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CITB Annual Review

2019-20

CEO Foreword

So much has changed since last year that it seems an age ago. But before we publish our Strategic Plan 2021-25, I wanted to highlight what the Levy helped to achieve last year and recap what we are doing to support the industry through the COVID-19 pandemic.

When lockdown began, our customers told us loud and clear that cash flow was a major issue, and it was clearly right to do everything we could to ease those concerns. We took a series of measures with the Levy, grants and funding, all with the intention of providing a sustainable situation in which employers did not reduce their workforce unnecessarily. Our response grew to include measures to adapt training methods and support a safe return to work and, since then, we have put together a [Skills Stability Plan](#) which focuses on the core and immediate skills needs of the sector, placing employers in a strong position to recover.

While COVID-19 has dominated the agenda recently and meant that many initiatives have been placed on hold, I want to highlight several key programmes delivered during 2019-20 which have had a positive impact on our customers. This included providing work experience for thousands of people and helping many of them into work through the Construction Skills Fund Hubs.

Our Construction Training Directory and Register have both ramped up impressively, supporting the drive for quality-

assured, standardised training. This is boosting industry's skills and, importantly, reducing duplication (and therefore overall cost of training) while providing a trusted record that can be used to drive future competence and development. We have supported 17,000 small and micro firms through our Skills and Training Fund, which offers a simple, easy-to-access way of getting vital training for those businesses. We also developed, in close collaboration with employers, a Skills and Training Fund for Medium-Sized Businesses, which we opened this year, as well as a Leadership and Management Development Fund seeking to address the specific skills requirement for large companies.

I'm proud that we have delivered specific programmes in Scotland and Wales and have worked closely with government and employers. In Wales, we helped construct the new apprenticeship qualification to ensure that the competencies required for jobs are taught and assessed correctly. In Scotland, we are funding the development of an enlarged assessor base to ensure the way Scottish Vocational Qualifications are assessed in the workplace, securing the standard of these qualifications for years to come.



Sarah Beale
Chief Executive

'Our customers told us loud and clear that cash flow was a major issue, and it was clearly right to do everything we could to ease those concerns.'



Careers

Improving access to careers information about how to join, train and progress through a variety of construction careers.

Improving access to work experience and opportunities to join construction.

Delivered in 2019-20

- The [Go Construct website](#) is the sector's go-to resource for potential entrants to explore career opportunities and find guidance on progressing into the industry. A programme of ongoing evaluation and refinement increased the site's reach and engagement, with Go Construct reaching 610,496 new users and engaging 70,755 users in ongoing journeys, directing them to external websites to find out more information
- CITB's **Construction Ambassador** programme supported 1,067 ambassadors who engaged with over 13,000 young people about careers in 2019. We also partnered with the STEM Ambassador programme to provide one unified support programme for all ambassadors and employers in the industry.

Delivered in 2019-20

- CITB has successfully delivered over 13,000 site-ready individuals into the construction industry through a network of hubs, jointly funded via the Government **Construction Skills Fund (CSF)**. The experience gained in these hubs directly leads to employment opportunities, apprenticeships or further apprenticeships or further study in construction
- The **See Your Site** initiative, where further education students across Wales attended local sites to experience the workplace first-hand.

Being delivered in Skills Stability Plan

We're continuing to work with external partners across the three nations to improve the visibility of and journey into work experience and training opportunities. We're also developing stronger networks with industry experts to ensure all information on the Go Construct website is as accurate and relevant as possible.

We are constantly developing the Go Construct website to ensure all those interested in construction receive the information they need to have the best possible experience. We will continue this work over the period of our 2021-25 Strategic Plan to ensure the wider pool of people looking for work are aware of the opportunities in construction and know how to get into the sector.

Being delivered in Skills Stability Plan

The CSF has been extended until 2021 to continue helping learners progress to more advanced qualifications and supporting diversity within construction.

Having established this model successfully in the last two years, we will replicate it over the next four years to cover England, Scotland and Wales via Onsite Experience hubs. We will use this investment to help employers attract a more diverse group of workers by engaging with the hubs to help them target people from a range of backgrounds.



Training and Development

Supporting apprentices
as the key entry route
for the construction
workforce pipeline.

Delivered in 2019-20

- In April 2019, we introduced a **30% grant increase** for employers taking on apprentices. This means a three-year apprenticeship package for an apprentice successfully achieving Level 2 and 3 increased from £10,250 to £14,500
- A total of 26,662 individual training courses have been added to the Construction Training Directory and **337,592 short-duration training achievements** have been added to 263,309 learner records on the Construction Training Register, with an average of 31,000 grants processed per month
- Our grants have **supported 68,000 apprenticeships** across the industry over the past five years, and in 2019 we supported 1,274 employers to take on an apprentice for the first time, increasing the number of employers we currently support to 5,442.

Being delivered in Skills Stability Plan

In response to the COVID-19 pandemic, we made it possible to claim advanced attendance grants for all apprentices in Years 2 and 3 of Level 2 and 3 courses. 1,842 employers and 4,197 apprentices benefited from this change, retaining much-needed skills in the industry.

In addition, our Apprenticeship Team utilised video and telephone calls to conduct progress reviews and maintain regular contact with furloughed apprentices. Wherever possible, apprentices were encouraged and supported to learn online, especially those who were temporarily off work due to site restrictions. Despite all the challenges facing our learners and their employers, our success rates have continually remained above the national average.

We are protecting the current CITB Apprenticeship Grants Scheme rates to ensure the Apprenticeship Levy delivers to firms of all sizes who take on apprentices. We will also continue to support apprentices with their travel and subsistence costs for those travelling greater distances for training.

To mitigate the loss of skilled workers and apprentices within construction, we encourage the use of Shared Apprenticeship Schemes and the [Talent Retention Scheme](#).

Our continued work to support various Shared Apprenticeship Schemes across the country enables learners to access apprenticeships where there would normally be constraints making long-term training impossible.

In partnership with the Construction Leadership Council, the Talent Retention Scheme was designed to secure and retain talent in our sector. The online portal allows the redeployment of staff at risk of redundancy and enables temporary employee loans between businesses. It also gives displaced workers from other sectors a route to finding new employment.



Training and Development

Preserve and grow
the most in-demand
skills of workers.

Delivered in 2019-20

- We launched our **new Grants Scheme** in 2018-19 to provide greater support for apprenticeships and qualifications, but also to encourage construction training throughout the industry
- In 2019-20, **grant expenditure reached £97m** (down from £115m), supporting a total of 15,984 employers. We invested £55.1m in helping employers recruit and develop 27,987 apprentices.
- CITB's **Skills and Training Fund for Small and Micro-Sized Businesses** has made a real difference over the last 12 months, sharing £10m of funding support between more than 1,700 firms. It not only spans productivity and innovation but also helps employers with business sustainability and skills retention. Examples of training funded so far span from a senior mason studying for a Level 6 NVQ to a stained glass and metalwork team manager taking a course that will lead to Chartered Institute of Building accreditation
- The **Lean Construction Development Pathways** pilot project, which saw over 300 workers on more than 40 construction sites learn ways to maximise value and minimise waste on residential, infrastructure and highways developments across England. The pilot saved £12.7m across five companies, as well as creating free resources for the rest of the industry
- Part-funded the **Supply Chain Sustainability School**, an industry-led online learning portal, which is partnered with 96 employers (including 19 of the top 20 main construction contractors in the UK). It aims to improve the knowledge and skills of those working across the built environment sector and reached 14,000 learners across 6,500 unique businesses in 2019
- CITB has funded two nationwide schemes to bring businesses up to speed with digital technology and transform productivity and profitability within the construction industry. One of these, titled '**Giving leaders the skills to drive digital transformation**', has trained almost 2,000 senior staff across England, Scotland and Wales – at least half of them from small and medium-sized enterprises (SMEs). They have been learning how to embed digital practices through six projects, led by the National Federation of Builders, Willmott Dixon, Setting Out for Construction, Supply Chain Sustainability School, Leeds Beckett University and the Gloucestershire Construction Training Group. All of these have drawn on lessons learned from the construction of London's £3.8bn Thames Tideway Tunnel.

Being delivered in Skills Stability Plan

The Skills and Training Fund continues to support a wide variety of businesses. We have widened the focus of these funds to help employers complete the training needed to update workers' skills and adapt to the new ways of working. The fund for Small and Micro-Sized Businesses retains the highest level of investment to support those small firms with the greatest need.

The supply chain is in danger during the recovery period, so the new fund for Medium-Sized Businesses is in place to support skills retention and development for the future. This complements the new fund for Large Businesses, where the focus will be on the immediate need to develop leadership and management skills. This demand has been accelerated by many companies going through structural change and adapting how they work to the current climate.

To meet the demand for scaffolding skills in particular we are working with the University of Wales to finalise the first CISRS scaffolding training facility in Wales, as well as investing in scaffolding apprenticeships in the north of Scotland. This will ensure that these skills are readily available and are able to meet the growing demand across the country.

Where apprenticeship standards (or previously frameworks) do not exist due to unviable delivery, new entrants into these trades will continue to be supported through our Specialist Applied Programmes (SAP) and Enabling Specialist Provision (ESP). These support structured training programmes, designed in conjunction with the relevant industry sectors, which new entrants follow to become competent workers.



Training and Development

Improving the work outcomes
for those studying construction
in further education (FE).

Delivered in 2019-20

- Small-scale **pilots for brickwork, and painting and decorating academies**, working in partnership with colleges and employers. These are testing ways to 'fast-track' the training of new entrants and get more trainees to join the industry, alongside full-time course attendance, through sponsorship or endorsement arrangements.

Being delivered in Skills Stability Plan

To tackle this issue long-term, we are working with training providers and Government to build new routes into the industry that start in the classroom then 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.



Standards and Qualifications

Updating standards and ensuring grants are standard-backed.

Delivered in 2019-20

- We worked with employers, providers and the Institute for Apprenticeships and Technical Education (IfATE) to support the development and approval of **93 construction-related English Apprenticeship Standards**, as well as preparations for delivery
- In 2019-20, we reviewed **over 400 CITB Training Standards** and completed eight National Occupational Standards (NOS) Suite reviews to ensure that the standards for training and competence meet the evolving needs of the sector
- We partnered with **Qualifications Wales** to review existing construction and built environment qualifications, including Foundation, Progression and Apprenticeship as well as a new GCSE, AS and A Level qualification. We also helped construct the **new apprenticeship qualification** in Wales to ensure that the competencies required for jobs are taught and assessed correctly
- Amended the **Construction Consolidated Assessment Strategy** to enable a more diverse range of evidence for inclusion in the assessment of vocational competence qualifications
- Started developing **Occupational Competency Statements (OCSs)**, which detail the skills, knowledge and behaviours required for a single job in construction. These OCSs will be used to help design a range of skills, training and competence assessment products which acknowledge the different skills policies in England, Scotland and Wales.

Being delivered in Skills Stability Plan

In England, the Government has confirmed that apprenticeship frameworks are being switched off and only the new apprenticeship standards will be funded. We are working closely with employers, providers and IfATE to ensure that all the standards are available and fit for purpose. We are now seeing many of the initial teething problems being steadily resolved.

We continue to work closely with IfATE, Department for Education, and City and Guilds to ensure a link between the new Traineeships and T Levels (in England) and competence qualifications, mapping the required knowledge and skills required to achieve competence.

In response to the Grenfell tragedy, we are working with the cross-industry group which reports to Dame Judith Hackitt on the implications and the industry response. We are ready to develop the required standards and qualifications to make the necessary training possible, which will ensure that the skills are available to address the issues identified by the disaster.

In particular, we are supporting the British Standard-led work to develop the overarching competence framework that will form the basis of the new Building Safety Regulator's role. We are also working with the National Federation for Roofing Contractors on developing the standard and training for Rainscreen Cladding for High Rise Buildings.

This will continue into the Strategic Plan, when we restart our work on development of a competence framework and associated training content/resources to support construction to modernise, particularly through accelerating digitalisation.