

PUBLISHED MARCH 2021

CITB Wales Plan



2021-22

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

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

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

CITB will focus relentlessly on serving your needs. We will return 94p in every pound back to industry through grants, funding and other support, like our research and the new free-to-use Covid-19 e-course – rising to average 95p in the pound over the course of our four year strategy. We continue to concentrate our spend on industry's priorities to be the lean and responsive organisation that Welsh employers need: we reduced our administrative costs significantly in recent years and are committed to reducing our costs by 16% between

2021-22 and 2024-25. We will continue to listen carefully to your needs and your advice — talking to our Wales Council, made up of large and small employers from across the country, and to all employers and stakeholders through our network of Welsh support staff. This is our Wales Plan, sitting alongside the wider GB plan, explaining in more detail the support we will provide for Welsh construction employers over 2021-22 and to support our overall strategy for 2021-25.

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

1. THE BASICS

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

2. IMPROVING TODAY'S SKILLS LANDSCAPE

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

and other partners to act on the sector's concerns and needs, assisting employers to provide work experience opportunities and helping to maximise the number of learners coming through FE colleges or completing their apprenticeships and joining an employer. We will continue to encourage and support all employers in Wales to recruit and train apprentices and will work with all the Welsh Government appointed work-based learning providers who support apprenticeships.

3. PREPARING FOR OUR EMERGING CHALLENGES

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

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



S. Beale

Sarah Beale
Chief Executive



M. Bodger

Mark Bodger
Engagement Director, Wales
Cyfarwyddwr Ymgysylltu Cymru



Construction opportunities in Wales

2020 has been a challenging year for construction with the Office for National Statistics indicating a drop in yearly construction output of 12.5% for Great Britain when compared to 2019.

This is slightly better than forecasters were anticipating, given the Q2 output drop of over 40% that came from the first lockdown in March with work levels only picking up from July/August.

Wales followed a similar pattern and we expect to see a steady recovery in output from this year, dependent on the success in controlling coronavirus. The main growth will be in infrastructure and homebuilding, where we forecast that Welsh construction output will be back to pre-pandemic level by Q4 2024.

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

- Most (93%) were fully operational, higher than in either Scotland (81%) or England (72%)
- Company order books were becoming more positive than negative. In Wales 50% of employers say that order books are up and only 14% of employers say that they are down. This is slightly more positive than the GB position where 46% of employers had order books that were up compared to last year, while 20% were down

- Businesses were more used to the extra restrictions and processes that social distancing brings, although this is causing challenges on workforce logistics and some additional costs
- Most employers were expecting to do the same amount of training. In Wales, 18% of employers expect to do more training and only 8% expected to do less — the remainder expect that training levels will not change or do not yet know.

Responding to the pandemic has meant that:

- Some employers were still using the furlough scheme, although less in Wales (14%) than in England (28%) or Scotland (23%).
- Only 8% of employers in Wales were anticipating possible future redundancies, significantly less than the 28% of employers in England.
- Some 16% of employers in Wales were planning to start an apprenticeship in the next 12 months. Before COVID-19, this figure was slightly higher with 22% of Welsh employers planning to take on an apprentice.

Wales performs similarly to the UK on the level of annual average recruitment requirement, which is 1.5% per year, based on 2021 workforce. This means the Welsh construction industry would have to increase current recruitment by around 1,600 new workers each year to deliver the expected work.

Our key priorities in Wales

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

CAREERS/FUTURE TALENT PIPELINE

Working closely with partners in Wales to improve potential entrants' understanding of construction opportunities by providing clear information about routes to join and taster opportunities and helping to start their career through work experience placements.

INCREASE SUPPORT TO SMALLER EMPLOYERS

Increasing their access to training, providing support and development and driving up the quality of training. Key priorities include digital skills and modern methods of construction.

RETROFIT/DECARBONISATION AGENDA

Welsh Government has set targets to achieve 'Energy Performance Certificate' A ratings for all homes by 2050, with the first focus being to improve 300,000 homes owned by social landlords and privately owned homes in fuel poverty by 2030. CITB will work with the Welsh Government and partners so that construction employers can develop the required skills to access the significant opportunities available.





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

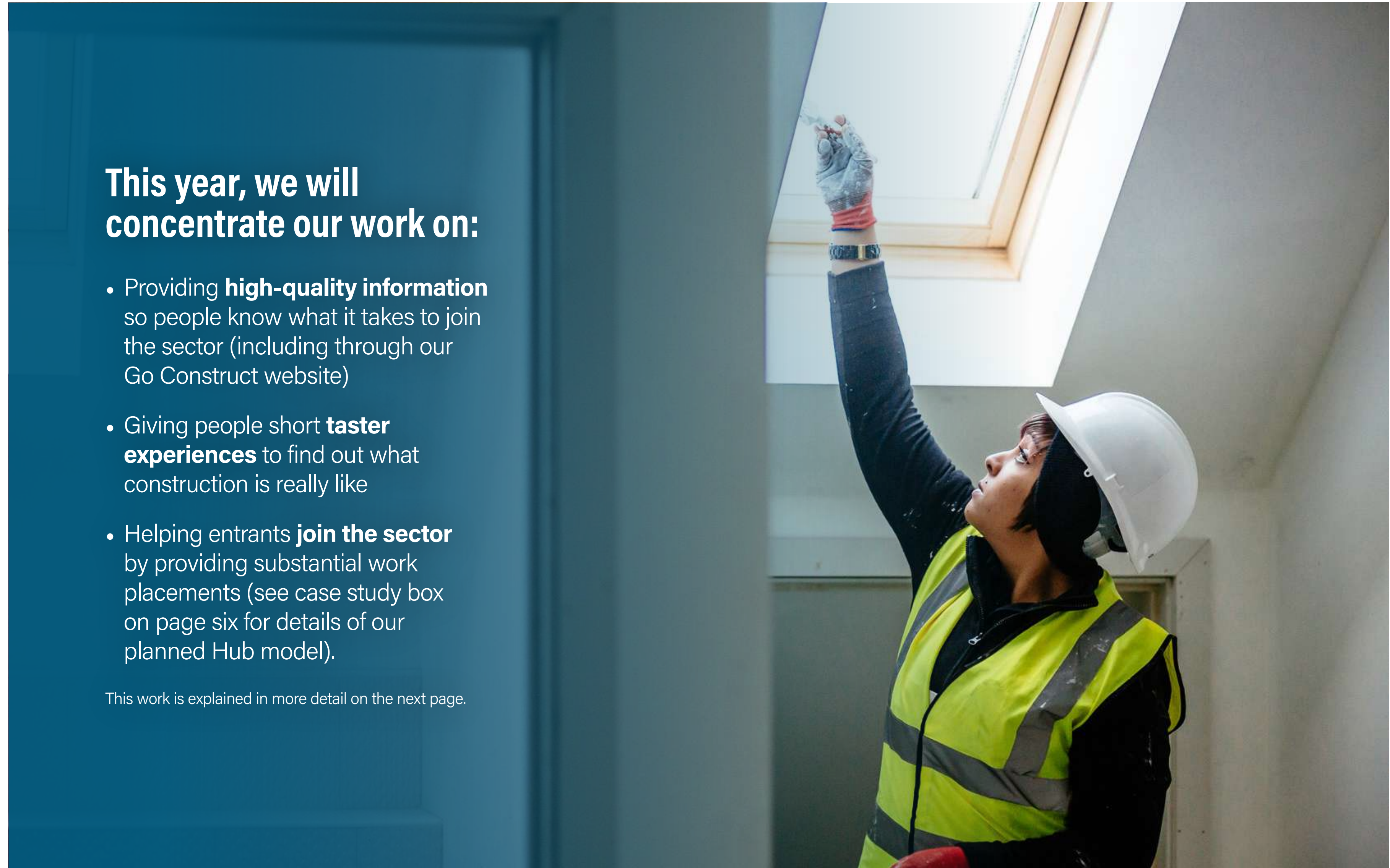
The Welsh construction industry needs a growing supply of skilled workers – nearly 1,600 per year on top of existing recruitment according to our forecast, This is equivalent to an annual increase of 1.5% of the estimated 2021 workforce.

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

This year, we will concentrate our work on:

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

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





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



Information access

We will:

- Deliver a comprehensive 'Careers offer,' working in partnership with Career Wales, STEM Ambassadors and schools across Wales, employers and the Welsh Education Partnership. We will provide marketing material to enable CITB staff, employers and Careers Wales to promote construction careers including the recently developed construction curriculum toolkit
- Support the development of **STEM Ambassadors** to roll out CITB commissioned Go Construct Educate and Engage resources and Wales-specific resources
- Use the CWIC-led CONVERT Immersive Learning products in Virtual Reality/Augmented Reality to support engagement in schools
- Develop 'early engagement' material to help parents, teachers and career advisors start a conversation about roles available in construction. This will provide a 'hook' to capture the interest of those who have not previously considered a career in Construction to identify roles and pathways into industry with case studies for trade, professional and offsite opportunities. We will produce hard copy materials and link to the Go Construct website
- Support the **DWP 'Campaign in a Box'**, by providing interactive sessions to work coaches to raise the profile of construction and job roles within it. These will also be available for STEM Ambassadors and employers

- Offer further '**Women in Construction**' events in collaboration with Career Wales and employers to help attract more women into industry, following the success of the 'International Women's Day' event in 2019
- Support the development of the **new curriculum** in Wales to ensure commitments to links between schools and industry and providing information on varied career choices are realised.

Increasing short term work experiences

We will:

- Develop a 'Careers Pathway timeline/calendar,' so that individuals interested in construction apprenticeships can be offered a series of career opportunities in the 12 months before they apply for an apprenticeship. We'll use a step-by-step approach to keep up the momentum of their interest in joining the sector
- Continue to work with Welsh Government to develop improved pathways and onsite experience for full time FE learners, potentially including a Welsh construction traineeship and accelerated apprenticeship
- Build on the success of '**See Your Site**' in 2019, which saw 280 learners, 13 colleges and 10 employers participate in 'taster experiences,' to offer a minimum of three events across Wales as part of Construction Week. Virtual site experiences will be offered if COVID-19 does not allow onsite ones These will build on the pilots being run with Wynne Construction,

Coleg Cambria and the North Wales Construction Partnership, with the group having developed employer-led 'live' onsite H&S inductions to Level 1 Learners, providing CPD sessions to over 200 DWP work coaches, as well as the planned delivery of mock interview sessions for pupils in years 11 and 13 with Careers Wales. Best practice will be 'rolled out' across Wales

- Work with employers to develop a '**Try a Trade**' scheme (when COVID-19 rules allow), with learners who have expressed an interest in knowing more after engaging in 'See Your Site' or other careers-based activities.



Careers: Case study and targets

Increasing onsite experiences through hubs

CITB has committed to work with industry partners to deliver a growing number of employment and site-ready potential recruits, maximising opportunities for individuals to be trained and ready to commence a career in construction.

Having reviewed the progress of the 26 Construction Skills Fund (CSF) hubs in England – where 13,500 participants gained the industry experience to be employment and site-ready, despite the impact of Covid-19 – employers in Wales were keen to develop a similar approach. We worked with industry partners and the CITB Wales Council and agreed to expand the hubs into Wales.

Following the submission of high-quality bids, we allocated £3.6m of funding for the establishment of four Onsite Experience Hubs – in North Wales (Procure Plus), in Swansea (Cyfle) and two in Cardiff (Cardiff Council and Kier) – to deliver the recruits that construction needs. From January 2021, over three years the hubs are targeting delivery of 4,160 onsite experiences, 2,000 employment and site-ready people, and 900 sustained employment outcomes (for a minimum of three months). Given the current uncertain environment, progress is likely to be slower in the first year than in the subsequent two.

With unemployment rising and many other entry level job routes currently closed, this is a real opportunity to bring in people who might not have considered construction so the Hubs will be a great opportunity to get them started in the industry. As in England, the learners who pass through the hubs will have the skills that construction needs. The hubs will work hard to place learners with local employers.

AREA	GB-WIDE TARGET	2021-22 ANNUAL TARGET
Overall key performance indicator (KPI)	To increase positive perceptions of entrants about how easy construction is to enter versus other sectors: 'How easy/difficult was it to find relevant careers material, work experience and job opportunities in construction?' The baseline for this target is being developed (research currently underway).	
Information access	Improving access to careers information about how to join, train and progress through careers for the most in-demand occupations. This will be in place on Go Construct for the ten most in-demand occupations in each year based on Construction Skills Network (CSN) data.	GB-wide project – we will work with employers in Wales to ensure that our support reflects their needs.
Increasing short-term work experiences	4,200 'taster' experiences (in addition to hub experiences below) are delivered across GB in 2021-22.	150 tasters to be supported in Wales in 2021-22.
Increasing onsite experiences through 'hubs'	3,682 onsite experiences will be delivered in 2021-22, to produce at least 2,536 additional employment and site-ready entrants of whom 973 will have moved into sustained employment.	1,368 onsite experiences in 2021-22, leading to 601 potential entrants being employment and site-ready and 222 moving into sustained employment.



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

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

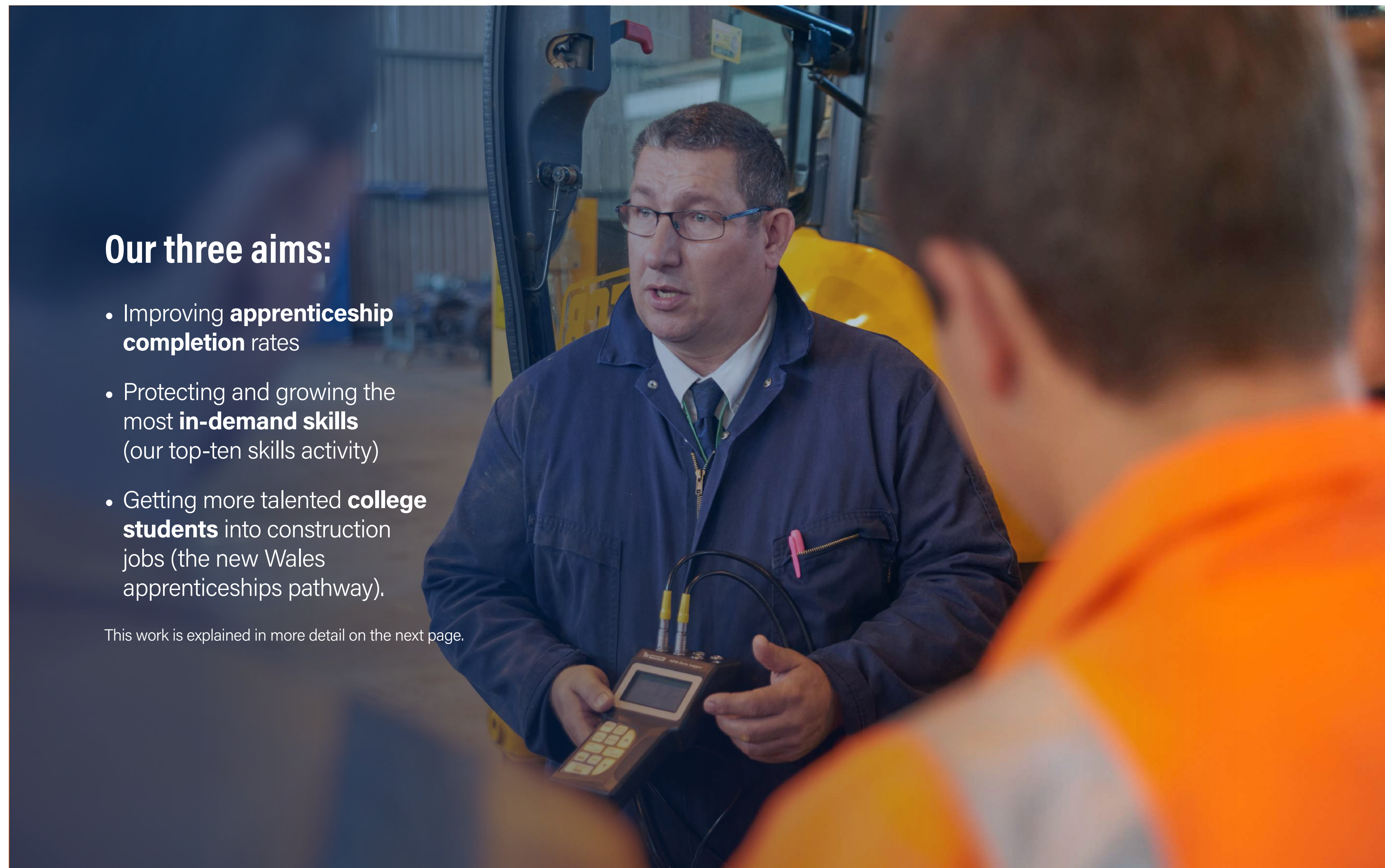
Much of our spending will continue to support training employers' existing workforce through the Grants Scheme and the Skills and Training Funds (see diagram on page 13 of this plan).

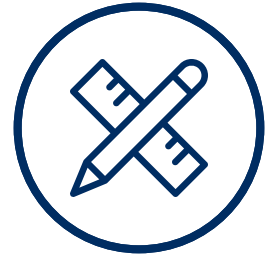
We have three aims for how our Training and Development work will drive up the quality of training and improve access to it this year.

Our three aims:

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

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





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

Improving apprenticeship completion

We will:

- Deliver our commitments under the Welsh Government apprenticeships contract until August 2021 and work with employers and contract holding providers to ensure construction apprentices are appropriately supported
- Introduce a new wider apprenticeship offer to employers from August 2021, providing direct support where it will most impact on longer-term achievements. We will work with employers to define our support package, but this could include supporting employers to find the right Apprenticeship Provider for their apprentices and helping them to access quality provision
- Provide dedicated support for **displaced apprentices** in Wales, including those impacted by COVID-19, in finding new or alternative employment within the Industry
- Prepare all stakeholders for the introduction of the **new Construction Apprenticeship Qualifications** in September 2021, including working with Qualification Wales to support FE Colleges (and other providers) for their introduction
- Support the four onsite experience hubs to convert workplace experience placements into apprenticeships
- Work with the Welsh Government to protect apprenticeship funding and create new, flexible models to meet changing demands during coronavirus recovery

- Support employers to understand their role within the new apprenticeship system. City and Guilds, as the awarding body, is developing the Wales Apprenticeship Qualification. It is running webinars and working with CITB to produce employer briefing and sign off documents to develop employers' understanding of their increased role and responsibility relating to the new apprenticeship model in Wales.

Priority skills development needs

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

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

Protecting and growing the most in-demand skills

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

The top 10 skill areas, have been pinpointed through our new five-year skills forecast as well as conversations with employers. We are currently discussing these with employers and we will then identify which ones we will take forward first. Some of the top ten would be addressed through additional funding support, including through the Grants Scheme. At the same time normal Grants Scheme funding will be kept at the same level.

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

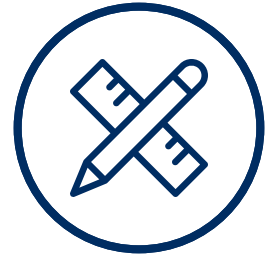
- Work with partners to develop solutions for lower uptake occupations with limited provision in Wales, such as wall and floor tiling and Construction Operatives (ground works). Again, we will work with our industry partners to help finalise how best we address the provision of this more specialist support
- Support employers in becoming proficient in terms of **digital skills** at all levels — using the lessons from the CITB-funded digital commissions as well as linking employers into free digital courses provided by Business Wales/Superfast Wales
- Develop mentoring programmes for the established workforce to support new entrants and provide opportunities for upskilling as part of a 'knowledge transfer exchange' to minimise future skills gaps, to support succession planning, and to provide CPD opportunities for the mentors

- Work collaboratively with the three **Regional Skills Partnerships** to establish a strategic pipeline of infrastructure projects to include skills impact assessments to ensure training requirements can be maximise employment and skills opportunities
- Using our Net Zero research, work with the Welsh Government, employers and other partners to establish how we can support industry to maximise the opportunities from the **Decarbonisation, Offsite and Retrofit** agendas and to develop new qualifications to support Offsite and Retrofit, where required.

Getting more talented college students into construction jobs

We will:

- Develop a sponsored trainee/apprentice model for Foundation Qualification learners. Within the qualifications and resulting apprenticeship review, the aspiration is to ensure that **more learners enter employment after undertaking construction training**, increasing the pool of higher skilled and qualified workers. A key cohort of learners will be those undertaking the Foundation Qualification from September 2021. To meet the aspiration, a high percentage of Foundation Qualification Learners must be matched with employers from an early stage. Through the development of a sponsored learner programme, employers can select learners to sponsor with a view to taking them on as an apprentice on completion of their Foundation year.



Training and Development: Case study and targets

Hundreds of students to benefit from new Swansea scaffolding centre

In its first three months, more than 100 learners passed through CITB's new £1.5m Welsh scaffolding centre training facility, at the Construction Wales Innovation Centre (CWIC) in Swansea.

With many more students currently working towards their commercial scaffolding qualifications, we expect that around 350 students will pass through the centre in its first year.

Gareth Wyn Evans, Centre Manager at CWIC, said: "CWIC's activities have already supported hundreds of employers in the construction industry across Wales. Our unique partnership is delivering world-class training and bespoke programmes for this hugely important sector to the Welsh economy. The new scaffolding academy provides access to leading facilities and expertise and it now gives Welsh employers the confidence to develop their employees and to recruit new entrants into the industry."

Gareth Williams, CITB Standards and Qualifications Policy Manager for Wales, said:

"This new centre provides training for the essential skills needed to fulfil the ambitious programme of development due to be completed in Wales over the next few years. The construction industry in Britain needs a quarter of a million new recruits in the next five years, and with scaffolding being among those critical skills, this centre will help to meet that need, also ensuring that students can train locally rather than having to cross the border to England."

While the centre is currently for the training of apprentices and professionals continuing their development, this Spring will see the launch of a 'Get into Scaffolding' initiative which will support those looking to change careers, including those who have lost their jobs due to the COVID-19 pandemic, with funded training and work opportunities.

AREA	GB TARGET 2021-22	WALES TARGET 2021-22
Overall key performance indicator (KPI)	To increase the percentage of employers who say: <ul style="list-style-type: none"> That they can access the right construction-related training when needed. Latest figure 80%, target to increase to 85% That they are confident that the quality of construction-related training they access is of a high standard. Latest figure 75%, target to increase to 83%. 	
Improving apprenticeship completion	National Achievement Rate (NAR) across GB from 65% in 2020-21 to 67% in 2021-22.	Improve from 68% to 69%.
Protect and grow the most in-demand skills of the current workforce	Each year, there will be a measured reduction of skills gaps in occupations reporting the biggest skills gap. We will identify the top (up to) ten areas of occupational skill gaps using CSN data.	GB-wide project – we will work with employers in Wales to ensure that our support reflects their needs.
Supporting new pathways for FE learners	Once the new Wales apprenticeship pathway has been launched, we will assess whether the new England construction traineeship is helping FE learners to progress into construction apprenticeships and jobs - and what lessons it for the existing alternative Welsh traineeship. Our intention is to get more existing FE students into jobs in the industry	500 new Pathway starts in 2021-22, leading to 100 additional apprenticeships progressing from FE into construction in 2022-23.



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

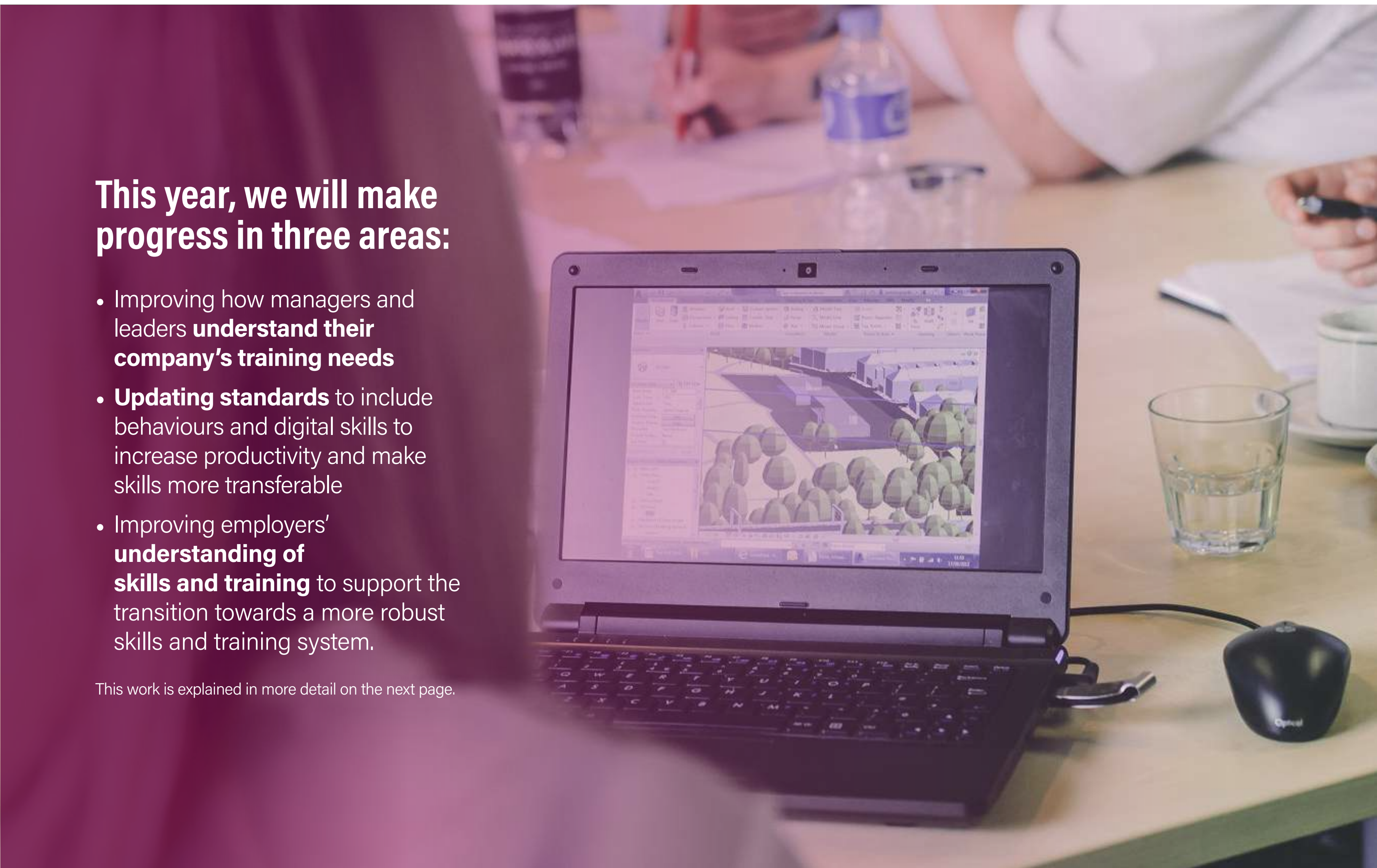
Standards and qualifications underpin everything we do. They must reflect the needs of employers and the reality of life onsite. The right qualifications and training must be in place for construction to grow and be more productive.

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

This year, we will make progress in three areas:

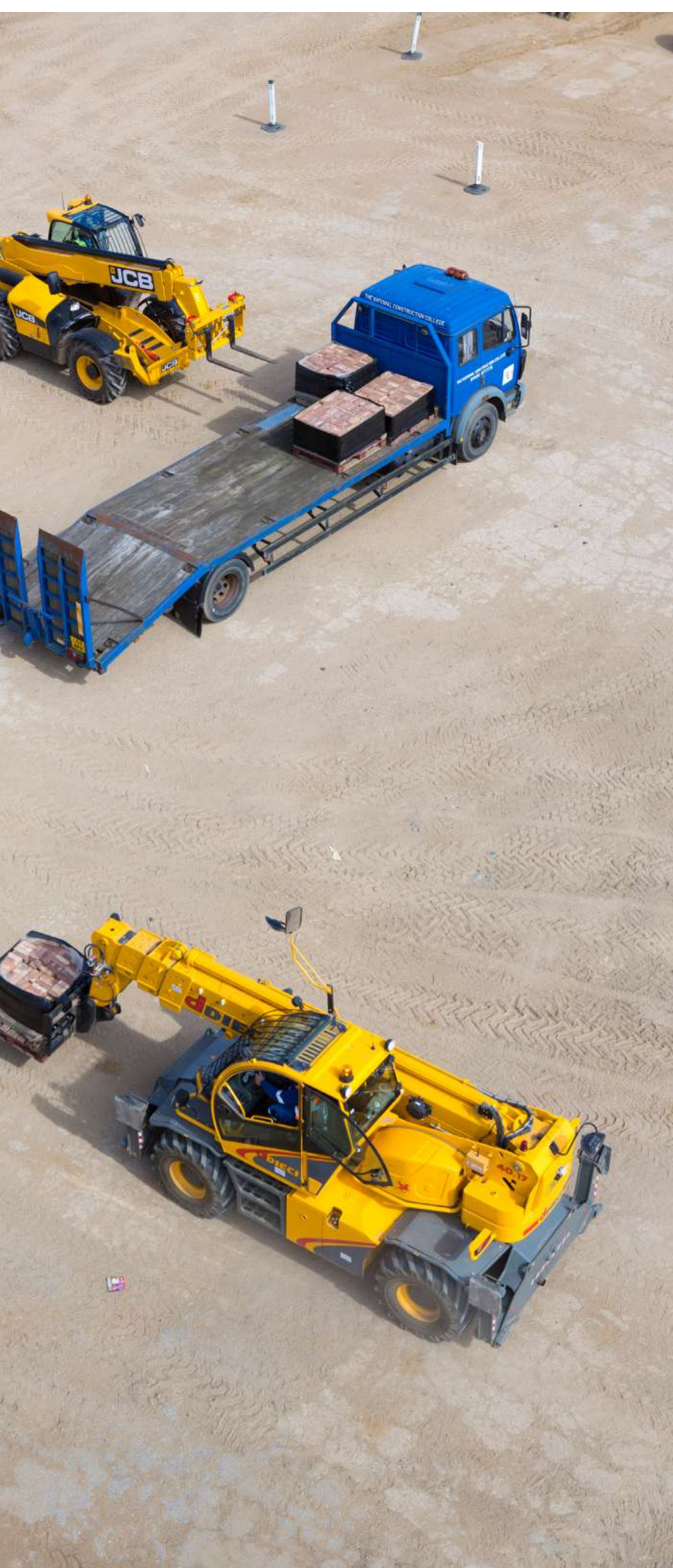
- Improving how managers and leaders **understand their company's training needs**
- **Updating standards** to include behaviours and digital skills to increase productivity and make skills more transferable
- Improving employers' **understanding of skills and training** to support the transition towards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

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





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



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

We will:

- Research and identify solutions to ensure that employers have free access to a **Training Needs Analysis tool**. For busy people leading small firms, it can be hard to find the time to work out what training they need and when to do it. This should then help many more firms become more effective at working out what training will give them the edge so they can win that next contract. Our Skills and Training Fund can then support the cost of leadership and management training and development with up to £10,000 for small businesses and up to £25,000 for medium firms
- Work collaboratively with Careers Wales and employers to ensure that employers, employees and new entrants have a clear understanding of entry points, pathways and CPD to becoming competent. We will do this by setting out competence frameworks to define the skills required for industry and by developing an online 'routes to competence' resource which presents the information appropriately for different audiences (e.g. new entrants, careers advisers, employers, experienced workers).

Update standards to reflect digital and behavioural competencies

We will:

- Work with employers to ensure the industry's suite of training standards and National Occupational Standards reflect changes to working practices and industry requirements, for example through the inclusion of digital and behavioural skills. The new Wales Apprenticeship Qualifications are based on National Occupational Standards which in turn are the basis of the NVQ and SVQs. This will ensure consistency with competence qualifications for existing workers and with the many thousands of recently qualified apprentices across Britain
- Work with employers, providers, awarding bodies Qualifications Wales, and the Welsh Government to develop and implement the enhanced competence requirements set out by industry leaders in its response to the Grenfell tragedy, 'Setting the Bar'. CITB will support industry to develop competence frameworks and adapt existing training and qualifications to ensure all new and existing workers can demonstrate their continued competence in the role
- Act on the recommendations of CITB's recent Net Zero research to form a stakeholder group (including the Welsh Government, Qualifications Wales, CWIC and others) to map existing qualifications and training and fill any gaps associated with meeting the Net Zero commitment.

New schools qualifications

We will:

- Develop employer support for the new GCSE (2021) and A Level (2022). This will provide support for schools and colleges using a video presentation format
- As part of the GCSE, work with the Coleg Cymraeg Cenedlaethol, to pilot employer presentations (qualification-specific) consisting of short recorded presentations and accessible to all schools on the Porth web site of the Coleg Cymraeg website. These will be developed first in Welsh as the Coleg is funding the work and the Coleg Cymraeg website will hold the presentations and they will be subtitled in English. We will then secure a home where the English presentations can also be held.



Standards and Qualifications: Case study and targets

The new Welsh apprenticeship qualification

Welsh employers will benefit from CITB's active work with Qualifications Wales and with industry partners to develop the new Welsh apprenticeship qualification and revamp the apprenticeship pathways.

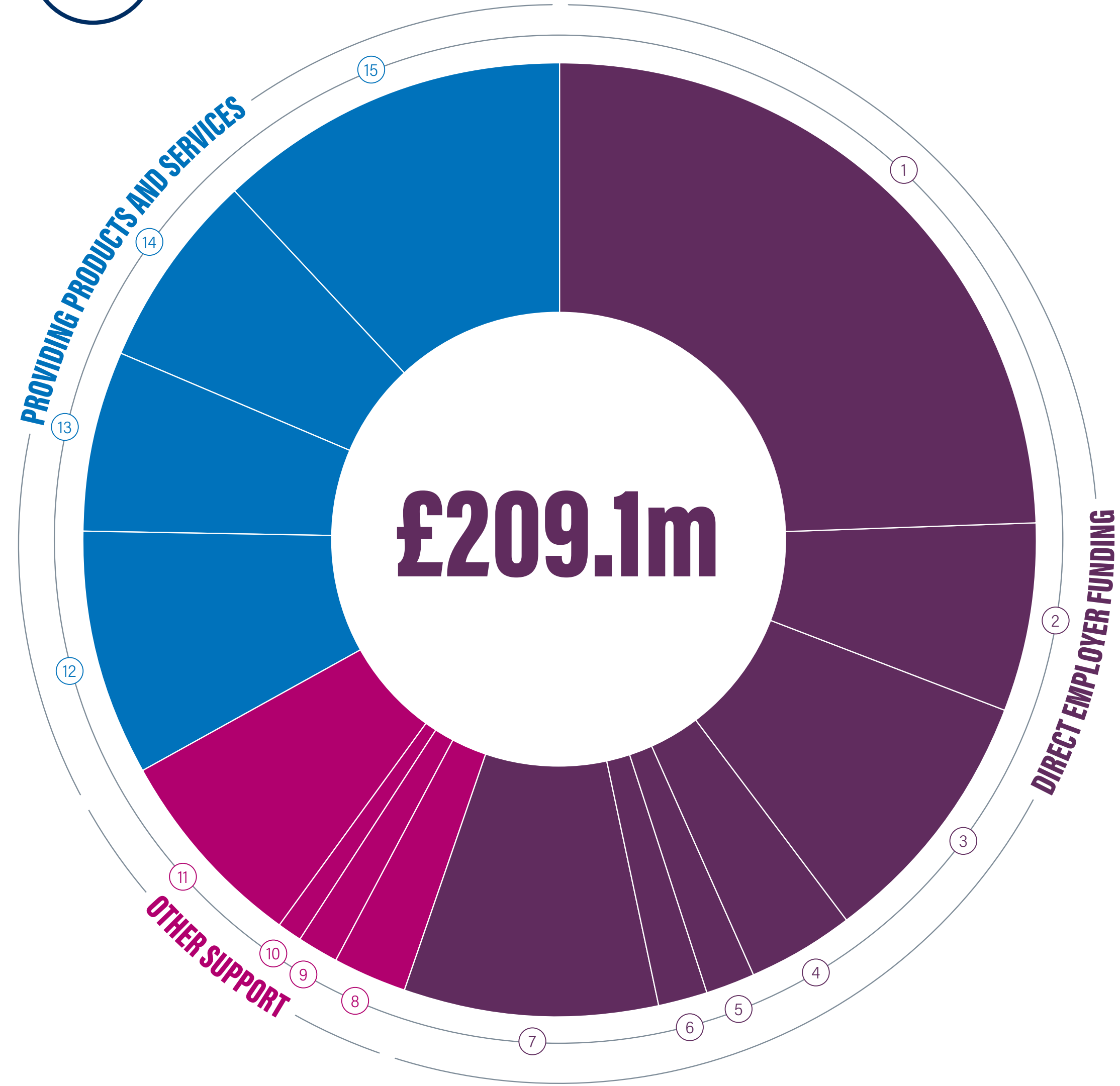
CITB manager Gareth Williams worked on secondment with Qualifications Wales, assisting the review and employer consultation, then shaping the qualification through steering committee and latterly through advising on specific occupational competency requirements for selected trades.

This means that learners will now achieve a modern qualification and have broader knowledge of the industry and a greater ability to contribute.

The Construction Level 3 (three-year) qualification learners will choose a trade specialism in the construction sector and develop their knowledge, skills and understanding for that trade, as contained in the National Occupational Standards (NOS) and Occupational Competency Statements (OCS). Specialisms will be available in: bricklaying, architectural joinery, site carpentry, timber frame erection, painting and decorating, solid plastering, civil engineering operations — groundworks, plant operations, wall and floor tiling, interior systems — dry lining and roof, slating and tiling.

During the apprenticeship learners will focus their time achieving the trade competency for their chosen occupation but will also complete two core units which will broaden their understanding of the industry including future skills and technology and issues related to working on retrofitting traditional and older buildings. The qualification will be portable throughout the UK and is aimed to develop learners' ability to meet the demands of the construction sector in Wales, including working with traditional, new and pre-1919 building stock and understanding new and emerging technologies, such as drones and 3D printing.

AREA	TARGET	WALES TARGET 21-22
Overall key performance indicator (KPI)	To increase the percentage of employers who say that their workforce is competent to meet current and future business needs. We have set the benchmark at 89% of employers confident based on our latest research. We plan to include a second part of the target on how employers ensure competence.	
Improving leaders' understanding of training needs	Between 2021-22 and 2024-25 we will support over 9,000 Skills and Training Fund training projects through CITB employer funds. In 2021-22 we will support 1,450 projects. Free to access organisational needs analysis (ONA) and training needs analysis (TNA) tools will increase the impact of these projects and enable the firms to better forecast their needs.	GB-wide project – we will work with employers in Wales to ensure that our support reflects their needs.
Update standards to reflect digital and behavioural competencies	All standards to be updated in these areas by 2025 working with industry and regulators. By 2022 all CITB Grants Scheme courses will be backed by a standard to ensure that the industry is investing in quality, transferable learning.	We will ensure that: <ul style="list-style-type: none"> • New apprenticeship qualification align with CITB competency standards which includes behavioural competence • New qualifications for full time learners and apprentices (when implemented) have a digital skills element to them.
Shift to ongoing competence and continual development	To introduce a new competence framework that can be applied to priority occupations by 2022 and populated for remaining construction-related occupations by 2024. The new competence frameworks will be used to support the longer-term goal to modernise the training and qualifications system for construction.	GB-wide project – we will work with employers in Wales to ensure that our support reflects their needs.



HOW WE INVEST YOUR LEVY: 1-YEAR GB VIEW

SOURCES OF INCOME

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

ALLOCATION OF INVESTMENT AND COSTS

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

£209.1m TOTAL EXPENDITURE FOR 2021-22 AS PART OF OUR OVERALL INVESTMENT OF £895M OVER FOUR YEARS