

## **Meeting Industry's Skills Needs**

Build UK presented CITB with 11 asks that would show how our Levy In – Skills Out model will help meet the skills needs of the construction industry. Many of these are embedded in [CITB's 2021-25 Strategy](#) and annual [Business Plan for 2021-22](#), which outline how we intend to invest the Industry Levy and the impact we expect. Using this information, we are pleased to set out below our response to Build UK.

### **Setting the Scene**

The following paragraphs provide context to our response by showing the summary position of each of the three core pillars of our plan. Where activity is within our 2021-22 Business Plan, the dates for delivery are provided and the remainder of activity is mid-term, and completion targets run up to March 2025. More detailed information can be provided on request.

In early 2018, in direct response to industry's calls for reform, CITB commenced Vision 2020. The three years to the end of 2020 saw huge organisational change for CITB, including re-structure, sale of business units, outsourcing, system investment and re-location – this scale of change has taken time and resource, but it has delivered the essential foundations for our future work. Industry's investment in reform now sees a far more efficient, agile and accountable organisation, with target savings of £24m achieved. Of course, our reform programme was not just about internal wiring; we re-designed and populated our governance, launched new funding to support employers, and put in place key systems of support for the industry. We expanded our industry network, strengthened our relationships with both stakeholders and with government, leading to positive changes in funding, policy and services. The success of these changes was never more tested than by COVID-19, and the changes withstood that test with the rapid production and delivery of the Skills Stability Plan and the responsive re-structure to achieve further cost reductions of £4.5m per annum. With these sound foundations and clear direction in place, we will return that investment with 100% of effort into customer-focused and impactful delivery of skills for the industry.

### **Careers**

Support industry to attract and retain the people and skills it needs by informing employers and potential entrants about opportunities within the industry and making the routes into construction as simple and effective as possible.

#### *Where we are now*

- CITB's Construction Ambassador programme, in partnership with STEM, supported 1,067 Ambassadors to engage with over 13,000 young people in one unified support programme for the industry.
- Go Construct, the 'go-to' website to explore construction careers, reached 610,496 new users in 2020, with 70,755 continuing their interest.
- Successful delivery of over 13,000 site-ready individuals through a network of hubs jointly funded by the Government Construction Skills Fund (CSF).
- Construction Talent Retention Scheme (CTRS), a free-to-access jobs board for all roles across the industry, has supported over 15,000 vacancies since its inception in October 2020.

#### *What's next to 2025?*

- Launch 'Talent View' – part of the CTRS platform, with an entry point for those looking for early career opportunities and a 'one stop shop' for all career opportunities.
- Facilitate 28,000 taster experiences to provide entrants with an understanding of a career in construction.
- Facilitate 19,000 on-site experiences to transition career changers into sustained employment in the industry via a network of CITB-funded hubs.
- Improve access to and promote careers advice, particularly in the most in-demand occupations – bricklaying, drylining and cladding, starting in 2021.
- Bring all initiatives together so that they work seamlessly and provide routes to a life-long career in the industry through attract → inform → inspire → join → retain.

### **Training and Development**

Support and enable employers to access the training they need to keep their workforce skilled, safe and productive.

*Where we are now*

- Apprenticeship grants increased by up to £14,500 for Level 2 and Level 3, and supported 68,000 apprenticeships across the industry over the past five years.
- Since April 2017, 56,000 courses have been advertised on the Construction Training Directory, with over 2,400 available today.
- Each month, 31,000 achievements are added to the Construction Training Register, meaning CITB now holds over 12m achievements for over 3m people, and this critical data source continues to grow.
- The associated grants processed by the Construction Training Register reduce administration and increase the number of payments released.
- Skills and Training Fund, for small and micro-sized businesses, is distributing £10m of funding annually across circa 1,700 firms, impacting on productivity, innovation, sustainability and skills retention.
- Training group consultation has been completed and £2.46m allocated in 2021/22 to support the improved outcomes.
- Funding a range of critical projects to support digital adoption, lean processes, and increase sustainability.

*What's next to 2025?*

The following key interventions are now being undertaken to achieve these measures:

- Building on our engagement with training providers and employers across Great Britain to improve construction apprenticeship completion rates from 64% to 70%.
- Identifying and targeting the most in-demand skills, both current and future, with interventions that will achieve agreed targets. In September, we will set out the first four skill areas and how we will address them.
- Proposals for alternatives to Grant to support the most common areas of training are being developed to announce pilots this autumn to test the approach.
- New pathways for 8,000 FE learners to enter the construction industry over the next four years.
- Develop both the Training Directory and Training Register to become *the* comprehensive source of training information required, used to underpin all competence schemes and identify and address training needs.

**Standards and Qualifications**

Working with industry to define competence and set the underlying standards that will ensure that skills and training deliver a safe, effective and productive workforce.

*Where we are now*

- In collaboration with employers, trainers and the Institute for Apprenticeships and Technical Education (IfATE), 93 construction-related English Apprenticeship Standards were developed and approved last year.
- Over 400 CITB Training Standards reviewed, and eight National Occupational Standards (NOSs) Suite reviews, have ensured that the standards for training and competence continue to meet the needs of the sector.
- With Qualifications Wales, a review of existing construction and built environment qualifications, including Foundation, Progression and Apprenticeship, as well as a new GCSE, AS and A Level qualifications.
- Development phase of Occupational Competency Statements (OCSs), which detail the skill, knowledge and behaviors required for a single job in construction, and will be used to help design a range of skills, training and competence assessment products across England, Scotland and Wales.
- Amendments to the Construction Consolidated Assessment Strategy to broaden evidence for inclusion in the assessment of vocational competence qualifications.

*What's next to 2025?*

- 9,000 employer-led training projects funded by CITB to embed skills needs analysis across the industry.
- Training standards updated to include current skills requirements, including digital and behavioural.
- Grant Scheme eligible training backed by a standard to ensure quality.
- A competency framework for priority occupations by 2022 and remaining occupations in stages in 2023 and 2024.

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**CITB's responses to Build UK's 'asks'**

**Ask 1: An industry agreed rolling plan that identifies short-term and long-term action.**

**Response**

Continual monitoring of both the industry and economic climate, together with government priorities and regular consultation with industry, allows CITB to review and refresh its rolling 4-year Strategic Plan on a regular basis. Each autumn, adjustments to the published Strategic Plan will be published and used to inform Levy investment decisions and priorities.

A full operating Business Plan is published at the end of March each year, which sets out for industry all activity under our three headings: investment information and impact / outcomes. A performance report against the Business Plan is published each quarter.

*Where we are now*

With reform activity now complete and engagement mechanisms established through the three Nation Councils and the wider industry, planning will build on where we see evidence of impact from existing activity and new interventions where we forecast potential skills gaps arising before they affect productivity. Continually building on what we know will work and innovating for alternate solutions where problems continue, will result in effective short-term and long-term action with impact.

*What you will see next*

- A performance report against the annual Business Plan published each quarter.
- Evolving Strategic Plan refreshed to reflect the changing environment.
- Detailed annual Business Plan published by 31 March.

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**Ask 2: A UK wide network of Training Groups.**

**Response**

The value of the Training Groups has recently been tested and is confirmed as a key initiative to help industry better understand and direct key skills and training to employers. Investing and building on the existing network of Training Groups will see increased levels of training for local employers, and solutions for specialist sector challenges. The potential of the collective bargaining power of Training Groups needs to be realised to maximise the return on this industry investment.

*Where we are now*

Having established the existing network of UK wide Training Groups (currently 58 Local and 30 Specialist), CITB will continue to support and strengthen its growth and impact.

As a result of the recent consultation process, guidance and performance agreements have been agreed with the 58 local Training Groups which, in return for industry's investment, require four key outcomes:

1. Value for money.
2. Training delivery.
3. Quality of training.
4. Accessibility.

£2.46m of funding has been allocated in 2021/22 to support Training Groups. We are also reviewing alternative ways to support employers to undertake some of the most common areas of training and aim to announce some pilots in the autumn.

*What you will see next*

- By August 2021, all 30 Specialist Training Groups will have confirmation of their agreed delivery models, allowing them to focus on their specific sector needs.
- CITB's pro-active engagement with employers to promote the role of the Training Groups to build, strengthen and grow the existing network is already impacting and will continue.
- Each Training Group is allocated a dedicated member of the Engagement Team and will receive

regular strategic support from the Partnership Manager responsible for Training Groups.

- Identifying the role of Training Groups in delivering better and more cost-effective access to standard training.
- Ongoing monitoring and review of Training Group performance and deliverables to ensure the investment is meeting the needs of industry.

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**Ask 3: (a) Recognised Standards for all Construction occupations;  
and (b) a nationwide delivery system for training and qualifications.**

**Response (a)**

Development and delivery of the competency framework, which extends beyond cards and qualifications (see Standards and Qualifications summary above), will achieve improvements in safety, productivity, modernisation, de-carbonisation and working culture.

*Where we are now*

CITB will, in collaboration with a range of partners, produce a competency framework for priority occupations endorsed by the CLC. From this platform of priority occupations, we will build up the competency frameworks for all construction occupations.

Specific competence initiatives:

- Roofing Skills Partnership – £2.8m investment in an Accredited Roofer programme with the aim of approving 5,000 roofers nationwide.
- Woodworking Centres of Excellence – a network of Centres of Excellence established across the UK in response to industry skills gaps in joinery, shopfitting and interior contracting.
- Demolition Manager Refresher course – developed and tested with over 100 card holders renewing their accreditation.
- NAS and CITB developed the original Shopfitting and Interior Contracting Competency Scheme (SICCS); a Shopfitting card is now available on a specially developed app accessible by smartphone.

**Response (b)**

Improvement and promotion of CITB's two complementary platforms, the Construction Training Directory (CTD) and the Construction Training Register (CTR) – the information required to transfer, prioritise, and promote training will be accessible nationwide.

*Where we are now*

There are currently 1,350 recognised providers offering over 2,400 courses listed in the Training Directory. The results of these training courses automatically add to the circa 12m achievements that are recorded on the Training Register against 3m workers. These online systems can be used to verify the individual and their personal training record in respect of accredited construction training, and the information is used to support recognised competence schemes.

A pilot is underway, partnering with HBF and CSCS, to build functionality within the CTR to identify and record all elements of training required to fulfill the agreed competency standards and integrate with the CSCS card scheme.

1,292 Short Duration Training Standards have been documented, including over 400 that were previously unrecognised.

*What you will see next*

- Competency frameworks that meet the Building Safety Regulations developed for priority occupations (starting with roofing, cladding, industrial building treatments, and drylining) by 2022 and populated for the remaining construction-related occupations by 2024.
- Construction occupations supported by current and comprehensive standards for competence (National Occupational Standards) and training (Training Standards). Standards will be reviewed on a 5-year cycle and additionally in response to changes in working practices etc.

- In collaboration with employers and providers, ensure training provision is matched to the requirements of the competency frameworks.
- Support the sector to embed the new competence requirements as part of a managed transition, including working with Training Providers to ensure capacity and CSCS, supporting scheme changes.
- Further development of the Training Register to create a comprehensive data source which will capture all relevant training for the construction sector:
  - The Training Register will connect with apprenticeship and other FE provision and align with competency frameworks.
  - 2022 – develop, test and launch functionality within the Training Register to support the Home Building competency framework, with other frameworks to follow.
  - Trial and then develop the functionality to capture and display non-accredited training conducted at a company level.

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**Ask 4: Comprehensive Apprenticeship delivery system, including information on apprenticeships, a recruitment portal; details of local provision; employer and apprentice support and access to funding.**

**Response**

Increase apprenticeship achievement rates across the sector – from 64% pre-pandemic to 70% – by ensuring all Levy-registered employers can benefit from expanded CITB apprenticeship support.

Support for employers will include help to access grants; choosing the right apprenticeship standard and the right training provider; guidance through the Government's online apprenticeships system; quarterly reviews; and building partnerships with colleges and training providers.

We will also continue to offer recruitment support to employers who recruit large numbers of apprentices each year. Through positive recruitment practices, the diversity of apprentices will increase and, in turn, contribute to improved retention and achievement rates.

Apprentices will have access to local data-driven careers advice, matching applicants to vacancies, e-learning and digital resources, with the ambition of making construction apprenticeships some of the easiest for young people to access.

*Where we are now*

- We are committed to delivering a minimum of 500 employer apprenticeships interventions per month; in May 2021 we delivered 1,500 across Great Britain.
- CITB Travel & Subsistence support has been expanded for apprentices outside of CITB's management. CITB now offers 80% of dinner, bed and breakfast costs, and travel costs in excess of £30 per week.
- CITB Apprenticeship grants are paid at £2,500 per annum for attendance and £3,500 for completed levels.
- Distributed an additional £2.4m of Scottish Government money to support apprentice employers in Scotland.
- CITB has worked in partnership with the Scottish Government to roll-out Pathway Apprenticeships to support learners unable to progress with their apprenticeship due to the COVID-19 pandemic.
- In Wales, CITB is currently designing a new Traineeship at Level 1 to support transitions into apprenticeships.

*What you will see next*

- CITB will continue to support employers and apprentices through a combination of our own activity, Government initiatives including the Shared Apprenticeship Scheme, and the Talent Retention Scheme.
- CITB is working with Government on behalf of construction employers to improve awareness of and access to Kickstart, Sector-Based Work Academies, and other training schemes as they become available, to support progression at Level 2 and below.
- CITB Engagement teams will continue to expand their support to apprenticeship employers, informing CITB of the pinch points and needs that employers experience across Great Britain to improve our ability to focus resource where it's needed.
- In Scotland, we will build upon our commission to expand the capacity of the assessor network to ensure assessments are delivered and apprenticeships completed.

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- Complete the transition from contracted provider to the provider network in Wales by August 2021, and England by the end of 2023.
  - Protect funding for apprenticeships from external pressures, especially for smaller firms and travel and subsistence in remote areas.
  - As part of our aim to improve apprenticeship completion rates, we will support employers and provide tools that assist in achieving more diverse recruitment.
  - The retention of NCC East and NCC Scotland will see us recommence the recruitment of apprentices.
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**Asks 5 & 6: Fully networked Further and Higher Education Courses (including ratings) and appropriate entry routes into the industry.**

**Response**

The industry ambition is for all construction courses to meet employer expectations and align / incorporate competence elements for the occupation. Courses should prepare learners with the necessary skills and knowledge, in readiness for employment in construction.

*Where we are now*

- CITB Incentives and Interventions map for employers was published [here](#) in July 2021.
- CITB Hubs provide pre-employment training with a focus on access to on-site experiences (1–2 weeks) at entry level but also for career changers and FE leavers.
- CITB influence has led to construction being the first sector to benefit from new UK Government-funded occupational Traineeships. A Traineeship in bricklaying is currently being piloted by Hartlepool College.
- CITB is providing employers with the information they need to access and benefit from the roll-out of T-Levels and the National Skills Fund technical ‘Skills Bootcamps’ in September that the Government is using to encourage Level 3 training in the industry.
- CITB has also worked with the Department for Education to ensure that the qualifications available for adults over 24 years old looking to achieve their first Level 3 qualification through the National Skills Fund reflect employers’ needs.

*What you will see next*

- CITB will provide an interactive route map for careers and progression in the industry, specifically for applicants / new entrants as part of the ongoing work on Go Construct.
  - CITB will collate and make available the data from publicly available sources, including achievement rates within FE provision. Data on HE success rates is limited and is not presented to the same level of granularity as FE data. However, CITB will commit to presenting a summary of data released.
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**Ask 7: Subsidised training and qualifications.**

**Response**

We recognise and respect that we are the guardians of industry funds and that we must ensure we make best use of the Levy to achieve maximum impact for training and skills. Through the Industry Funding Committee, as part of the Grants Scheme Review, we are developing proposals to test alternative ways to support the most common areas of training. We aim to announce pilots in this area this autumn.

*Where we are now*

CITB already offers a range of grant and funding options which subsidise the cost of training to the sector, including:

Grants:

- Short Duration Training (£30 to £120 per short course).
- Qualifications under 1 year (£600)
- Long period qualifications (£1,125 per year attended, £1,875 on completion).
- Apprenticeships (£2,500 per year attend, £3,500 per level completed).
- Plant achievements (£60–£410).

- CISRS Part 1 or 2 (£500).

#### Funds:

- Small and micro businesses can apply for up to £10,000.
- Medium-sized businesses can apply for up to £25,000.
- Large business can apply for up to £100,000.

#### Free training:

- *COVID-19 Setting up and operating a safe construction site* e-learning course delivered to over 23,000 delegates in the eight months since launch.

Information on all the funding options available, including the flexible Skills and Training Funds for small and medium-sized employers, is accessible via our website on this [link](#).

#### *What you will see next*

- Engagement Advisors are tasked and equipped to work with employers to maximise all funding options, including funding known to CITB which is outside of the CITB Grant and Funding offer and may be available locally, regionally and nationally.
- The Plant Grant consultation is underway, and expected to be complete by September 2021, to provide better alignment between the Grants and expectations of plant training and assessment.
- Building on the free COVID-19 course, we will identify and provide other courses that can be delivered in the same way, or by procuring tutor-led courses.

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### Ask 8: Advice Service.

#### Response

The Engagement Team aims to provide the advice and support employers need to develop their workforce. With this advice and support, employers can access the skills they need to thrive today and in the future.

The Customer Engagement function will focus on:

- Advice and support to Levy-registered employers, delivering a positive customer experience when accessing CITB's products and services.
- Ensuring that the customer voice provides insights to influence CITB and Government activity in support of the sector.

#### *Where we are now*

CITB Engagement Teams are structured to provide tailored support for employers across England, Scotland and Wales. An Engagement Director in each nation oversees delivery of both specialist apprentice support and more general employer support, including advice and support to access:

- CITB products and services.
- Training projects supported through CITB employer funds.
- Talent for their business through the Talent Retention Scheme.
- Participation and representation at careers events.
- Collective action with other key partners to address skills gaps.
- The right applicants through TalentView.
- Recruitment guidance and resources through CITB facilitating links with expert partners.
- New qualification and apprenticeships systems.
- How they can influence the content of Apprenticeship training programmes, particularly the approach taken by training providers in the delivery of Apprenticeship qualifications to be responsive to employer needs.
- Participation in feeding in requirements, feedback, and support for standards as the route to a quality workforce and demanding competence assurance.

Increasingly, social media channels have been employed to expand our reach. The effectiveness of this resource has been demonstrated throughout the period of the pandemic.

### *What you will see next*

CITB Engagement teams will continue to focus on employers' individual business needs, but in addition we will:

- Provide support to and encourage employers to make positive changes to working practices and culture in order to attract people to the industry.
- Provide support to and advise employers on how they can provide access to work experience opportunities and taster sessions.
- Provide access to Organisational Needs Analysis (ONA) and Training Needs Analysis (TNA) tools by April 2022.
- Work with employers to develop and enable new routes from FE into both apprenticeships and employment.

20,000 employers will be actively engaged by CITB from April 2021 to March 2022.

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## Ask 9 - A one stop shop window into careers in construction.

### **Response**

There will be a concise set of systems that work together to ensure simple, industry-wide support to all those looking for a career in construction, from providing inspiration in the first place to attracting the talent we need, to information covering the breadth of careers, which signposts everyone to their next step – training, tasters / experience, an apprenticeship, or job. These systems will support attraction and retention, working alongside initiatives such as Fairness, Inclusion and Respect (FIR) and Timewise.

### *Where we are now*

- Go Construct – with circa 700,000 visitors per annum (averaged between April 2018 and March 2021) – is now the industry portal informing all those who wish to find out about a career in construction.
- Seekers of early career opportunities are signposted to My World of Work in Scotland and TalentView in England and Wales, where they will be able to access taster experiences, work / site experiences, Apprenticeships or Graduate opportunities.
- Employers can already register, establish their profile and list future vacancies, whether this is for a short work experience placement or a full apprenticeship, at [TVC Registration](#).
- Those looking for a job are signposted to the Talent Retention Scheme, which is currently supported by circa 900 employers offering 1,500+ vacancies (over 15,000 since October 2020) and has 1,800 individuals registered.
- All systems align to the Build UK Timewise Project, promoting the value that flexible working will bring to retention of more diverse talent. Applicants will be signposted to Timewise via Go Construct, CITB, The Careers Service, DWP and, in the longer term, by FE colleges, schools, and other partners.

### *What you will see next*

- STEM Go Construct Ambassador brand will be developed during 2021/22 with the recruitment of 300 new ambassadors, who will encourage people to the window of the 'one stop shop'.
- In 2021/2022, increase Go Construct site visitors by 15%.
- By July 2021, soft launch of TalentView (same platform as CTRS). Through TalentView and CTRS, CITB will provide industry with the opportunity to create a central point where all construction employers can advertise vacancies (CTRS) and publish early career opportunities (TalentView). Together, these platforms provide a single source for the full range of career opportunities to support new entrants, existing workers, and career changers from other sectors.
- By September 2021, the final element of the systems (TalentView) will be fully launched and integrated with all other elements.
- By September 2021, there will be one place for all careers information, which signposts the individual to their next stage: the training they require, early career opportunities (TalentView), or job opportunities (Talent Retention Scheme).
- By September 2021, employers will have one portal through which to offer all opportunities.
- By 2022 (dependent on other factors), apprenticeship opportunities added to TalentView will be



automatically available on the National Apprenticeship Service.

- CITB will continue to develop and invest in Go Construct, careers content, and connectivity with other systems to ensure that it remains the 'go-to' source of careers information.
- To support employers with retention, we will provide £362,500 between April 2021 and December 2022 for the further development and adoption of the Fairness, Inclusion and Respect (FIR) toolkit with their supply chains and within SMEs.

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#### **Ask 10: Recognised career progression routes at all levels.**

##### **Response**

Whilst not a defined priority for CITB, we will build on the early career progression information within Go Construct to provide career progression maps by April 2022.

We currently map the onward user journeys of individuals using the CITB website to inform potential future developments, which will support the building of broader progression routes. CITB will initially develop career maps for the top 10 priority skills areas.

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#### **Ask 11: Mechanism for Skills Response to Emergency or crisis situations.**

##### **Response**

Due to its unique alignment with Government and its engagement network, CITB can quickly identify and respond to the impacts of crisis situations on construction employers. As already demonstrated, CITB reacted quickly, and will do so again, to adjust its offer and operations to provide necessary support to industry. CITB will continue to pro-actively use its positioning to ensure that the voices of the industry are heard by decision-makers, and collaborate and influence wherever possible to preserve skills in the sector.

##### *Where we are now*

CITB has demonstrated the capacity to step up and work with a responsive industry on numerous occasions, including during the collapse of Carillion, when around 1,000 apprenticeships were saved. More recently, CITB supported the sector during the COVID-19 crisis in the following ways:

- Advanced apprenticeship grant to enable employers to retain apprentices.
- Suspended the Levy for 5 months during the first wave of the pandemic, easing employers' cash flow worries when they needed it most.
- Extending the time to pay last year's Levy and then cut the 2021/22 Levy by 50.
- Supported employers to retain their apprentices – of the 11,000-plus apprentices tracked by CITB, only 42 redundant apprentices were lost to the sector.
- Introducing a free e-learning course – *COVID-19 Setting up and operating a safe site* – which was taken up by 22,500 candidates.
- Making appropriate courses available as e-learning packages and supporting other providers to do the same.
- Suspended some grant claim rules, recognising the ability of employers to conform was restricted.
- Developed a free HS&E Test that employers could deliver via mobile devices while test centres and card schemes were closed.
- Put in place measures to enable remote delivery of CITB courses.

##### *What you will see next*

CITB can do even better at ensuring that the right priorities for industry are identified ahead of any future crisis. In revising our business continuity and risk plans, we will consult with industry to further understand the services industry needs to be preserved or scaled during crises and emergency. This will serve as a baseline for our response and, as we did in 2020, we will of course engage frequently with leaders of representative organisations, including Build UK, as situations emerge.