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# CITB Skills Stability Plan

**2020-21**

## CEO Foreword

The Skills Stability Plan is our business plan for the rest of the 2020-21 financial year. This plan reflects a substantial shift from what we had been intending. The construction industry has been, and is being, reshaped by the COVID-19 pandemic. Whilst we won't understand its full impact for some time, it's clear that there are significant challenges in adapting to new ways of working, finding new methods to train the workforce and continuing to invest in the next generation of workers.

On these key challenges our plan for this year is to target support that is easy to access. At a time when the industry is under huge pressure, it's also right that we collect less Levy from it. In March, we announced that we wouldn't be collecting any Levy until the start of July.

**We have now agreed that no one will need to pay any Levy until September and they can pay it over up to 12 months. We will then seek to halve next year's Levy bill, which we will collect from September 2021 with an option of spreading payments up to March 2022. This will mean employers pay 25% less over the two-year period.**

This means that we will now collect £73.8m this financial year compared with our pre-crisis forecast of £198m. We need to focus this reduced funding to provide direct support to employers, meaning we have had to pause or cancel some longer-term funded projects. Many of these related to modernising the industry, addressing gaps in training provision and helping employers bring in new talent as well as addressing diversity challenges. These continue to be key issues, and we will look to return to these areas in next year's plan, after asking the industry this summer about its priorities for next year.

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**Sarah Beale**  
Chief Executive



## Overview: Our goals for construction skills in 2020

**Our plans are based on speaking to many construction firms of all sizes, and with Government in the last few months, to understand their needs.**

Between now and next April, we will invest the Levy to help industry restart its activity and support it to adapt to new ways of working, whilst at the same time retaining a balance of support to help the industry modernise and adapt to new circumstances.

**Our immediate focus is supporting employers through this crisis to meet their training needs, make training accessible and help apprentices complete their programmes.**

We will draw on our experience of Carillion's collapse to place apprentices and work with partners to support the retention of skills in the industry.

We will also continue to support the industry to address key challenges, such as raising productivity and reducing carbon emissions. With less funding available, we will focus more on partnering with employers and Government. We will also work with industry and Government to ensure apprenticeships and further education deliver the skilled workers that construction needs.

The overview of CITB-funded programmes provides a full list of what we are delivering this year and what that means for how we spend the Levy (pages 11-13). In this document, we have picked out some of the key areas for how we will attract people into the sector and support their development, in all cases balancing the immediate needs with ensuring foundations for recovery.

**'our immediate focus is supporting employers through this crisis to meet their training needs, make training accessible and help apprentices complete their programmes.'**



## Careers: attracting people to join and retaining those within the sector

### **In the short-term, we will focus on supporting those already in training and already in the industry.**

Recognising the difficulties faced by many as work restarts, we have protected the Levy investment supporting mental health and will continue to work in partnership with The Lighthouse Club to deliver practical training and support; over 200 instructors have been trained to deliver mental health related courses and over 5,000 individuals have attended training. Plus, our Grants Scheme supports mental health training (e.g. mental health awareness and mental health first aid).

As well as supporting those individuals, this will also improve the image of the industry as a place to work and its ability to attract talent when the labour market tightens again. In order to increase the levels of diversity across the industry, we will continue to support Fairness Inclusion and Respect (FIR) to help make the industry more inclusive.

We are working with other organisations to explore options for a talent retention scheme, seeking to match displaced workers with new opportunities. We will signpost the relevant information for construction (Go Construct) and or training support (e.g. through the Grants Scheme). In addition, CITB will help with training support and assistance with placements for apprentices who have either lost or are at risk of losing their jobs.

One of the biggest barriers to new entrants is work experience. The Government-funded Construction Skills Fund (CSF), delivered by CITB, has provided at least 13,100 onsite construction experiences, exceeding its target of delivering 13,000 employment and site-ready workers and 3,300 into employment. This programme is continuing this year, and we expect it to be operating fully from July as sites reopen.

The Levy is being invested in onsite hubs across Britain and we are preparing to have these ready from the start of 2021. We are also working with employers this year

on practical ways in which 'employment readiness' can be delivered and work experiences given to those in all incoming routes, especially further education (FE).

We will help those wanting to enter construction through various routes and to recover or progress their skills through access to quality information, advice and guidance via Go Construct. This year, we are improving Go Construct to help identify the employment routes into the construction industry. Our focus will be on supporting rejoiners in the short term, whilst getting ready to work with industry to make construction more attractive to new recruits.



# Careers: attracting people to join and retaining those within the sector

## SHORT-TERM NEEDS

Protect the existing workforce

We will support those in the industry with their mental health through partnerships with specialist charities. We will support FIR and industry being more inclusive and attractive to all groups.

We will actively signpost people when opportunities arise, using Department for Work and Pensions (DWP) channels, Go Construct and other mechanisms.

We will maintain the infrastructure for the successful onsite training hubs and CSF to provide experience that leads to jobs and operate these later in the year as soon as it's practical.

ATTRACTED TO  
LEARN MORE



INFORMED  
AND INSPIRED



PROVIDED WITH  
WORK EXPERIENCE



ROUTES TO JOIN  
(APPRENTICESHIPS)  
AND REJOINERS



Bringing talented people  
into the construction industry

## LONGER-TERM NEEDS

Grow the talent pipeline

We will look to utilise social media campaigning to attract young people to the construction industry, increasing awareness of potential opportunities.

We will improve Go Construct to provide practical information on how to join construction and progress through the industry.

We will work with employers on practical ways in which 'employment readiness' can be achieved and work experiences given to those in all incoming routes.



## Training and Development: ensuring access to high-quality training provision

### An immediate focus is protecting apprenticeships.

They are one of the most effective routes for training new entrants, and we have taken steps to ensure as many apprentices as possible complete their programmes. We have brought forward grant payments for second- and third-year apprentices and helped apprentices continue learning, despite colleges being closed, through the support provided by our Apprenticeship Officers.

Where apprentices can't complete with their current employer, we will look to match displaced apprentices with new employers. We will draw on our experience of the collapse of Carillion when we matched 72% of displaced apprentices with new employers and engaged with 90% throughout the process. We recognise it will be more challenging this year due to the completely different economic circumstances post the COVID-19 crisis.

The early signs that CITB interventions have started to help employers can be seen from recent customer voice research where 75% of employers expect to see their apprentices complete their training programme despite the difficult circumstances.

### £1m of Levy is being invested in the Shared Apprenticeship Schemes (SAS) to increase the levels of apprenticeship retention and flexibly support employers.

These schemes allow employers to spread the long-term risk and costs of an apprentice by sharing the apprentice across employers. This works in all nations and enables apprentices to be shared by employers over the duration of their apprenticeship, being retained within the programme whilst working on a number of projects, and will be open to all construction apprentices. Retaining our significant Grants Scheme payments of £66.1m in this area will help employers to keep training. In addition, we will work with Devolved Nation Governments across England, Scotland and Wales to make sure the apprenticeship system effectively responds to predicted lower levels of employer apprenticeship demand and therefore the decrease in apprenticeship starts in the short- to medium-term as a result of the coronavirus pandemic.

**As well as supporting apprenticeships, we will use the funding that goes directly to employers to help them complete the training needed to update workers' skills and to adapt to the new site rules.**

The Grants Scheme continues to support apprenticeships, qualifications and the other most common areas of training. We will provide funded training that is more specific to individual employers through the:

- a. Skills and Training Fund for Micro and Small Businesses (£8m)** – providing opportunities for SMEs to get the training they need to build resilience during the recovery period and to develop as the industry reinvents itself
- b. Skills and Training Fund for Medium-Sized Businesses (£3.5m)** – as above, the supply chain is in danger during the recovery period, so we need to support skill retention and development
- c. Leadership and Management Development Fund for Large Businesses (£3m)** – recognising this need as structural change is likely and large firms will have to consolidate and or change how they work.



## **Training and Development:** ensuring access to high-quality training provision

**Employers are concerned that FE courses don't give learners the onsite experience and the right technical or work-readiness skills they need.**

With fewer employers potentially able to recruit apprentices this autumn, we are likely to see more young people start full-time further education (FE) courses.

Currently, only 41% of learners studying construction in FE progress directly to a job or an apprenticeship in the industry. This needs to be addressed by employers and colleges working closer together and by improving the relevance of what young people learn in FE.

Last year, we made a start by running pilot schemes with colleges and employers for bricklaying, and painting and decorating students. We will build on that this year by bringing together FE providers and employers to find ways to help them work better together. We will start with national-level conversations with representative bodies to identify where general support and advice will help. Locally, our Apprenticeship Officers will use relationships with providers and employers to look at how we can help more learners get into the industry.

To tackle this issue long-term, we will work with training providers this year to build new employer-supported routes into the industry that start in the classroom but switch to onsite apprenticeships as soon as placements

are secured. We will start by defining the routes and crucially the work experience placements; this will come to fruition in the 2021-25 Strategic Plan – helping learners starting in 2021.

We are continuing to work closely with DfE and relevant awarding bodies to ensure there are clear routes to competence for learners once they have completed construction related T-Levels. During this year we will work through our regional employers and provider networks to raise awareness of the T-levels, prioritising those regions where delivery of the Design Surveying and Planning T-level route begins in September 2020. We will provide employers with information and resources to help them engage with T-levels in a variety of ways, from recruiting learners who have achieved them to offering taster days or long-term industry placements. We will help employers to overcome the practical challenges of providing a structured work experience programme that is simple for the employer and meaningful for the individual, giving them a positive experience of the industry.

We will continue to monitor the needs using our strong evidence base (e.g. Construction Skills Network). When we can afford to, we will use the Grants Scheme rates or investment funding routes to address gaps in provision. In the short-term, we will focus on identifying to Government where the key shortages are to ensure these skills gaps are recognised and prioritised.

**One potential benefit from the crisis is that we are adapting to work in different ways, including digital solutions.**

Historically construction has been slower than some sectors to change how it trains, driven by the need for physical site experience. However, we have already seen how much training can be delivered digitally and we will continue to support that. We have already provided an interim digital health and safety test so employees would still be allowed onsite if their test had expired during lockdown. We will continue to support remote learning for Site Safety Plus and work with Approved Training Organisations on their delivery of remote learning. In partnership with the Civil Engineering Contractors Association (CECA), we provided access to a huge range of online products and training materials that had been delivered through previous commissions and funding routes. We will continue to add to this list of resources over time to ensure that training is easily accessible in a changing workplace.

We will stay close to the industry and to training providers to understand how some of these changes are likely to impact long-term and then act to support that in our 2021-25 Strategic Plan.



# Training and Development: ensuring access to high-quality training provision

## SHORT-TERM NEEDS

Protect the existing provision

Bring forward Grant Payments and support matching displaced apprentices.

Improving collaboration between further education and industry at a national and local level.

Prioritised funding to small, medium and large employers and ensuring the Grants Scheme, and widened focus to support resilience and adapting to new ways of working.

Support remote delivery of our H&S training and sharing remote course content with all providers through our asset bank of training.

**SUPPORT APPRENTICESHIPS**



**SUPPORT FURTHER EDUCATION**



**TARGET TRAINING PROVISION GAPS**



**DRIVE MODERN LEARNING METHODS**



**The right skills when and where employers need them**

## LONGER-TERM NEEDS

Develop the training landscape

Protect CITB Apprenticeship Grants Scheme rates and work with the Government to ensure the Apprenticeship Levy delivers to firms of all sizes who take on apprentices.

Developing routes from further education into employment, including work placement models for 2021.

Increase focus on upskilling.

Work with employers and providers to support digital and remote learning.





## Standards and Qualifications:

Ensuring standards are in place to work safely and productively

**Our work on standards and qualifications across Britain is about making sure there is a clear industry-wide definition of competence to support different routes into construction and progression through occupations.**

The work CITB undertakes within this area underpins the decisions we are making to ensure training is supported at this critical time.

**This year we will help industry respond to the challenging landscape around apprenticeship frameworks.**

We are working closely with regulators, employers and providers in England, Wales and Scotland to support several changes to apprenticeships across Britain. This includes the transition from frameworks to standards in England, development of a new Welsh Apprenticeship qualification and the planned review of Modern Apprenticeships in Scotland. We have also ensured that 180 Training Standards have been approved for remote learning.

Construction is fragmented and highly specialised so it's often not clear what skills and training the many roles require. Career paths are also confusing with people

entering and moving through their careers in various ways. We are therefore doing a full review of routes to competence this year to help employers understand the competencies that are needed. This review will also set out the different routes that could help workers move faster into and between roles and navigate new or non-traditional routes to competence. We will reflect how industry is changing by making sure that the growing need for digital skills is built into our definitions of competence, looking both at the key skills and knowledge required and what it means for behaviours. Again, we will start this work this year with more to come in the 2021-25 Strategic Plan.

Levy investment will also support the development of a new competence scheme for building cladding, through funding a Rainscreen Cladding commission, delivered by the roofing sector – a key part of the industry's response to safety as a result of the Grenfell tragedy and the subsequent Hackitt Review. This is part of a wider programme of work to support the industry's response to Hackitt. We will work closely with the industry to agree how its competence models should move beyond their current focus on initial competence and keep pace better with changes in how the industry works. This will ensure that individuals remain effective and safe in their work.

'Our work on standards and qualifications across Britain is about making sure there is a clear industry-wide definition of competence to support different routes into construction and progression through occupations.'



# Standards and Qualifications:

Ensuring standards are in place to work safely and productively

## SHORT-TERM NEEDS

Protect quality and safety

Ensure that apprenticeship framework reforms in all nations are fit for purpose.

Develop a competence model for cladding in response to Grenfell and start to define future digital and behavioural needs. Align Grants Scheme to training backed by approved standards.

Improve access to information via Go Construct and simplify the onward journey to external careers websites.

Support New Building Safety Regulator as it starts to implement recommendations from Hackitt Review.

**INFLUENCE POLICY –  
SKILLS POLICY MEETS  
INDUSTRY SITE NEEDS**



**SET STANDARDS  
OF COMPETENCE  
(INC. BEHAVIOURAL)**



**MAP PROGRESSION  
ROUTES**



**ASSURE QUALITY**



**Skills onsite meet employer  
and client needs**

## LONGER-TERM NEEDS

Develop more flexibility in how competence is reached and maintained

Ensure clarity of role for CITB to drive competence on behalf of the construction industry.

Ensure standards support modern methods of construction to boost productivity. Continue to align Grants Scheme to training backed by approved standards.

Review of routes to competence and how to navigate traditional and non-traditional routes.

We will work with the industry to agree how its competence models should move beyond their current focus on initial competence and keep pace better with changes in how the industry works.



## Key Interventions by Strategic Priority

### 1. Careers interventions

| Project/programme   | Financial year investment |
|---|---------------------------|
| <b>Construction Skills Fund Phase 2</b><br><br>This project is an extension of the CSF programme, supporting diversity within construction and helping learners progress to more advanced qualifications.   | <b>£300k</b>              |
| <b>Mental Health</b><br><br>Working with The Lighthouse Club to train mental health first aiders.   | <b>£50k</b>               |
| <b>Retention of New Entrants (breakfast clubs)</b><br><br>A commission designed to test how best to retain new entrants in construction. The projects are broadly finished and will be evaluated in order to share our learning outcomes with industry. | <b>£50k</b>               |
| <b>Timewise</b><br><br>A project focused on developing a culture of flexible working within construction.   | <b>£30k</b>               |
| <b>Careers total</b>  | <b>£430k</b>              |



## Key Interventions by Strategic Priority

### 2. Training and development interventions

| Project/programme   | Financial year investment | Project/programme  | Financial year investment |
|---|---------------------------|--|---------------------------|
| <b>Allocation for Niche Training Gaps (e.g. specialists and emerging skills)</b><br>Supporting Scottish Scaffolding apprenticeships in the north of Scotland (Aberdeen).  | £50k                      | <b>Shared Apprenticeships</b><br>Supporting various Shared Apprenticeship Schemes around the country, enabling learners to access apprenticeships where there would normally be constraints around employer work pipelines and short construction project times, meaning long-term training would be unsupported.  | £1m                       |
| <b>Employer Support Training Groups</b><br>Supporting the administrative function of our network of employer training groups to maximise training spend efficiency.   | £1.7m                     | <b>Specialist Course Payments Specialist Applied Programmes (SAP) and Enabling Specialist Provision (ESP)</b><br>Where apprenticeship standards (or previously frameworks) do not exist due to unviable delivery, new entrants into these sectors are supported through our SAP ESP programmes. These support structured training programmes, designed in conjunction with the relevant industry sectors, which new entrants follow to become competent workers. | £900k                     |
| <b>Flexible Funding – carried forward 2019/20</b><br>Funding to complete a number of projects across the three strategic priority areas. We will ensure that their benefits are shared with the industry.                       | £1.4m                     | <b>Scottish Onsite Assessment for Apprenticeships</b><br>Changes and tightening of the rules around assessment of SVQs for apprentices in Scotland has led to a shortage of onsite assessors. This initiative supports the training registration of an increased number of assessors to support this need.   | £200k                     |
| <b>Rainscreen Cladding</b><br>An initiative for this sector to develop a new continuous process of training and competency assessment for operatives and supervisors aligned to the RoofCert model and in response to Grenfell. | £400k                     | <b>University of Wales</b><br>Ongoing support to finalise the first CISRS scaffolding training facility in Wales.  | £70k                      |
| <b>Apprenticeship Travel and Subsistence England, Wales and Scotland</b><br>Supporting apprenticeship travel and subsistence for learners travelling greater distances for training.  | £3.5m                     |  |                           |
|   |                           | <b>Training and development total</b>  | <b>£9.22m</b>             |

### 3. Standards and qualifications interventions

| Project/programme   | Financial year investment |
|---|---------------------------|
| <b>Strategic Review of Competence Assurance Models</b><br>Internal project combining research and evaluation to understand effective approaches to competence assurance and the role CITB can play in supporting the construction industry. | £50k                      |
| <b>Standards and qualifications total</b>   | <b>£50k</b>               |
| <b>Total of all funded activity</b>   |                           |
|   | <b>£9.7m</b>              |
| Careers   | £430k                     |
| Training and development  | £9.22m                    |
| Standards and qualifications  | £50k                      |



# Financial Overview

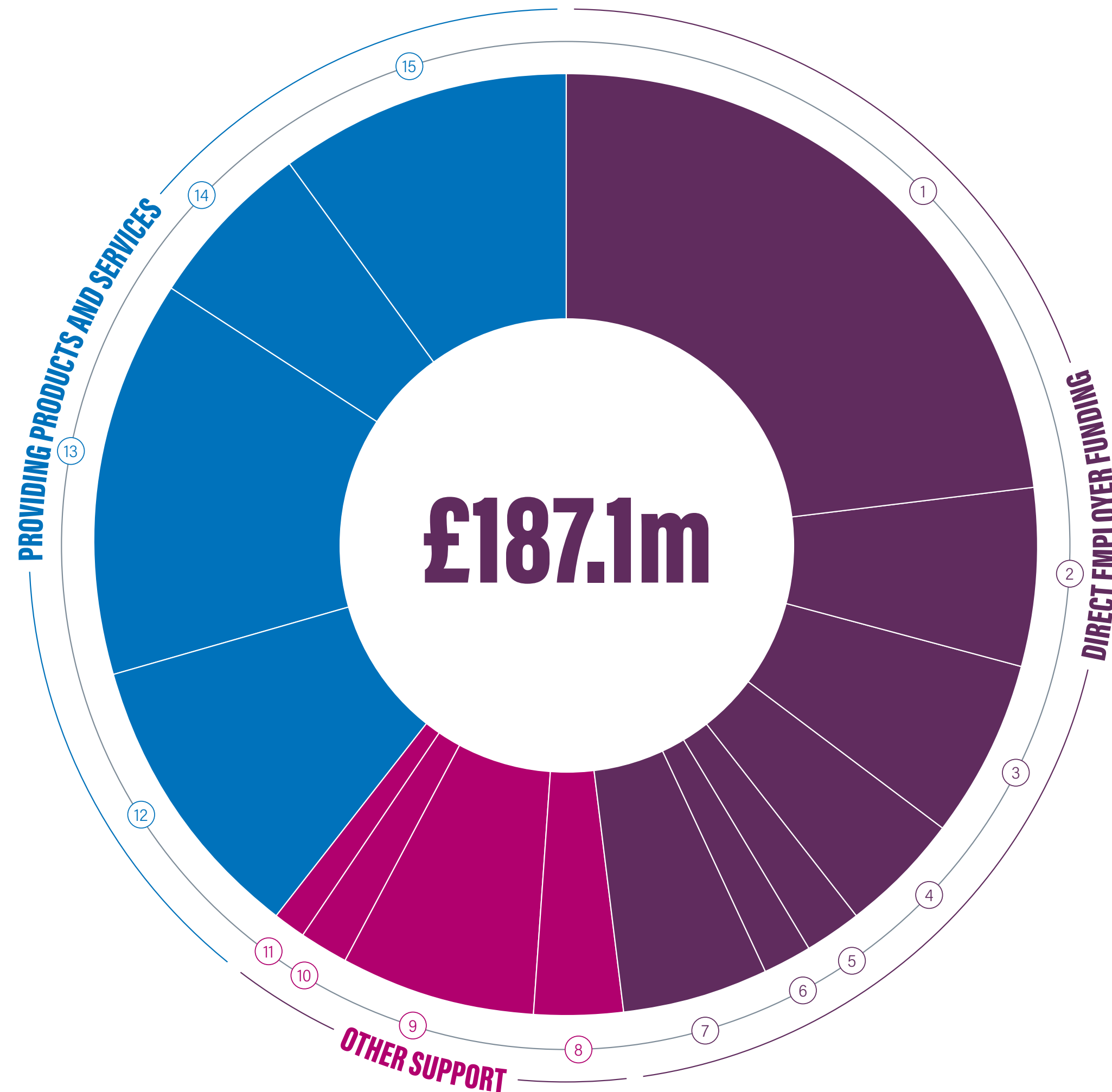
## HOW WE INVEST YOUR LEVY

### SOURCES OF INCOME

|        |  |         |                                     |
|--------|--|---------|-------------------------------------|
| £73.8m | <b>Levy Cash Received</b><br>* Full Levy Assessment for the financial year £154m | £127.7m | <b>TOTAL INCOME</b>                 |
| £12.4m | <b>Construction Skills Fund</b>  | £59.4m  | BALANCE FROM RESERVES               |
| £41.5m | <b>Products and Services income</b>  | £187.1m | <b>TOTAL INVESTMENT FOR 2020-21</b> |
| £5.4m  | Direct training delivery (NCC)   |         |                                     |
| £15m   | Apprenticeships  |         |                                     |
| £21.1m | Product income   |         |                                     |

### ALLOCATION OF INVESTMENT AND COSTS

|               |   |               |   |
|---------------|---|---------------|---|
| <b>£90.3m</b> | <b>DIRECT EMPLOYER FUNDING</b>  | <b>£23.4m</b> | <b>OTHER SUPPORT</b>  |
| ① £43.6m      | Apprenticeship Grants - 22,130 learners   | ⑧ £5.4m       | Employer Support Services - engagement                      |
| ② £11.2m      | Qualification Grants - 16,940 qualifications  | ⑨ £12.8m      | Construction Skills Fund                                    |
| ③ £11.3m      | Short Duration Training Grants - 227,263 achievements                                   | ⑩ £2.8m       | Standards, Qualifications and Verification                  |
| ④ £8.0m       | Skills & Training Fund for Small and Micro Businesses - 2,300 Businesses supported      | ⑪ £2.4m       | Skills and Employment Policy and Research                   |
| ⑤ £3.5m       | Skills & Training Fund for Medium-Sized Businesses - 150 Businesses supported           | <b>£73.4m</b> | <b>PROVIDING PRODUCTS AND SERVICES</b>                      |
| ⑥ £3.0m       | Leadership & Management Development Fund for Large Businesses - 60 Businesses supported | ⑫ £18.7m      | Direct training delivery (NCC)                              |
| ⑦ £9.7m       | Funded Activity<br>* see pages 11-12 for breakdown                                      | ⑬ £25.5m      | Apprenticeships   |
|               |   | ⑭ £10.7m      | Other Products and Services                                 |
|               |   | ⑮ £18.4m      | Cost of administering, Levy, Grants and all Funding Schemes |



**£187.1m TOTAL EXPENDITURE FOR 2020-21**