- Programmes to retrofit buildings to increase energy efficiency and to convert buildings to new uses require traditional trade skills
- Government starts to use procurement to drive modernisation – moderate growth in trade skills but makes greater demand on site managers, logistics
- Increased need for accuracy and good site preparation
- Need for more digitally skilled workforce and greater demand for behavioural skills, such as problem-solving, collaboration and adaptability.



The outlook is very uncertain over the coming years, so we have built flexibility into this four-year Strategic Plan to adapt and respond quickly if needs change; our experience of reshaping priorities in response to the pandemic means we are well placed to do this. We have adopted the same simple, focussed approach as our recently revised annual Business Plan (Skills Stability Plan 2020-21).

In addition, we are continuing to drive down our own costs to maximise the amount of industry Levy that we invest in training and development. From 2021-22, our annual operating costs will be 20% less than in 2020-21. We will be returning on average 77% of Levy in direct funding for training and development. This figure is 91% of Levy when direct employer support is also included, such as research, policy work with Governments and our partnerships support for employers and apprentices across Britain.

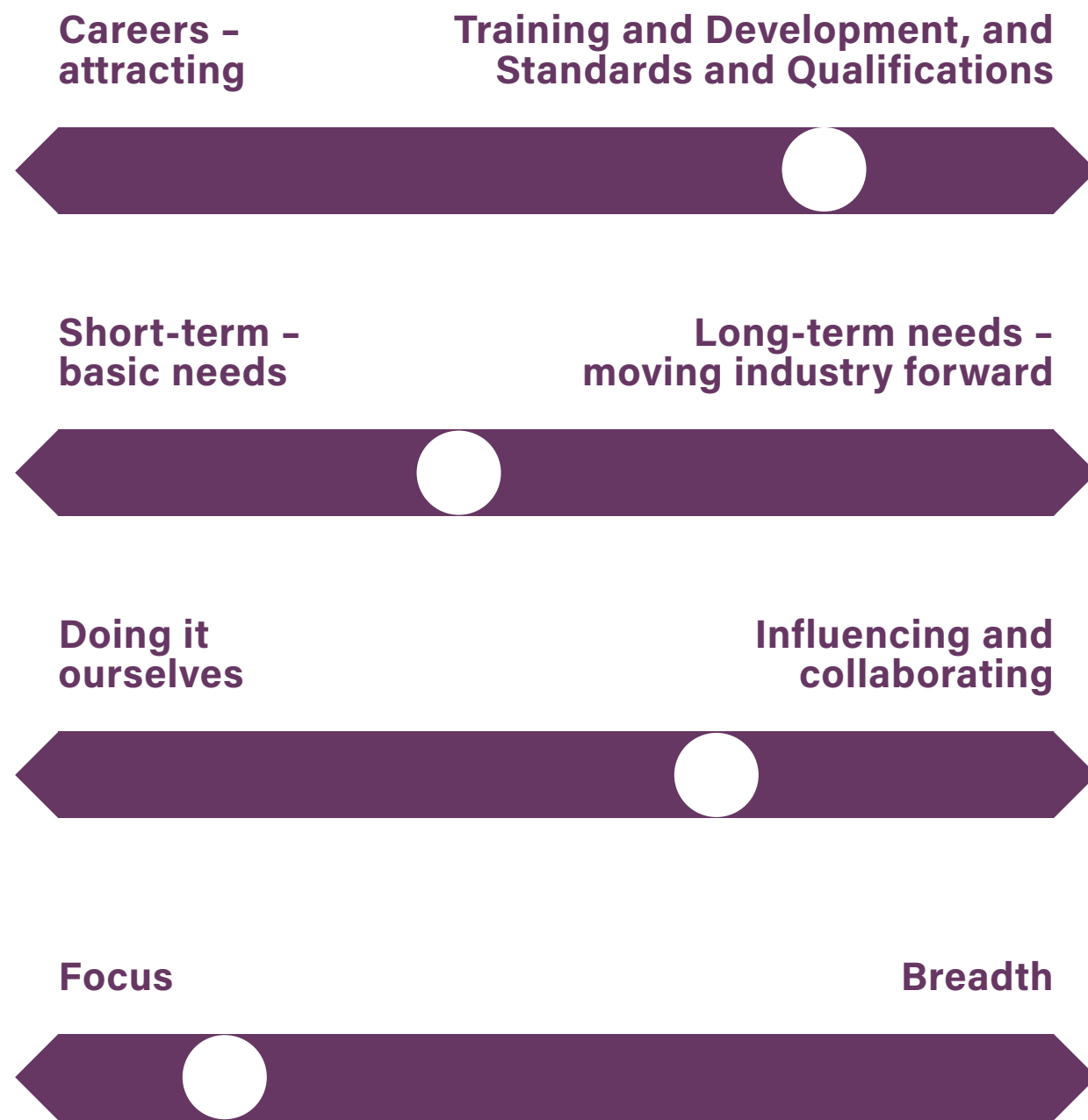
But this is all from a significantly lower Levy income than we have historically raised. Over the life of this Plan, we forecast Levy income will be reduced by around one third in comparison to pre-COVID-19 levels. So we will prioritise hard to invest where we can make the most benefits, as outlined in this strategy.

We will build on the increased collaboration we have seen during the pandemic. The Talent Retention Scheme, developed by the Construction Leadership Council (CLC) post-pandemic and supported by CITB as a key partner, shows what can be achieved when industry comes together (see case study on page 7).

‘We will prioritise hard to invest where we can make the most benefits and build on the increased collaboration we have seen during the pandemic.’



CITB Priorities 2021-25: Developing our Strategic Plan – balancing needs 2021-25



As we think about where to invest our reduced funds to make the most impact, we are balancing a number of factors:

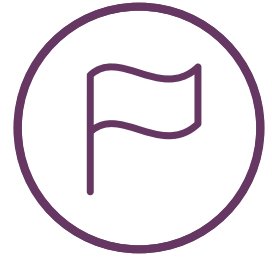
Focus on training and development, and standards and qualifications over careers will remain a priority in the medium term as the economy recovers, but careers needed for the longer-term so cannot cease momentum

This is a tricky balance as both are needed. In the shorter term, we need to direct activity at ensuring the basics of skills and training are supported and seek to move forward the longer-term agenda (productivity, innovation) through influence and collaboration. As the recession eases, we will move more of our direct support into these developmental areas

With reduced income, we can achieve more by influencing and collaborating to leverage our investments

We won't be effective unless we do far fewer things well and at scale

We cannot meet all the needs we wish to support for industry, so we need to effectively balance these factors.



CITB Priorities 2021-25

However uncertain these years may prove to be, we believe that the key needs that we seek to address here will remain the right areas of focus:

- 1 Careers:** Support for bringing people in to work in construction and retaining skilled workers by providing clear information on how to join and making it easier to do this by supporting practical work experience opportunities, both for new entrants and career changers. Also by ensuring apprenticeship and further education (FE) routes work effectively.
- 2 Training and Development:** Ensuring that the system of training and development works to enable employers to do the training they need to have a skilled workforce by helping companies to identify their training needs; by targeting funding at employers' training priorities; and by identifying specific gaps and barriers to training in priority areas and taking action to address them.
- 3 Standards and Qualifications:** Working with industry to understand how it is seeking to drive up performance and to define the competence required to achieve that. We will work with employers to develop models of competence (knowledge, skills and behaviours) to provide clarity on what is needed for existing and new skills, such as digital. By working with Governments on skills policy and by continuing to support the setting of underlying standards, we will ensure that training is high quality and transferable.

Case Study – Focus on Collaboration

Construction Talent Retention Scheme

Launched on 24 July, CITB is a key support partner for the scheme, an online portal to match employers who have job opportunities to individuals seeking employment across the breadth of construction and relevant adjacent sectors. The scheme is already off to a promising start. In the first three weeks, over 550 employers registered and nearly 300 vacancies were posted and individuals registered, with more being added every day. Employers looking to recruit through the scheme will be able to do this at no cost, helping to retain talent and skills across the sector that could otherwise be lost due to the impact of COVID-19. As part of this partnership, CITB's COVID-19 Displaced Apprentice Project team is reaching out to impacted apprentices to find them alternative employment, signposting them to the scheme. Apprentices will also be supported with CV and interview preparation to provide them with the best possible chance of securing employment.

North Wales Construction Partnership (NWCP)

CITB is working in Partnership with NWCP managed by Denbighshire County Council on behalf of the six North Wales local authorities who support their joint construction framework. CITB has enabled collaboration to take place with the 19 framework contractors to develop alternative ways of working that enable impact to be made during the different situations we are experiencing. These collaborative efforts include virtual jobs fairs, virtual work experience, virtual site tours, live lessons, Minecraft sessions, coverage of various industry jobs with local individuals producing 'a day in the life of..', live question and answer sessions, remote employability sessions, mentoring circles and innovative 'before, during and after' sessions. These are being conducted by the framework contractors and clients as well as stakeholders including; Careers Wales, Department of Work and Pensions, local further education (FE) colleges.



Careers

CITB’s role in careers is to support construction to attract and bring in the skills that it needs to meet its workforce requirements. This means supporting and equipping employers and potential entrants with the information they need and making the routes into construction as simple as possible.

Careers			
Cross-industry bodies will...	Governments will...	Employers will...	CITB will...
Industry bodies will act as a change agent and facilitate careers work across partners.	Governments will ensure influencers and young people have access to information, advice and guidance (IAG) about a full range of options, including construction, and will give access to destination data.	Employers will address reasons why construction is not attractive to people by making positive changes to working practices. They will also provide access to work experience opportunities and will adopt the Fairness, Inclusion and Respect (FIR) toolkit with their supply chains.	CITB will equip the sector to present itself as attractive to new recruits, will actively support employers to enable work experience opportunities and will develop and communicate routes to join and careers information, advice and guidance (IAG) to entrants and their influencers.

Together we can create an industry that is attractive to talent and bring those skills in through multiple routes.



Careers

Over this Plan we will work with industry to make it easier and more accessible for people to join. In addition, we want to continue to increase the attractiveness of construction as a sector in which to work. Our key performance indicator (KPI) for our careers work will have two parts. Driven by new research, we are starting this year to examine recruitment and retention in construction compared to other sectors:

1

Increasing perceptions of potential entrants about the attractiveness and awareness of careers in construction compared to other sectors: 'Please rate how attractive a career in construction is compared to other sectors/please rate how much you know about a career in the construction industry against other sectors.'

2

Increasing 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 against other sectors?'

We will set benchmarks for these each year through to 2025 in our next annual Business Plan, published in the spring.



Careers

In the coming years, CITB's focus within careers will be on three key areas across Britain:

- 1 Improving access to careers information about how to join, train and progress through careers for the most in-demand occupations.
Target: this is in place on Go Construct for the top 10 in-demand occupations in each year based on Construction Skills Network (CSN) data. We will also respond to needs and provide information in areas of new and fastest-growing requirements.
- 2 Working with employers to increase the number of short-term work experience opportunities available and providing a simple mechanism to match work experience opportunities and interested individuals.
Target: By 2025 28,000 'taster' experiences (this excludes hub experiences below) are delivered across GB.
- 3 Expanding the 'hub' model to enable more people to join the sector. This approach works by joining together key clients on a project or geographical basis, engaging with charities and other partners involved in employment and working together to offer work experiences of two to three weeks.
Target: 19,000 onsite experiences delivered, at least 13,300 additional employment and site-ready entrants and 5,450 into sustained employment in construction across GB via the network of CITB funded hubs by 2025. This is complemented by our work in training and development to bring in more apprentices and improve the numbers coming in through the further education (FE) route.

Since 2018, CITB has successfully delivered over 13,000 employment and site-ready individuals into the construction industry through a network of hubs, both CITB-funded and jointly via the Government's Construction Skills Fund (CSF). These work experiences then directly lead to either employment opportunities or onwards to potential apprenticeship or further study in construction. Having established this model successfully in the last two years, we will expand it strongly in the next four years, including into Scotland and Wales. This is where our key careers strategy investment will be. In the early part of the Plan, we will focus on using this model to attract re-joiners and those with skills from adjacent sectors.

In the near future, the hubs will help with immediate needs, such as replacing the labourers that previously came in from the EU. As the recovery strengthens and as employers will need to work harder to attract talent, they can adapt to bring in more skilled workers and under-represented groups.

Case Study – Focus on Hubs

Since 2018, the Construction Skills Fund Hubs have delivered over 13,000 employment and site-ready individuals ready to take up opportunities in construction. 45% of these are from under-represented groups, such as women and those from BAME backgrounds. We expect over 3,000 of these individuals to be in sustainable employment by the end of the first phase of the project with 25% starting an apprenticeship. Through the recent commencement of the second phase of the Construction Skills Fund project and our planned investment in the hub network, we plan to build on these positive outcomes.

'Southwark is proud to be working in partnership to deliver the Southwark Construction Skills Centre and support Southwark residents into skilled construction jobs in the borough. It provides relevant construction skills training and ensures that our residents have the qualifications necessary to gain access to the jobs within the construction sector. Almost 8,400 people have now received training at the centre [and] through its employer-led approach, the centre has now established itself as a leader in London for the provision of skills training.'

Southwark Council Cabinet Member – Councillor Stephanie Cryan, Cabinet Member for Jobs, Business and Innovation (Social Impact Study, Southwark Construction Skills Centre)



Careers

Construction offers a unique variety of roles and experiences, but one of the key barriers for entrants not familiar with it is gaining some initial work experience. This helps them to understand the reality of working in construction and to build up their network of contacts. On top of the work done by the hubs, over the next four years, CITB will work with employers to offer 28,000 potential entrants a taster experience to get them started on their career in construction. Once we have established the pipeline of opportunities in 2021, we will develop a portal (on Go Construct) in 2022 to match individuals and experience opportunities.

This will work in a similar way to the Talent Retention Scheme (and we may reuse this work) to match individuals and opportunities. We will work with appropriate partners across Britain. For example, in Scotland we will work with Skills Development Scotland and the Developing the Young Workforce Network to promote access to My World of Work and

Marketplace. The hubs are on track to deliver against the KPI of getting 30% of employment and site-ready individuals into sustained employment. As an example, if we were able to work together to get this to 50% for taster experiences, we would then be able to get another 14,000 joining the sector from their taster experience.

Whilst the next few years may see more candidates available to take jobs in construction, we need to also ensure that the pipeline of talent is nurtured for future years. We need to continue the long-term efforts to make construction a career of choice by attracting young people and also those with skills from other sectors to construction. We will galvanise support for key industry-wide initiatives that help to improve the reality of working in construction, including improving work/life balance and making it more welcoming to groups that are currently under-represented. CITB is proud to promote and support the Fairness Inclusion and Respect programme (FIR) and working in partnership with CLC aims to increase the percentage of companies working in this programme who are small and medium businesses.

We will also publish our recent findings on the barriers to retaining skills and how construction compares to other sectors so that the industry builds understanding around how to make the reality of working in it more appealing. We will share practical resources, such as the FIR toolkit to support inclusive leadership, that companies can use to improve how they work.

We believe that helping to change the reality of working in construction is the best long-term approach to making construction an industry that skilled workers want to join and stay in. We aim to move favourability of construction careers amongst young people and their influencers from 65% to 68% by 2025 (Careers Information, Advice and Guidance research). Improving the attractiveness of construction will also help to bring in experienced workers from other sectors.

We will also continue to work with schools and seek to increase the number of Ambassadors for construction by aligning the programme with the STEM Ambassador programme: another way in which, by working together and aligning behind key programmes, we can increase the impact for construction. In Scotland, we will collaborate with the Skills Development Scotland Apprenticeship Ambassador Service, working with the network of 300 plus careers advisers in Scottish schools.

The overall scope and ambitions of our work in careers is summarised on page 12. This also indicates where our investment will be targeted.



 **Low**
 **Medium**
 **High**

Re-joiners/experienced workers

Re-joiner and other sector campaigns that are timely, targeted and leverage any Government or other national approaches.

£

For in-demand occupations, define quick career pathways to join, re-join or progress and signpost these on Go Construct, via webchat and personal advice via partnerships.

££

Tasters are not the focus of this cohort – they will typically go straight from 'Inform' to 'Join'.

£

Focus on hubs for re-joiners and to attract experienced workers from related sectors. Where possible, leverage Government funding and align to their approaches, e.g. job seekers and Talent Retention Scheme (TRS).

£££

Focus on improving the reality for those in work, through programmes such as Fairness, Inclusion and Respect (FIR) and embedding behaviours into qualifications.

£

Our targeted outcomes

ATTRACT – CHANGE PERCEPTIONS

- Attract re-joiners
- Attract new talent from other related sectors with connected experience
- Shape perceptions of pre-GCSE students and reframe those of Generation Z.

INFORM – ROUTES TO JOIN AND PROGRESS ARE CLEAR

- Clear information on priority occupations for experienced workers
- Clear information about routes to join for new entrants.

INSPIRE – INCREASE UNDERSTANDING AND INTEREST VIA TASTERS

- Motivate more employers to provide tasters
- Put solutions in place to make opportunities more visible and accessible
- Support Government initiatives to target young people at risk of unemployment.

JOIN – ENTRANTS FROM CAREER CHANGERS, APPRENTICESHIPS, FE

- Ensure longer-term work placements in place
- Increase number on FE construction courses, taking up an apprenticeship or work placement
- Increase numbers of apprentices joining (new entrants).

RETAIN – INDUSTRY BECOMES MORE INCLUSIVE WITH POSITIVE CULTURE

- Increase number of employers participating in key FIR programmes
- Share evidence regarding best practice, and how to overcome barriers to access and retention for under-represented groups.

Inexperienced new entrants

Reframe perceptions of construction with 14-16+ year olds through social-media and Ambassador engagements (helping to shape pre-GCSE perceptions).

£

Define preferred engagement approach for target audience and provide common materials via these routes. Start nationally and then cascade same materials via schools and influencers (e.g. Ambassadors).

££

Increase employer participation in offering work experience, through influence and engagement. Build (or re-use) a system for experience-matching on Go Construct.

£

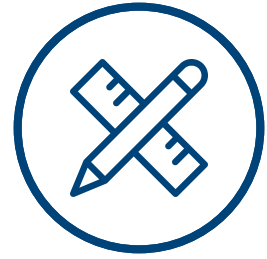
Focus on hubs as key delivery method to achieve FE work experience outcomes and align to relevant Government programmes. For apprenticeships – use direct funding and CITB's Apprenticeship Service to drive starts and achievements.

£££

Use our understanding of barriers to access, and the influence of employers and Government, to target specific actions for under-represented groups to effect change.

£

There is a pivot here from emphasis on re-joiners/experienced workers in first year of the plan towards greater emphasis on new entrants as time progresses and the employment market will once again create more of a war for talent.



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

CITB’s role in training and development is to support and enable companies to access and undertake the training that they need to keep their workforces skilled and productive.

This means using our funding from Levy to directly support companies to take on and train new workers, such as apprentices, and to upskill their existing workforce through high-quality, standardised training. It also means providing the necessary investment and openly shared research and development to support and enable new ways of delivering training that are more productive for employers. In a sector with such a breadth of skills and occupations, CITB also uses the Levy funding to support crucial ‘niche’ areas that are not otherwise able to operate commercially.

Training and Development			
Cross-industry bodies will...	Governments will...	Employers will...	CITB will...
Industry bodies will facilitate training behaviour and a common approach across the sector and will share and promote emerging needs to and on behalf of the sector.	Governments will provide the appropriate funding for the sector, create skills policy that recognises construction’s need and provide stability around its plans. As client, they will use procurement to drive uptake of new methods of construction and good practice in development of the workforce, e.g. use of apprentices.	Employers will invest in the training and development of their workforce. They will demand value for money, and quality and efficiency of delivery as an informed consumer of training. They will invest their time in providing feedback and input to the quality of training through CITB’s Training Model approach.	CITB will use funding to fill gaps in training provision, and will positively influence training behaviour through investment, through ensuring it meets employer needs and by demonstrating benefits. CITB will target the areas of greatest need and also protect ‘niche’ skill development.

Together we can enable high-quality training and development when and where needed that equips the workforce in current and emerging skills.



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

Our overall aim is to improve how the training and development system works in construction, so that more companies can access the high-quality training they need and reduce the level of skills gaps. We are setting our key performance indicator (KPI) for CITB in this area to cover two key aspects:

1

The percentage of employers who say that the construction-related training they require is available for them to access: with a **target** of 75% of employers agreeing by 2025.

2

The percentage of employers who can access construction-related training that say it is of a high enough standard: with a **target** of over 80% of employers agreeing by 2025.



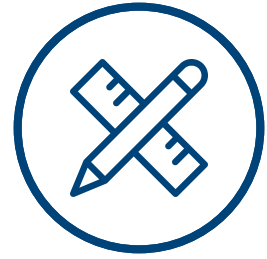
Training and Development

Amongst the key trends shaping how companies train new entrants and their existing workforce are:

- Challenging economic times that will make companies reluctant to take on and train apprentices in the early years of this period before recovery. This means that in the short-term, a larger number of young people interested in a construction career are likely to take construction courses in further education (FE). This creates the need to build a bridge between FE and employers so that more learners can start construction jobs and apprenticeships
- New ways of working driven both by industry seeking to improve productivity and also by Governments using their role as a key client to drive change (e.g. in the move to net zero carbon.)
- Training provision will be affected by demand being lower and more uncertain than pre-COVID-19 and the need to adapt to social distancing and modernise.

Across this breadth of need and with the reality of less Levy income than in previous cycles, in the coming years CITB's focus within training and development will be in three key areas:

- ① Protecting and supporting apprentices as the key entrant route for the construction workforce pipeline. In this period, we are focussing on the completion rate as the key measure of success for CITB's work in supporting apprenticeships.
Target: 70% National Achievement Rate (NAR) across GB by 2024-25 (this reflects a drop from 64% in 2018-19 pre-COVID-19 to an estimated 60% 2020-21 post-COVID-19).
- ② Protect and grow the most in demand skills of the current workforce. Here CITB will prioritise training for occupations most in demand for the construction pipeline as well as niche areas.
Target: Each year, measured reduction of skills gaps in occupations reporting biggest skills gap. Each year in our Business Plan we will identify the top (up to) ten areas of occupational skill gaps using Construction Skills Network (CSN) data. We will set a target and measure the number of training opportunities we have supported or facilitated through our interventions in these areas (e.g. an additional 1,000 scaffolders have been trained). We will supplement this with asking employers their perceptions of the skills gaps so that we can track what difference we are making.
- ③ Improving the work outcomes for those studying construction in further education (FE) by providing new employer-supported routes into employment and/or apprenticeship. For example, in England working with the Government, FE and employers to develop a construction traineeship that would provide a bridge into employment or an accelerated apprenticeship.
Target: Through new pathways, 8,000 learners will be supported over the next four years, resulting in 1,600 additional apprenticeship starts.



Training and Development

Apprentices are the lifeblood of the pipeline of new entrants to construction.

Historically around 15,000 people complete apprenticeships every year across GB. Apprenticeships offer the unique combination of theory and practice that makes them ideal for construction, which is why they remain a core route of entry. However, providing an apprenticeship takes significant investment of time and money from employers and this can be hard, especially for small and micro firms. Given that new apprenticeship intake is forecast to drop by up to 60% below normal levels this autumn due to the pandemic's impact on construction, CITB will continue to make apprentices the top priority.

Despite a forecast 30% drop in Levy income over the next four years, CITB will maintain current apprenticeship grant rates and will also provide targeted travel and subsistence to support those apprentices who really need it. Based on current forecasts, CITB will be making an annual average investment of £52 million in direct employer funding to support apprenticeships over the four years of this plan. Our newly formed apprenticeship offer will provide access to support for employers and apprentices throughout their learning. We believe that this focus will enable us to improve completion rates to our target of 70% by 2025.

Construction has a long-term challenge taking on learners who study construction in further education (FE). Currently, only 24% of these learners gain employment in construction with a further 16% starting an apprenticeship in construction. (CITB Destinations of

Construction Learners in Further Education, June 2017). With around 100,000 construction learners in FE at any given point in the year, this represents a vast amount of untapped potential.

In the next four years, CITB seeks to make a significant impact to this. We are already working with Governments to develop new routes from FE into both apprenticeships and into employment. This will include an introduction to construction through the hubs, an extended placement with an employer and working with Government to create an accelerated apprenticeship, which recognises what individuals have already learned in FE. This will initially seek to stabilise the conversion rate to apprenticeships at 16% during the current uncertainty. Over the four year period, we will seek to achieve a 20% conversion rate.

This will require true partnership working between CITB, FE colleges, Government and employers. We believe this is possible as we have demonstrated the ability to come together in numerous ways and work together better than ever before to support the construction industry in the wake of COVID-19. The Talent Retention Scheme, which retained vital jobs and skills at the height of the crisis, is testament to the partnership working that can be achieved. We believe in the coming years this collaboration will make a real and sustained difference to FE learner outcomes in construction.

In Wales, the new Foundation in Construction and the Built Environment qualification provides a broad introduction to construction and the built environment. It has been developed for individuals working in, or intending to work in, the sectors. It is aimed at learners in work-based learning, further education, and school

sixth forms. It has been designed to cover essential elements required by employers and avoid repeat learning, leading to individuals becoming part of the qualified, competent construction workforce more quickly. We will be working with FE colleges, work-based learning providers and employers to maximise work experience opportunities alongside full-time course attendance through sponsorship or endorsement arrangements.

However, new entrants are not the only focus for training and development. Currently, there is too much focus on assessing whether workers are competent when they start a job compared to the need to be competent on an ongoing basis. We will increase our emphasis on identifying how the competence needs change as the industry modernises and on supporting the lifelong development of skills that careers in construction need.

'Our company currently has two apprentices, who we intend to keep on. We welcome CITB support on grants – it's been a big help.'

**Construction Consultancy
Kent Ltd.**



Training and Development: Case study – skills for offsite construction

The report *Faster, Smarter, More Efficient* highlighted the opportunity for offsite to revolutionise industry and enabled CITB to engage on the potential to drive efficiencies, productivity, decarbonisation and quality. But challenges, including lack of awareness, skills deficiencies and gaps in training, need to be overcome. CITB funding has put in place enabling structures: bodies of knowledge, a competency framework, training modules, online platforms and trainer upskilling.

[offsiteready.com](https://www.offsiteready.com) offers seven flexible offsite modules. 140 participants joined April's opening event and since then 580 have undertaken training through delivery partners in England, Scotland and Wales during August and September.

supplychainschool.co.uk/topics/offsite makes freely available 22 offsite training courses to 37,000 registered users.

Between April and July 2020: 781 e-learning downloads were completed; classroom courses for 249 trainees were moved online (against a target of 115); and 128 assessments and reassessments were completed. Participants have reported increased offsite activity (46%), winning new business (45%) and reduced costs (65%).



Training and Development

CITB’s Levy income is significant but represents less than 10% of the total spend in construction on training and development of around £2.7 billion per year (Department for Education, Employer Skills Survey 2017, August 2018).

So we need to focus it where it will most benefit the industry, for example, in ensuring the supply of apprenticeships. This means we need to prioritise even more than ever, with Levy income over this Plan period 30% lower than it has been in the past. During the pandemic, we have protected funding for mandatory training and will continue to do so in 2021-22. However, we must target funding where it adds most value. We will draw on our research and work with industry to identify the areas of training that funding should prioritise and ensure that the timetable for shifting the balance reflects where the industry is on its recovery path.

Within our two priority areas, we will seek to move over the life of the Plan from funding all types of training need to a greater focus on supporting investment in skills that will raise performance across construction. This will be based on evidence from our research and engaging with industry that shows where funding support makes a difference. For example, the Skills and Training Funds

will return to their original purpose of supporting productivity and innovation as the recovery strengthens. A key example where we will increase our support is leadership and management skills, which delivers benefits both for the companies themselves and across construction.

We will also increase our focus on supporting investments in training that are driving continuous improvement, higher levels of competence and supporting new and emerging skill areas such as digital. Our employer-specific funds, such as the Skills and Training Fund, will continue to meet employer-specific needs where this is necessary, and where we can understand what works best for companies before rolling it out industry-wide.

We believe we can make a real difference by using the definitive view of construction skill needs that we develop through the Construction Skills Network (CSN) forecasts and other sources, and working with key partners, such as Construction Leadership Council, the Construction Scotland Industry Leadership Group and Welsh Government Ministerial Construction Forum, to determine what the future skill needs will be. By targeting our funding towards training for companies in these areas, we will support them to make the improvements to their skills base that they need.

Our priorities will be to support:

1

Skills and training for occupational areas with the greatest gap between supply and demand of skills given the construction pipeline. We believe in this period these will be in: Plant Operatives, Steelfixers, Groundworkers, Civil Engineers, Civil Engineering Operatives, Scaffolders, and Surveyors (analysis of Construction Skills Network data). This may vary across the nations.

2

Skills and training for most at risk ‘niche’ skill areas where training provision is at risk because it often cannot be delivered in a commercially viable way – e.g. Specialist Applied-Skills Programmes (SAP).



Training and Development: Case study - focus on HS&E test

Introduced in 2001, the CITB HS&E test is a key component of the construction industry's drive for safer working practices. It has played a vital role in helping to contribute towards the reduction in fatalities and injuries on UK construction sites, demonstrated by RIDDOR statistics. An intrinsic element of many competence cards, volumes have increased from 41,000 tests in 2001 to more than 500,000 tests in 2019.

450 test centres across the UK provide excellent geographical coverage, ensuring access within a 45-minute travel time.

Provision of voiceovers, sign language, translators and touchscreens ensure language is not a barrier to testing. High standards of quality assurance continue to underpin the test delivery.

CITB has continued to evolve how we offer this training. Digitalisation has seen candidate details, results, photos and signatures collected at the point of test and electronically transferred, allowing records to be updated and used to issue competence cards. Questions have evolved to cover modern workplace challenges. Alongside the test, revision materials, including widely used apps, are available.

CITB will continue to run the HS&E test and SSP to ensure construction continues to work safely.



Standards and Qualifications

Our role in standards and qualifications is different. As the industry training body, we take a direct role in working with industry to define competence and set the underlying standards that are needed to ensure that skills and training deliver a safe, effective and productive workforce.

Our standards and qualifications work underpins what we do to deliver both careers and training and development interventions, so it is often less directly visible.

Standards and Qualifications			
Cross-industry bodies will...	Governments will...	Employers will...	CITB will...
Industry bodies will endorse CITB's lead role in standards and help leaders of industry to engage with standard setting.	Governments will support CITB's lead role in setting standards (including apprenticeships in England) and as client will be an early adopter.	Employers will participate: feeding in requirements, providing feedback and supporting standards as the route to a quality workforce and demanding competence assurance through the supply chain.	CITB will demonstrate that it can act on behalf of industry to set standards, define competence and signpost to suitable training and qualifications, using its unique role and reach to achieve this in a complex industry.

Together we can create the underpinning foundations for high-quality, transferable skills and pathways for learning.



Standards and Qualifications

Our overall aim in this area is that the underpinning standards are in place and helping to deliver a competent workforce. In this period, our aim is to increase employers' understanding of and confidence in the competence of their workforce.

This is a significant shift of focus and will require us to establish a new approach to measuring progress. In the meantime, we will continue to use quality of training as our **key performance indicator** in this area. By 2025, we want over 50% of employers and wider stakeholders (including training providers, colleges and awarding bodies) to believe 'CITB is successful in ensuring the quality of training meets industry's needs.' Currently 41% of employers and 38% of wider stakeholders agree with this.

For 2021-25 we have a clear focus for our work in standards and qualifications:

- 1 Increasing the ability for leaders, particularly in micro, small and medium-sized firms to understand their skills and training needs.
Target: We will support over 9,000 training projects through CITB employer funds. 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.
- 2 Updating standards to reflect new skill needs around digital and behavioural competencies.
Target: all standards to be updated in these areas by 2025, working with industry and regulators. We will publish our Plan for completing this so that the timetable is clear. In addition, by 2022 all CITB Grants Scheme courses will be backed by a standard to ensure that the industry is investing in quality, transferable learning.
- 3 Shifting the focus from standards to competence so that industry becomes focussed on competence, ensuring employees work effectively and safely at all times – not just on a cyclical review basis.
Target: introduce a new competence framework that can be applied to priority occupations (identified in 2020) 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.



Standards and Qualifications

With over 56 occupational families and hundreds of discrete job roles spanning operative, technical, supervisory and management levels, construction is a complex industry.

We want to make it easier and clearer for everyone to know what the threshold for competence is for specific roles/activities and the routes you can take to develop, assess and assure this competence. We will explicitly chart the different routes to competence for all occupations, ensuring we start with the most in-demand (top ten) occupations in each year. Information about routes to competence will be available to a wide range of audiences via Go Construct (as outlined under careers) to drive awareness of career progression routes. It will also be used to support our quality assurance activity and work with providers to bring the content and delivery of training closer to industry needs. CITB will provide the construction industry with clear information about training and qualifications that have been assured against industry standards.

We will also work with employers to ensure that all standards are updated and reflect all of the different elements which make up competence, particularly behaviours. For many years industry has prioritised technical skills and knowledge and underestimated the importance of role behaviour in driving quality, safety, culture and productivity. Successful adoption of digital and manufacturing technologies relies on having individuals with the right skills, knowledge and behaviours to carry out their existing roles in a new way. These skills, knowledge and behaviours need to be explicitly reflected in the relevant standards and apprenticeship frameworks, as well as the work activities they are expected to apply them to, as illustrated in the case study on page 23.

During this period, we will develop the set of principles to define how competence can be achieved, and we will use this approach to populate the competence requirements of individual occupations and sectors. As a priority, we will populate this for Rainscreen Cladding in 2021, as recommended in response to Grenfell in the Hackitt Review.



Standards and Qualifications: Case study - digital competence framework

CITB's report *Unlocking Construction's Digital Future* identified the lack of digital skills and knowledge as limiting construction's ability to realise improved quality, efficiency and productivity, and losing a generation of new talent to other sectors.

In response, CITB's digital strategy has started to put in place structures to transform the industry. During 2019-20 CITB has made the case for digital – gaining significant coverage and support for digital skills.

Work started on pilots to equip construction leaders with the skills and knowledge to digitalise their businesses.

We established the bodies of knowledge required to define digital competencies for industry. This will in turn establish terminology that will drive standardised education, align training provision with employers' needs, and allow individuals and organisations to assess competence against education offerings.

Adapting to the changed circumstances of COVID-19, during 2021-22 digital leadership pilots will inform the development of competency statements that together will upscale digital training across construction.



Standards and Qualifications

But it is not just the technical skills that are needed to be effective in a job.

People need to work in the right ways together as a team, using a range of what are often described as 'softer skills' or metaskills. Construction was a pioneer of project management decades before other industries, but culturally it is now lagging in displaying the behaviours many young people now demand in a career, such as inclusion and respect for diversity. By building these into the standards that underpin competence, we can make them part of how everyone works and make sites more effective.

This emphasis is supported in the recent report from Qualifications Wales:

Qualification Wales review Building the Future

Softer skills

87. We asked employers about the knowledge, skills and attributes that they most valued in new entrants to employment. These skills fell into three main categories:

- **Craft skills and knowledge:** practical skills needed to carry out a particular trade and knowledge of how to apply them.
- **Technical knowledge and skills:** knowledge and understanding of the requirements of the workplace and how to apply them, including health and safety, planning and organising, maintaining quality, environmental and sustainability standards, managing contracts, and the differences between modern and traditional buildings.
- **Softer skills:** communication skills, problem solving, decision-making, managing information, administration, tidiness, planning, team-working, interpersonal skills, innovating, digital skills, showing initiative and being adaptable to trying new ideas and ways of working.

'Digital technology and wider understanding of its benefits are the vital next steps for construction industry modernisation. Digital technology will be a cornerstone of construction sector reform to productivity, efficiency and quality of delivery. Done right, it can also support the attraction, retention and inspiration of new generations of talent for our sector.'

Laing O' Rourke, John O'Connor – Group Commercial Director and Construction Leadership Council Skills Workstream Member



Training & Development and Standards & Qualifications

To ensure that the return on training and development investment is effective, both in terms of the overall Levy but also at a company level, we will only directly grant aid to training courses that are backed by an agreed standard by 2022.

This means an employer can be confident in the quality of that training and also means that future employers will not need to retrain in those core role skills unnecessarily, increasing the transferability of skills.

We know that understanding the skills and training landscape is particularly challenging for small and micro firms. So in the next period we are undertaking to deliver free to use organisational needs analysis (ONA) and training needs analysis (TNA) tools to these groups.

This will help them be effective in understanding the skills and training needs they have in their business and how to go about filling them. It will also signpost them to where they can get direct support and potential funding from CITB in doing this. Through the Employer Funds (for small and medium firms) and the Leadership and Management Development Fund (for large firms) we will support over 9,200 training projects in this period, thereby offering micro, small, medium and larger employers the direct support to work out the training that their business needs and then to access it.

In summary, the overall scope and ambitions of our work in training and development and our underpinning standards and qualifications work is summarised on the following page. This also indicates where our investment will be targeted.



CITB Training & Development and Standards & Qualifications Strategy 2021-25

Anticipated investment scale

£ Low ££ Medium £££ High

Core skills

Focus on Leadership and Management (L&M), and provision of organisational needs analysis (ONA) tools and solutions, targeted at small and medium-sized organisations where this capability is most lacking. Core skills will be the focus for them in most cases.

£

Focus on L&M and provision of training needs analysis (TNA) solutions, targeted at small and medium-sized organisations where this capability is most lacking. Core skills will be the focus for them in most cases. Routes to competence show how to achieve competence for most common, core occupations.

££

Apprentices – Use direct funding to protect core occupations over specialist areas, whilst ensuring a minimum base level of support for the latter.	Current workforce – Focus on core skills where there are gaps in priority areas. Over time, prioritise support for training that will raise performance across the industry.	Further Education (FE) – Build core new routes between FE and apprenticeships or employment.
---	--	--

£££

Maintain standards prioritised to focus on core areas of change, e.g. safety post Hackitt. Improve FE quality through provision of work experience with employers. Routes to competence for most common, core occupations start with most in-demand occupations.

££

Populate core competence assurance framework, primarily for priority occupations. Extend competence assessment to cover most in-demand core occupational areas first.

££

Our targeted outcomes

IDENTIFY – SKILL NEEDS

- Improve leadership and management capability to identify skills needs in small and medium-sized companies
- Influence employers to understand skills needs and to accept what they will need
- Influence employers to take a planned approach to identifying skills needs.

DEFINE – TRAINING NEEDS

- Improve L&M capability to identify training needs in small and medium-sized companies
 - Influence employers to understand training needs based on research regarding labour market and recruitment trends
- Influence employers to take planned approach to identifying T&D needs through routes to competence information and access to TNA tools.

ACCESS – TRAINING AND DEVELOPMENT

- Protect and grow apprenticeships
- Enhance skills training in the current workforce – increasingly targeted
- Improve pathways between FE and employers to improve FE outcomes into apprenticeships or employment
 - Improve our own Training Model systems
- Support the supply of training where gaps are identified.

IMPROVE – QUALITY OF TRAINING AND DEVELOPMENT

- Prioritise the cycle of development and maintenance of standards
- Improve apprenticeship completions through new CITB service
- Improve outcomes for FE learners via work experience initiatives
- Improve visibility and transferability of competence through Training Model extension of routes to competence
 - Use employer feedback to drive up quality of provision.

MAINTAIN – COMPETENCE

- Develop overarching framework for competence assurance, for different sectors to 'hang' their competency models on
- Increase employers' capability to take a managed approach to competence, focused on medium-sized companies
- Increase employers' use of competence assessment by extending CITB's quality assurance function.

Skills for modernisation

Clear and compelling evidence base of future skill needs, shows what will be required for meeting Modern Methods of Construction (MMC), decarbonisation and productivity agendas. Focus on engaging and agreeing this with leaders and managers of larger firms. Core focus: skills to support modernisation.

£

Routes to competence show not just core skills but how competence will be achieved in emerging skill areas (MMC, digital). Prioritised for areas where the gaps are largest. Core focus: skills to support modernisation.

££

Apprentices – Build future skills into apprenticeship programmes and in their demonstration to attract new entrants with this interest.	Current workforce – Build future skills into standards. As the Grants Scheme develops, increasing direct support for future skills.	Further Education (FE) – Build future skills into FE programmes to attract new entrants with this interest.
---	---	---

£££

Maintain standards prioritised to focus on core areas of future skills need (e.g. digital skills competence framework). Routes to competence show how to achieve competence for most in-demand new routes and future skills – prioritise digital and offsite.

££

Populate core competence assurance framework, primarily for prioritised future skills need (e.g. digital skills and digital leadership). Competence assessment and assurance for most in-demand new routes and future skills – digital and offsite to be prioritised.

££

There is a pivot here with greater emphasis on skills to support modernisation as time progresses, but we need to appropriately support both core and value-adding skills throughout the plan.



Appendices: 1. Summary: Our Strategic Plan measures and targets 2021-25

Area

Target

Careers	
Overall key performance indicator (KPI)	<p>New measure – Benchmark to be set in Business Plan</p> <p>A. Increasing positive perceptions of potential entrants about the attractiveness and awareness of careers in construction compared to other sectors: 'Please rate how attractive a career in construction is compared to other sectors/please rate how much you know about a career in the construction industry against other sectors.'</p> <p>B. Increasing 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 against other sectors?'</p>
Information access	<p>Target: 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 top ten in-demand occupations in each year based on Construction Skills Network (CSN) data.</p>
Increasing short-term work experiences	<p>Target: By 2025 28,000 'taster' experiences (this excludes hub experiences below) are delivered across GB.</p>
Increasing onsite experiences through 'hubs'	<p>Target: 19,000 onsite experiences delivered, at least 13,300 additional employment and site-ready entrants and 5,450 into sustained employment in construction across the UK via the network of CITB funded hubs by 2025.</p>



Appendices: 1. Summary: Our Strategic Plan measures and targets 2021-25

Area

Target

Training and Development	
Overall key performance indicator (KPI)	<p>New measure – Benchmark to be set in Business Plan</p> <p>A. The percentage of employers who say that the construction-related training they require is available for them to access: with a target of 75% of employers agreeing by 2025.</p> <p>B. The percentage of employers who can access construction-related training that say it is of a high enough standard: with a target of over 80% of employers agreeing by 2025.</p>
Improving apprenticeship completion	<p>Target: 70% National Achievement Rate (NAR) across GB by 2024-25 (this reflects a drop from 64% in 2018-19 pre-COVID-19 to estimated 60% 2020-21 post-COVID-19).</p>
Protect and grow the most in-demand skills of the current workforce	<p>Target: Each year, measured reduction of skills gaps in occupations reporting biggest skills gap. Each year in our Business Plan we will identify the top (up to) ten areas of occupational skill gaps using CSN data. We will set a target and measure the number of training opportunities we have supported or facilitated through our interventions in these areas (e.g. an additional 1,000 scaffolders have been trained). We will supplement this with asking employers their perceptions of the skills gaps so that we can track what difference we are making.</p>
Supporting new pathways for FE learners	<p>Target: Through new pathways, 8,000 learners in England will be supported over the next four years, resulting in 1,600 additional apprenticeship starts.</p>



Appendices: 1. Summary: Our Strategic Plan measures and targets 2021-25

Area	Target
Standards and Qualifications	
Overall key performance indicator (KPI)	<p>New measure – Benchmark to be set in Business Plan Increase employers’ understanding of and confidence in the competence of their workforce.</p>
	<p>Supporting measure (existing KPI) By 2025, we want over 50% of employers and wider stakeholders (including training providers, colleges and awarding bodies) to believe ‘CITB is successful in ensuring the quality of training meets industry’s needs.’ Currently 41% of employers and 38% of wider stakeholders agree with this.</p>
Improving leaders’ understanding of training needs	<p>Increasing the ability for leaders, particularly in micro, small and medium-sized firms to understand their skills and training needs. Target: We will support over 9,000 training projects through CITB employer funds. 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.</p>
Update standards to reflect digital and behavioural competencies	<p>Target: Updating standards to reflect new skill needs around digital and behavioural competencies. All standards to be updated in these areas by 2025 working with industry and regulators. We will publish our plan for completing this so that the timetable is clear. In addition, by 2022 all CITB Grants Scheme courses will be backed by a standard to ensure that the industry is investing in quality, transferable learning.</p>
Shift to ongoing competence and continual development	<p>Shifting the focus from standards to competence so that industry becomes focussed on competence, ensuring employees work effectively and safely at all times – not just on a cyclical review basis. Target: Introduce a new competence framework that can be applied to priority occupations (identified in 2020) 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.</p>

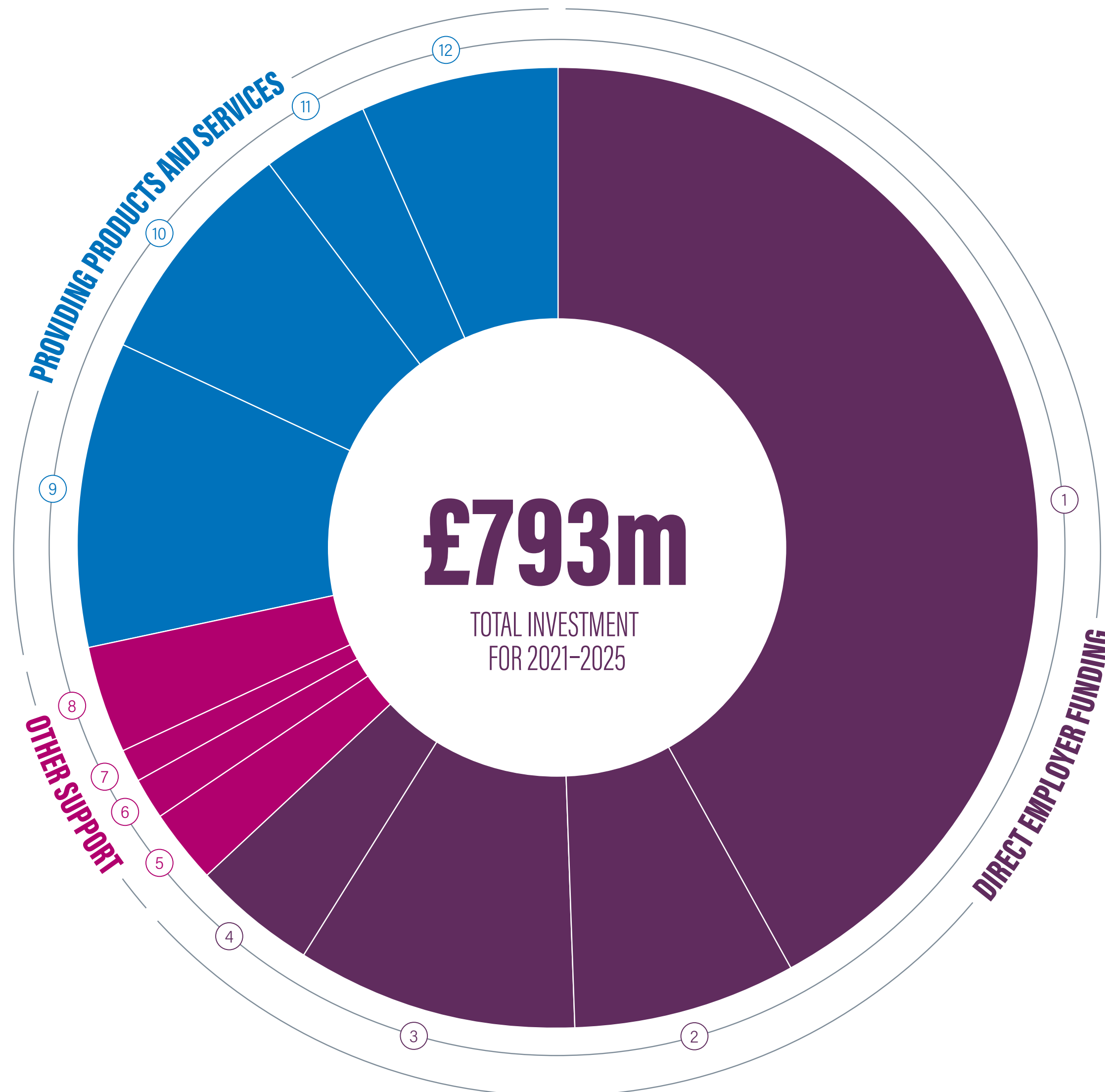
HOW WE INVEST YOUR LEVY

SOURCES OF INCOME

Levy Received	£653.2m	TOTAL INCOME	£827m
Products and Services income	£173.8m	BALANCE TO RESERVES	£-40m*
Apprenticeships	£52.2m	PROFIT ON DISPOSALS	£6m
Product income	£121.6m	TOTAL INVESTMENT FOR 2021-25	£793m

ALLOCATION OF INVESTMENT AND COSTS

EMPLOYER FUNDING	4-YEAR TOTAL £501.9m	OTHER SUPPORT	4-YEAR TOTAL £ 66.9m	PROVIDING PRODUCTS AND SERVICES	4-YEAR TOTAL £224.2m
① Grants Scheme £334.2m 2021-2022 £73m 2022-2023 £79.6m 2023-2024 £88.4m 2024-2025 £93.2m		⑤ Employer Support Services - engagement £18.6m 2021-2022 £4.4m 2022-2023 £4.6m 2023-2024 £4.7m 2024-2025 £4.9m		⑨ Apprenticeships - CITB work to support delivery of national apprenticeship contracts £81.2m 2021-2022 £22.3m 2022-2023 £16.5m 2023-2024 £21m 2024-2025 £21.4m	
② Company Specific Funds £58m*** 2021-2022 £14.5m 2022-2023 £14.5m 2023-2024 £14.5m 2024-2025 £14.5m		⑥ Standards, Qualifications and Verification £12.1m 2021-2022 £2.9m 2022-2023 £3m 2023-2024 £3m 2024-2025 £3.2m		⑩ Other Products and Services £63.3m** 2021-2022 £14.5m 2022-2023 £16.1m 2023-2024 £16.2m 2024-2025 £16.5m	
③ Funded Programmes £75.7m 2021-2022 £18.7m 2022-2023 £20m 2023-2024 £17.9m 2024-2025 £19.1m		⑦ Skills & Employment Policy and Research £7.8m 2021-2022 £1.9m 2022-2023 £1.9m 2023-2024 £2m 2024-2025 £2m		⑪ Cost of running the Levy Collection £27.5m**** 2021-2022 £6.9m 2022-2023 £5.7m 2023-2024 £6.8m 2024-2025 £7.1m	
④ Funding available for grants and funded programmes £34m 2021-2022 £1m 2022-2023 £1m 2023-2024 £16m 2024-2025 £16m		⑧ Apprenticeships - activity to support employers deliver apprenticeships £28.4m 2021-2022 £9m 2022-2023 £8.7m 2023-2024 £5.2m 2024-2025 £5.5m		⑫ Cost of running the Grant and Funding Schemes £52.2m***** 2021-2022 £13.6m 2022-2023 £12.3m 2023-2024 £12.7m 2024-2025 £13.6m	



* Reserves built back to minimum level following total depletion during 2020-2021

** Includes Site Safety Plus, Health, Safety and Environment Tests and Publications

*** 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

**** Levy Collection cost is 4.2% of Levy collected
 ***** Grant and Funding Schemes cost is 10.4% of funding

- Total CITB investment in apprenticeships is £109.6m
- Employer funding is 76.8% of Levy income
- Investment in delivering products and services is 83% of product and services income.