

Impact of the Levy

February 2021



Impact of the Levy - case studies

This document shares some examples of Levy investment 2018-21:

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1. Digital Leadership Commission

Aim:

To develop senior leaders to be able to demonstrate and implement the business case for digital change in their company; they will also be equipped with the skills and knowledge to implement digital technologies, processes and competencies in their business.

From Nov 2019. This activity has been temporarily interrupted due to COVID-19, restart dates are under review.

Digital Leadership: Giving Leaders the Skills to Drive Change



Digital Leadership for the Construction Supply Chains

Delivering digital leadership change through establishing a 'hub and spoke' supply chain model. Sets the contractor as the hub and the supply chain as the spokes, and use this infrastructure to influence and upskill supply chain leaders.

Start Date	1 Nov 2019
Project lead	Leeds Beckett University
Sector	Infrastructure, housing, commercial specialist
Award	£115,000
Expected output	<ul style="list-style-type: none">• 112 construction leaders upskilled• 1x delivery model using [contractor] hub and [supply chain] spokes• 4x rich case studies of industry best practice• 1x suite of training modules and materials• 1x company level digital maturity diagnostic• 1x online portal hosting developed assets
Further information	<u>Digital Leadership for the Construction Supply Chains</u>

Digital Leadership: Giving Leaders the Skills to Drive Change



Developing Digital Leadership Skills in SMEs

Helping leaders of small and medium employers identify digital solutions that increase productivity by exploring repetitive, time consuming process and other areas of waste, and identify digital solutions

Start Date	1 Nov 2019
Project lead	Gloucestershire Construction Training Group
Sector	Infrastructure, housing, commercial specialist
Award	£48,000
Expected output	<ul style="list-style-type: none">• 50 construction leaders upskilled• 1x Digital boardroom programme for leaders across businesses• Digital workshops for managers• 1x suite of training workshops• 1x suite of digital sessions opened to industry• 1x suite of taster sessions, videos, podcasts• 1x online resource centre
Further information	Developing Digital Leadership Skills in SMEs www.digitalchangeinconstruction.ning.com/

Digital Leadership: Giving Leaders the Skills to Drive Change



Downloading a Digital Mindset

Providing insight and experiences to create a blend of online and face to face digital leadership training modules. After the project, all content will be sustained and on the Supply Chain School platform and made freely available to industry.

Start Date	1 Nov 2019
Project lead	Supply Chain Sustainability School
Sector	Infrastructure
Award	£309,860
Expected output	<ul style="list-style-type: none">• 1,000 Construction leaders receive training interventions• 5x CPD accredited e-Learning and face-to-face modules• 1x Company level digital maturity matrix• 1x Organisational digital maturity diagnostic• 1x Learner digital maturity diagnostic• 1x Resource library
Further information	<u>Downloading a Digital Mindset</u>

Digital Leadership: Giving Leaders the Skills to Drive Change



Digital Transformation Through Leaders

Delivering skills through a flexible model that allows leaders to engage in a way most appropriate to their needs.

Start Date 1 Nov 2019

Project lead Setting out for Construction

Sector Specialist

Award £292,936

- Expected output
- 1,000 Training interventions with construction leaders
 - 1x Organisation digital maturity diagnostic
 - 1x Decision matrix mapping all digital tools benefits and use cases
 - 60x Trainers created to deliver content
 - 6x 1-2 Day training courses
 - 1x Digital strategy day for employers
 - 1x Digital tools seminar
 - 1x Round table discussion with digital advanced leaders
 - 2+ Digital tool themed webinars
 - 1x Tech demonstration days
 - 1x Mentoring scheme

Further information [Digital Transformation Through Leaders](#)

2. Offsite Commission

Aim:

To deliver online hubs for industry to help further the knowledge within the Offsite sector. This will provide the industry with platforms that will deliver new and smarter construction techniques which can help move towards the goals set out in the Construction 2025 strategy relating to reduced costs, project times and CO2 emissions.

From Apr 2019. Part of the project delivered by MTC faced difficulties regarding piloting their material due to its face-to-face nature, encountering delays due to COVID-19.

Offsite Commission: Modernising Construction



Offsite Ready - Improving Skills for Offsite Construction

The project delivers the capability and capacity to upskill the industry on standardised skills. Modular content which is accredited, purposed for a wide range of uses and mapped to relevant L2-7 qualifications and standards. Training completed through a combination of trainer-led and application of online resources.

Date	April 2019 – July 2020
Project lead	Construction Scotland Innovation Centre
Sector	Specialist
Award	£496,300
Output	<ul style="list-style-type: none">• Bespoke, free online learning platform and resource repository• Offsite competency framework• Up to 20 standardised, flexible training modules• C. 500 trainers upskilled in the materials across three nations
Further information	<u>Improving skills for offsite construction</u> <u>www.offsiteready.com</u>

Offsite Commission: Modernising Construction



World Class Skills for Offsite Construction - Improving skills for Offsite Construction

Helps improve skills in offsite construction by developing new teaching materials and content, increasing trainer capacity, and helping the industry update and adopt new materials. Develops targeted, innovative, quality-assured training, skills and knowledge for offsite manufacturing and assembly in construction.

Date	April 2019 – October 2020
Project lead	Manufacturing Technology Centre (MTC)
Sector	Specialist
Award	£752,750
Output	<ul style="list-style-type: none">• 28 modules in off-site design, manufacture, logistics and assembly• An online diagnostic will be developed that identifies skills gaps and targets learning• Tested and piloted with over 180 trainers and learners• Over 50 trainers upskilled as part of the project.
Further information	World class skills for offsite construction www.supplychainschool.co.uk/topics/offsite

3. Productivity Commission: Get it Right Initiative (GIRI) and FMB Retrofit Qualification

Aim:

A collaborative project which seeks to address the areas which are deemed to have an influence on productivity within construction. The overarching aim of the project is to research, design and pilot skills development programmes that can contribute to a change in behaviours and a reduction in errors, which can then be scaled across the industry.

Achieved through improving workers' knowledge of errors, embedding a culture of good communication between worker roles and better planning skills.

From Mar 2018

Productivity Commission: Increasing Productivity



Productivity – Reducing Rework – FMB

By improving workers' knowledge of errors, they also become more aware of the consequences of these, the implications for other workers and the wider construction flow, and the costs incurred in addressing these. The development of the new L5 qualification helps set an industry baseline to measure any future impact(s) on productivity.

Date	March 2018 – August 2019
Project lead	FMB
Sector	Building
Award	£127,952
Output	<ul style="list-style-type: none">• 1x L5 Qualification Energy Efficiency Retrofit Project Management• 6x modules enabled for e-learning to deliver qualification• 1x research report onto the effectiveness of error & defect metric• An increase in productivity through the reduction of errors
Further information	<p>Reducing rework https://www.retrofitacademy.org/wp-content/uploads/2021/02/L5-Retrofit-Diploma-Qual-Guide.pdf https://www.opencollnet.org.uk/documents/Guides/L5DiplomaRetrofitGuide.pdf</p>

Productivity Commission: Increasing Productivity



Productivity – Reducing Rework (GIRI, Get It Right Initiative) – Berkeley Group

To increase productivity by reducing the errors and defects that cause rework. Modules and e-learning developed and piloted to deliver collaborative planning processes at design interface of projects. For scalability, set of ‘train the trainer’ resources produced.

Research into identifying and recommending ways of measuring the rate errors and defects to help the industry set a baseline to measure any future impact on productivity.

Date	March 2018 – September 2019
Project lead	Berkeley Group
Sector	Infrastructure, Housing, Commercial, Specialist
Award	£103,891
Output	<ul style="list-style-type: none">• 2x e-learning modules: Training Across Interfaces• 2x e-learning modules for train the trainer• 1x research report onto the effectiveness of error & defect metrics• Course modules and teaching made freely available and eligible for short-duration grant funding
Further information	Reducing rework https://www.getitright.uk.com/

Productivity Commission: Increasing Productivity



Productivity – Reducing Rework (GIRI, Get It Right Initiative) – Kier

Aims to increase productivity by reducing the errors and defects that cause rework. Modules and e-learning developed and piloted that deliver a 'right first time' culture at leadership level of organisations. To make the project scalable, set of 'train the trainer' resources produced. Guidance delivered on how to implement the training with the two other partner modules, as well as which roles require the training.

Date	March 2018 – October 2019
Project lead	Kier Construction Ltd
Sector	Infrastructure, Housing, Commercial, Specialist
Award	£94,340
Output	<ul style="list-style-type: none">• 2 e-learning modules Leadership Programme - Organisational Leaders, Project Leaders• 2 e-learning modules - train the trainer• 1 research report onto the effectiveness of error and defect metrics
Further information	Reducing rework https://www.getitright.uk.com/

Productivity Commission: Increasing Productivity



Productivity – Reducing Rework (GIRI, Get It Right Initiative) – Vinci

Aims to increase productivity by reducing the errors and defects that cause rework. Modules and e-learning developed and piloted that deliver a 'right first time' culture at leadership level of organisations. To make the project scalable, set of 'train the trainer' resources produced.

Date	March 2018 – August 2019
Project lead	Vinci PLC
Sector	Infrastructure, Housing, Commercial, Specialist
Award	£115,945
Output	<ul style="list-style-type: none">• 2 e-learning modules: design interface for Supervisors and Managers Programme• 2 e-learning modules for train the trainer• 1 research report onto the effectiveness' of error & defect metrics
Further information	Reducing rework https://www.getitright.uk.com/

4. Skills and Training Fund (Micro & Small Employers)

Aim:

Acknowledge the need to provide financial support to continue training in businesses operating under severe financial constraint, and ensure they are supported.

From April 2020. In response to the impact of COVID-19, the fund criteria were temporarily adapted at launch to focus on sustaining businesses and retaining skills.

Skills and Training Fund: Supporting Micro & Small Employers



Provide Financial Support for SMEs through COVID-19

The Skills and Training Fund's immediate objective has been to support small and micro businesses through COVID-19, offering flexibility to ensure support can be used to sustain the business as well as sustain skills, making them exempt from the requirement for activity to be new to the business.

Date	April 2020 - present
Project lead	CITB
Sector	Training, Careers, Learning & Development
Award	Average of £6,000 to 860 Micro and Small companies
Expected output	<ul style="list-style-type: none">• Use training to improve the business, address challenges and take up new opportunities• Introduce new ways of developing the workforce• Introduce new skills to businesses• Address skills gaps• Encourage and support small and micro employers to undertake training• Improve productivity and introduce innovation to SMEs
Further information	<u>Skills and Training Fund</u>

5. Standards and Qualifications Insight

Aim:

To develop a greater insight into the standards and qualifications needed for the industry; through developing alternative pathways for Scottish apprentices whose access has been inhibited by COVID-19, investigating the behaviours required by employees for their employers, and supporting the transition of new standards & frameworks for Scottish apprenticeships.

From Dec 2020

Standards and Qualifications Insight: Pathways to Apprenticeships (Scotland)



Construction Pathway for Those Whose Access to an Apprenticeship is Affected by COVID-19

A construction, pre-apprenticeship programme, designed by employers and delivered by further education whereby a potential future apprentice can still access high quality, related training whilst employers recover from the downturn brought on by COVID-19.

Date	December 2020
Project lead	CITB/Skills Development Scotland (SDS)
Sector	Training, Careers, Learning & Development
Award	£100 weekly allowance for young people during their training
Expected output	<ul style="list-style-type: none">• Increase the amount of available places in the apprenticeships system• Allow progression onto a Scottish Modern Apprenticeship• Allow a reduction in the time spent as an apprentice
Further information	<p>https://www.stf.org.uk/wp-content/uploads/P2A-Partner-Workshops-04.09.20.pdf https://www.citb.co.uk/about-citb/news-events-and-blogs/uk/2020/12/pathway-apprenticeships-for-school-leavers-facing-fewer-opportunities/</p>

Standards and Qualifications Insight: Human Factors



Behaviours Employers Need to be Displayed by their Workforce

Research which identified the behaviours – grouped under specific headings – that each employee should be able to demonstrate at work on their way to becoming competent. In consultation with the relevant stakeholders, leading to sustained benefits for the future which will be easily accessible in the design of qualifications and apprenticeships.

Date	December 2019
Project lead	CITB/SDS
Sector	Training, Careers, Learning & Development
Expected output	<ul style="list-style-type: none">• The behaviours will be embedded in future qualification and apprenticeship design.• Published, accessible research• Outcome will be used in CITB's Routes to Competence work and populate a series of competency frameworks for specific trades/roles within the industry.
Further information	Routes to Competence https://www.citb.co.uk/documents/research/cultures_and_behaviours_summary.pdf

Standards and Qualifications Insight: Skills Development Scotland (SDS)



Transition from Apprenticeship Frameworks to Apprenticeship Framework/Standards

Programme designed to ensure the industry will have continued access to up-to-date, modern, employer-led and designed apprenticeships which will cover a wide variety of job roles – from entry level through to professional.

Date	July 2020
Project lead	CITB/SDS
Sector	Training, Careers, Learning & Development
Expected output	<ul style="list-style-type: none">• Development of new Modern Apprenticeship frameworks/standards• Each new framework/standard will be readily available on the SDS website• Framework/standards which can be readily reviewed and updated
Further information	https://www.gov.uk/government/publications/removal-of-apprenticeship-frameworks

6. Tunnel Skills: Immersive Learning

Aim:

To address challenges of sufficiently simulating or recreating the tunnelling environment for workers, to develop the behaviours and competencies required to work in such environments. It will do this by developing a range of immersive modules and assets.

From Feb 2019. Due to COVID-19, the project is currently on pause and it experienced difficulties in being able to run launch/pilot events, but it will continue once restrictions have been lifted.

Tunnel Skills: Innovation through Learning



Project Within Immersive Learning Commission

The National Specialist Training Forum for the UK Tunnelling Industry developed applications to showcase the benefits of new technology in relation to developing new skills for construction, with a focus on Augmented Reality (AR) and Virtual Reality (VR). The modules have been developed and will be accessible via Tunnel Skills, with piloting events necessary to test the technology's efficacy.

Date	February 2019 - present
Project lead	Tunnel Skills
Sector	Infrastructure
Award	£249,000
Expected output	<ul style="list-style-type: none">• Learning scenarios, modules and digital assets developed for:<ul style="list-style-type: none">• High-end VR for classrooms• Promotional game for low-cost headsets• VR cube/cave for collaborative activities• Microsoft HoloLens• Delivered to 400 employees of CITB-registered employers and 32 Tunnelling Trailblazer apprentices
Further information	Tunnel Skills www.tunnelskills.org

7. Construction Skills Fund (CSF) Hubs

Aim:

To deliver in-demand entry level construction skills to industry whilst addressing concerns amongst employers about a lack of work-readiness within potential entrants.

The model was designed to bridge the gap between training and working in the construction industry, by offering trainees the opportunity to learn and apply their knowledge in a real-world industry-led environment. This was done alongside elements of technical training, such as training and testing for the CSCS cards.

Construction Skills Fund



Construction Skills Fund (CSF hubs)

Key achievements	<ul style="list-style-type: none">Supported the development of 23 onsite hubs, delivering 13,443 employment and site-ready individuals between 2019 – 2020.66% of participants were from non-traditional entry routes and/or under-represented backgrounds (against a target of 45%), as well as 41% career changers from another sector (against a target of 15%).At least 3,925 participants started work after involvement in the hub (almost 4 in 10 of these within a week, 89% within a construction occupation) – 2,844 sustained employment for at least three months*.85% of participants agreed or strongly agreed the training met their needs, 82% agreed it helped them develop new skills, 86% were satisfied with the level of support received, and 84% would recommend the hub to others aiming to find employment in construction.For those who found work in the industry, 83% rated their job quality and 70% rated their job security as good or very good.
Date	2019-2020 (14 hubs continuing to March 2021)
Funders	Primarily funded by the Department for Education, administered by CITB
Further information	https://www.citb.co.uk/about-citb/partnerships-and-initiatives/construction-skills-fund/

*Note: these figures are likely an underestimate due to missing data for some participants

8. Welsh School Curriculum Resources

Aim:

To develop a pan-Wales construction curriculum resource which facilitates and standardises an end-to-end offer. Previously this was done on an ad hoc basis by construction companies with little conformation across the sector and linkages to education providers.

Helping to establish the needs, wants and barriers teachers face when providing innovative STEM resources.

Contextualised curriculum toolkit commission

Bouygues UK worked in collaboration with a local consortium of partners (including construction firms, the education sector, Careers Wales and learning technology company Aspire2Be) to produce the toolkit. The resources support teachers and careers advisors to contextualise the curriculum – helping them make links between their subjects, especially STEM, and the industry. They have been made available for ages 5-16 and can be accessed via the GoConstruct website. As young people begin to discount potential career paths from an early age (before the age of 14)*, these resources engage with them at a young age, improving the appeal of construction and helping to meet future skills needs.

Date	2017-2020
Project lead	Bouygues UK
Partners	University of Wales Trinity Saint David, CWIC, Kier Construction, Careers Wales, CIOB, Tidal Lagoon, Aspire2Be
Award	£300,000
Outputs	<ul style="list-style-type: none">• Established needs, wants and barriers which teachers face when providing innovative STEM resources• Developed and piloted resources for 1 academic year• Published on Go Construct.
Further information	<u>Contextualised curriculum toolkit commission</u> <u>GoConstruct Educate resources</u>

*Gutman, L. and Akerman, R. (2008). Determinants of Aspirations. London: Centre for Research on the Wider Benefits of Learning.

9. Mental Health

Aim:

CITB has supported the Building Mental Health project in partnership with The Lighthouse Club. This is a key issue with two construction workers in the UK taking their lives every working day*, and of increased importance in the current climate.

The project works with all parts of the construction industry to provide a flexible and consistent framework to enable all those within the industry access mental health support, provide awareness, training and put in place a structure and systems to support those who need it.

*<https://www.lighthouseclub.org/>

Building Mental Health Commission

The Building Mental Health project has upskilled over 200 Mental Health First Aid instructors. Over 5000 Mental Health First Aiders have been trained within construction firms by these instructors. They have also supported the development of freely-available resources such as toolbox talks and the Construction Industry Helpline App.

Date	2018-2021
Project lead	Laing O Rourke
Partners	The Lighthouse Club, Wilmott Dixon, MACE, Morgan Sindall, Mind, Remploy, Lendlease
Award	£1m (+ £105,400 for CPD training from MHFA England)
Outputs	<ul style="list-style-type: none">• Over 200 mental first aid instructors trained –288 to be trained by August 2021• Over 5000 mental health first aiders trained• Freely available resources developed
Further information	https://www.buildingmentalhealth.net/