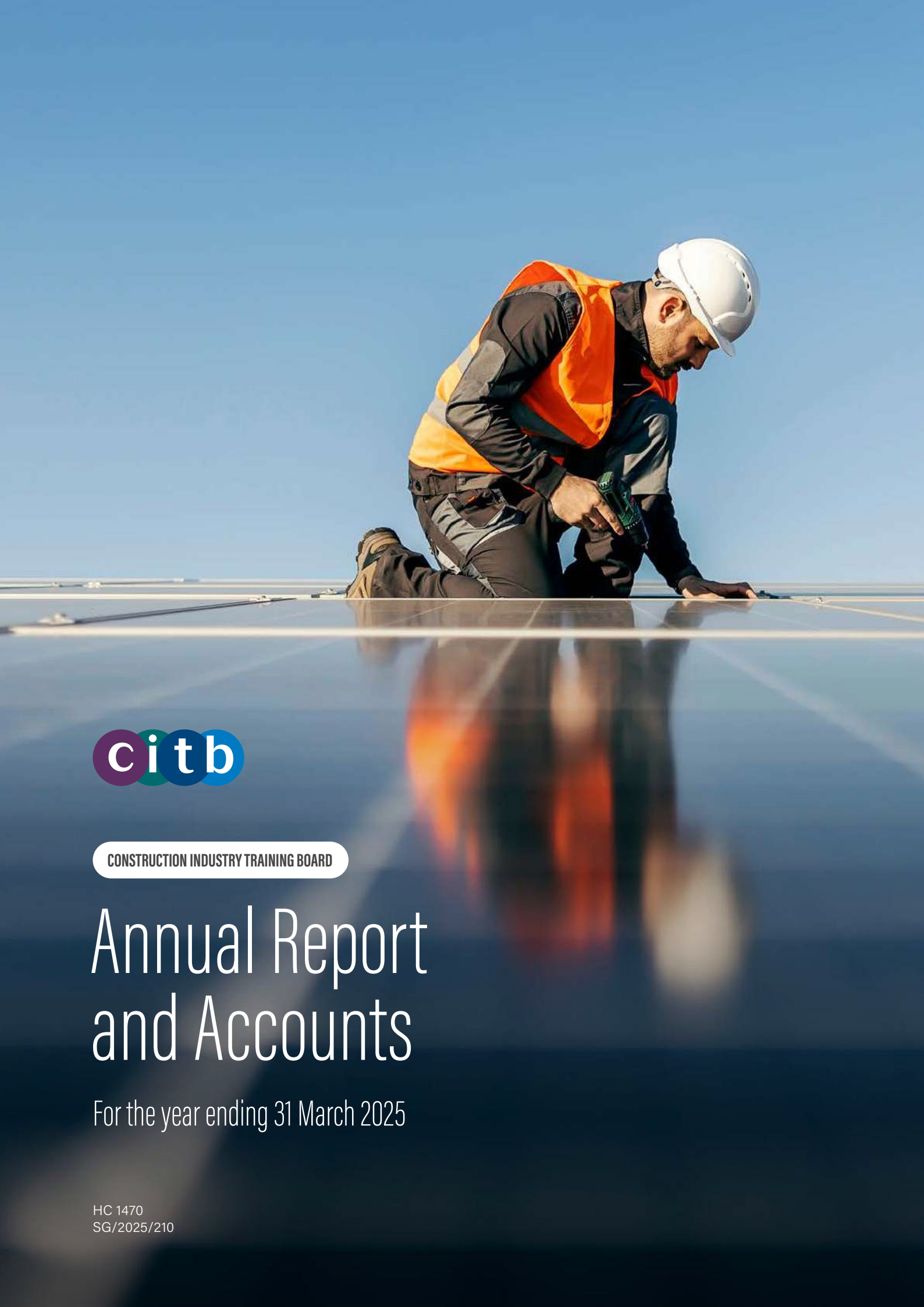

CONSTRUCTION INDUSTRY TRAINING BOARD

Annual Report and Accounts

For the year ending 31 March 2025

HC 1470
SG/2025/210

Construction Industry Training Board (CITB)

Annual report and accounts 2024-25.

For the period 1 April 2024 to 31 March 2025.

Presented to Parliament pursuant to section 8 (4) of the Industrial Training Act 1982.

Ordered by the House of Commons to be printed on 8 December 2025.

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SG/2025/210

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Chair's foreword

2024-25 was a year of significant progress for CITB – as well as significant change in politics and in the environment within which we operate.

We have been steadfast in our commitment to supporting apprenticeships as a key part of construction's talent pipeline. So, I was delighted that apprenticeship achievement rates at CITB's National Construction College (NCC) remained above the national average (56.7% in 2023-24 for construction apprenticeships). In Scotland, we finished the year with 77% and in England for 2023-24, the last full contractual year, we achieved 80.2%. It is particularly important that 92% of NCC completers remained in the industry, reflecting the success of our improvement programme. Backed by a £37m investment over the next three years across Erith, Bircham, and Inchinnan, NCC continues to remain at the forefront of construction skills training, supporting the industry's growth and talent development.

We're also working with industry and training providers to develop Competence Frameworks. These will set out and define the core competence requirements for individuals across the construction industry. Competence of the whole construction workforce is our primary goal and critical to ensuring industry is operating safely and effectively. In this financial year, 14 Competence Frameworks were developed in consultation with industry, and this work will continue until the entire construction workforce is covered by an industry-supported framework.

Turning to the operating environment, July 2024 brought in a new UK Government with a mission-led focus on rebuilding Britain, including an ambitious target for homebuilding and a strong commitment to investing in infrastructure. These plans were confirmed in the results of the Spending Review, with over £167bn for sectors relevant to construction, and an announcement of over £700bn of funding to build new infrastructure projects. This was on top of an earlier announcement of a commitment to build 1.5 million new homes this Parliament. →

The year also saw the UK Government's pre-launch of Skills England, a new body tasked with bringing together all stakeholders to address England's skills needs and improve the post-16 skills system. We continued to work alongside the Institute for Apprenticeships and Technical Education (IfATE) prior to their abolition and transfer of functions to Skills England in June 2025. Moving forward, we will work alongside Skills England as well as the Scottish and Welsh Governments to ensure construction's training needs and future needs are represented. We will work collaboratively to address the industry's skills shortages.

The coming together of ambitious homebuilding and infrastructure plans combined with a renewed focus on the skills pipeline provides the opportunity to make the skills system easier to navigate with clear pathways from training to employment for young people. Around 100,000 people go through construction-specific training every year, but too many at present do not find their path into jobs at the end of their training.

The year also saw the publication of the Industry Training Board (ITB) Review of CITB and the Engineering Construction Industry Training Board (ECITB) and the UK Government's response. I was pleased to see the review confirmed the continuing need for a Levy to support employers in the industry. It also challenged ECITB and CITB to work more closely together, particularly on major infrastructure programmes and the two organisations have deepened and strengthened our partnership in recent months, with a constant focus on how we can best serve the employers who support us.

I am deeply grateful to our Trustees, Nation Councils, and Committee members for their dedication, insight, and support. There is always more work to do, but I am energised by the opportunities ahead and look forward to working even closer with employers, industry partners and national Governments to revolutionise the skills system and eradicate the skills gap. ●

Sir Peter Lauener KBE, CB
CITB Chair

Chief Executive's introduction

This financial year we invested £296m into skills and training for the construction industry and our investments are showing tangible impact against our vision to deliver a skilled and productive workforce. The additional investments CITB has made over this period is matched with increased engagement which has led to an increase in training activity. Alongside this an increase in efficiency of 5%.

There is an increasing demand for construction work in the UK, and employers are aware of the opportunity and the need for training, with 80% of employers indicating they plan to increase their training efforts. Our new and improved training support products put employers in the driving seat and are being accessed by more and more employers looking to achieve their training ambitions.

This year, we rolled out Employer Networks right across Britain. The initiative funds bespoke, easy-to-access training and financial support. They give employers a direct channel to communicate their training needs and advise on how funding should be allocated in their local area. They have supported 50,966 learners, an increase from 11,468 in the previous, inaugural year. They also supported over 4,000 employers, with over half of the employers supported being small and micro employers.

CITB provided nearly £130m in grant support during the financial year. £77.4m of this was provided through CITB's various apprenticeship grants, supporting over 30,000 learners and more than 10,000 employers. This is an increase of 14% on last year's (2023-24) figures. 90% of firms receiving our apprenticeship grant support were small and micro businesses, which is extremely encouraging as over two-thirds of apprenticeship starts in the construction industry are employed by companies of fewer than 50 employees. →

We will also remain committed to supporting employers looking to train and upskill their workforce.

In addition to offering financial support for training, we know navigating the skills system and identifying new talent is an area many employers want hands-on support with. Our New Entrant Support Team (NEST) provides practical, free support to help employers recruit apprentices and identify the right training and apprenticeships for them. In 2024-25 they supported 4,000 new apprenticeship starts – nearly doubling the number of new apprentices they've helped join the industry compared to the previous period. This success and direct feedback from employers on how valuable NEST's support is has informed our decision to double the size of our NEST programme in 2025-26 to further enhance support for SMEs in recruiting, engaging, and retaining apprentices.

We are also working to address specific needs of individual sectors by working in collaboration with industry to develop Sector Skills Plans. These plans outline clear actions and industry-owned initiatives, supported and invested in by CITB, aiming to close the skills gap and ensure Great Britain can deliver on its mission for economic growth, new homes, and improved infrastructure. So far, we've published the Homebuilding Sector Skills Plans, and work is underway on three more – Infrastructure, Repair, Maintenance and Improvement, and Commercial, Public Non-Housing, Industrial and High-Rise Residential.

I am proud of the success and progress CITB has made this year. This success sets us up for the exciting future and opportunities that lie ahead. As we look forward, we are committed to working in partnership with industry and UK Government through the Construction Skills Mission Board to drive the investment in skills and recruitment to deliver the UK Government's ambitions to build 1.5m new homes, clean power by 2030 and renew Britain's public infrastructure. We will also remain committed to supporting employers looking to train and upskill their workforce now with our current offers and by introducing our new Training Provider Network initiative.

Tim Balcon
Chief Executive

SECTION 1

Overview of CITB

Pages 10 to 11

Our statutory basis

CITB is a statutory corporation, and a non-departmental public body (NDPB) sponsored by the Department for Education (DfE). On 16 September 2025, CITB's sponsoring department became the Department for Work and Pensions (DWP). This event has been classed as a non-adjusting post balance sheet event, with no impact on the reported financial performance or position.

CITB is also registered as a charity in England and Wales (264289) and in Scotland (SC044875).

CITB's charitable activities are mainly funded by the statutory Levy raised pursuant to the **Industrial Training Act 1982** and confirmed through Levy Orders passed by both Houses of Parliament. The most recent Levy Order came into force on 29 April 2025. Full details of CITB's powers and responsibilities, as well as the restrictions placed on it, can be found in the Industrial Training Act 1982, as amended, and the latest **Scope Order 1992**.

Our charitable status

CITB has been a registered charity in England and Wales since 1972 and in Scotland since 2014. The Board has regard to the Charity Commission's (in England and Wales) and the Office of the Scottish Charity Regulator's (in Scotland) general guidance on public benefit and the Charities Act 2011 when planning activities to achieve its aims.

Who we are

CITB is the Industry Training Board for construction in England, Scotland and Wales. We are the employer-led and funded skills and standards body for the construction industry in Great Britain, established in 1964. Our work supports industry to attract, develop and retain the construction workforce. We maintain construction training standards and keep Britain building safely.

We help employers attract more people to join the industry, and for them to access high-quality, accredited training when and where it is needed. This includes delivering a variety of training, including apprenticeships, at our NCC.We provide practical support to employers through a range of products and services. We play a strategic role for the construction industry, identifying immediate and future skills needs and designing initiatives to meet them. Where emerging needs are identified, we commission innovative pilot projects, delivered by employers, that can be ramped up if they are successful. We use our unique position to listen to employers and influence national Government policy, so employers have the right support.

We help workplaces to become safer, more diverse and productive. This, in turn, helps create and maintain a world-class, sustainable built environment that is of benefit to us all.

Vision

To deliver a competent and productive workforce (eradicate the skills gap).

Purpose

To support the construction industry to have a skilled, competent and inclusive workforce, now and in the future.

Values

Accountable, Collaborative, Consistent, Inclusive. ●

SECTION 2

Operating Environment

Pages 12 to 14

In 2024, the construction industry navigated a challenging environment shaped by intensifying macroeconomic pressures and global geo-political uncertainties dampening business and consumer sentiment. However, the industry also encountered new opportunities following the change in UK Government in July 2024.

Despite a contraction in output during the first quarter, the industry achieved a modest overall growth of 0.4% for the year[1]. Notably, it outperformed the broader economy in the second half, reflecting its resilience amid mounting economic pressures and increasing client hesitancy.

Residential construction, in particular private new homebuilding, was slow in 2024. There was a 5.7% fall in total new housing and a 5.3% downturn in total new work. Commercial new build and infrastructure also contracted by 9.3% and 3.7% respectively, with high inflation and interest rates affecting investment decisions and project financing. The repair and maintenance sector, however, performed relatively well, recording 8.5% growth and offsetting some losses in new build projects[2].

The fall in homebuilding was influenced by higher borrowing costs and continuing cost of living challenges that helped to drive down consumer confidence. This resulted in a more cautious approach amongst homebuyers and lower levels of spending on non-essential goods and services. The Bank of England reduced the base interest rate to 5.00% in August 2024, followed by a further cut to 4.75% in November, and then to 4.50% in February 2025. The rate cuts were intended to ease inflationary pressures and stimulate economic growth. However, persistent wage-driven inflation, coupled with rising energy prices and household expenses, prompted a shift toward a more reserved approach to monetary policy in the early part of 2025. Business sentiment and consumer confidence has remained subdued with readings from the S&P Global UK Construction Purchasing Managers' Index[3] and the GfK Consumer Confidence Index[4] both pointed to a softening in growth from September 2024, reflecting concerns over interest rates and increasingly the impact of US imposed trade tariffs in early 2025.

As a result, the UK construction industry saw mixed demand for new projects in 2024. New orders rose by 17.3% in the second quarter, lifting confidence across the sector. But by the fourth quarter, they had dropped by 2.4%, with infrastructure orders falling sharply by 23.5% and no growth in commercial work[5]. These changes show how closely the industry responds to shifts in the economy and UK Government policy.

The UK construction industry also continued to struggle with a shortage of skilled workers in 2024. While the wider job market showed signs of easing, construction remained tight, marked by high vacancies, rising wages, and low unemployment. Vacancies in the industry have remained well above pre-pandemic levels and continue to trend above historic levels despite decreasing in Q1 2025[6]. →

1. https://www.ons.gov.uk/businessindustryandtrade/constructionindustry
2. https://www.ons.gov.uk/businessindustryandtrade/constructionindustry
3. https://www.pmi.spglobal.com/Public/Home/PressRelease/8fe8bbb034af4af2af519d74b75b64d2
4. https://researchbriefings.files.parliament.uk/documents/SN02817/SN02817.pdf
5. https://www.ons.gov.uk/businessindustryandtrade/constructionindustry/datasets/newordersintheconstructionindustry
6. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/march2025

Survey data showed that 24% of firms said finding skilled staff was a challenge, rising to 42% when prompted[7]. This shortage held back growth, with the most common impact being project delays, reported by 24% of affected businesses. Other effects included 21% reporting limits on business expansion, 18% losing work to competitors, and 17% hiring unskilled workers[8]. Without resolving the skills gap, progress on the UK Government's homebuilding and infrastructure plans could be severely delayed.

Alongside ongoing skills gaps, the construction industry faced several challenges in 2024, including rising costs and growing economic uncertainty. Although material cost inflation eased after peaking in 2022, signs of rising input costs reemerged in the fourth quarter due to global instability and economic pressures. This trend has continued into 2025, driven by higher employment costs in the UK and global issues like trade tariffs and supply chain disruptions[9]. Strong wage growth linked to the shortage of skilled workers is also pushing up costs and is expected to continue even if demand eases. The lack of skilled labour is putting extra strain on an ageing workforce and highlights the need to improve staff retention and attract new talent, especially from the UK labour market. It also underlines the importance of boosting productivity across the industry.

In 2024, the UK construction industry continued to struggle with productivity. Only 34% of firms reported improvements, while over half saw no change[10]. Tackling this issue is key not only to boosting efficiency and economic growth, but also to easing recruitment pressures.

However, progress was hampered by setbacks in the adoption of modern methods of construction (MMC), following the high-profile failures of several firms[11], which emphasised the risks associated with innovative construction methods and highlighting the need for a more coherent strategy to support MMC adoption more effectively.

IN NUMBERS:

Data showed that

24%

of firms said finding skilled staff was a challenge

UK construction industry continued to struggle with productivity, only

34%

of firms reported improvements

Training activity in the construction industry showed signs of slowing in 2024, as many firms prioritised maintaining capacity over expanding it. 53% of employers undertook training for their teams in the past year – an improvement on the 36% recorded in 2021, but still well below the 67% reported in 2018[12]. The main barrier to training was staff being too busy, followed by uncertainty about future workloads. These challenges continue to limit investment in workforce development across the industry.

Confidence in future workloads is essential for businesses to make informed investment decisions, especially when it comes to workforce planning and training. A stable outlook allows firms to hire, train, and retain skilled workers, supporting both productivity and long-term growth. In early 2025, uncertainty grew due to geopolitical tensions, US trade tariffs, and UK Government budget constraints. This led many firms to pause hiring and delay investments amid economic uncertainty.

Despite slow economic growth, rising inflation, and growing fiscal pressures, there remains cautious optimism for the period ahead. The construction industry is expected to grow in 2025, with output expected to rise by around 2%. This outlook is supported by the UK Government's ambitious homebuilding targets, ongoing efforts to modernise ageing infrastructure, and continued investment in net zero retrofit projects. Together, these drivers are likely to sustain strong demand for skills and training in the years ahead.

7. CITB Employer Attitudes and Motivations regarding Learning and Training, Wave 24 (August 2024), Unpublished
8. CITB Employer Attitudes and Motivations regarding Learning and Training, Wave 24 (August 2024), Unpublished
9. https://www.pmi.spglobal.com/Public/Home/PressRelease/8fe8bbb034af4af2af519d74b75b64d2
10. https://www.rics.org/news-insights/rics-construction-productivity-report-2024
11. https://www.constructionnews.co.uk/tech/offsite-mmc/has-modular-failed-13-08-2024
12. CITB Skills and Training in the Construction Industry 2023-24, Unpublished

SECTION 3

Strategic Report

Pages 15 to 25

Review of 2024-25: Achievements

CREATING A COMPETENT AND INCLUSIVE WORKFORCE

CITB's purpose is to support the construction industry in sustaining a workforce that is skilled, competent, and inclusive, both for the present and the future. This year, we endeavoured to empower employers by removing the barriers that make it harder to employ and retain new entrants, particularly apprentices. Our three long-term priorities (outlined below) were the focus of our work, and these were underpinned by ensuring all employers, regardless of size, had access to timely and effective support from our hands-on, expert team of individuals, alongside our products and services.

Over the last year, CITB's total investment was £296m with over £183m invested in direct employer funding, which includes initiatives such as apprenticeship grants, the Skills and Training Fund and other funded training activity. We invested nearly £130m in grant support during 2024-25, with £77m of that provided directly to employers for apprenticeship grants. This supported over 30,000 learners and more than 10,000 employers, with the majority of these being small and micro construction firms. We also confirmed a £37m investment over the next three years in our NCC sites at Erith, Bircham Newton and Inchinnan.

This year we focused on tackling three key challenges: informing and enabling diverse and skilled people into construction; developing a training and skills system to meet current and future needs; and supporting the industry to train and develop its workforce.

We helped make recruiting and retaining an apprentice or new entrant easier for employers with our expanded NEST programme. The figures show that NEST supported over 4,000 apprenticeship starts in 2024-25. The into work grant had over 300 claims and the apprenticeship attendance grant had over 6,400, with both the Customer Engagement team and NEST encouraging and supporting employers with these grants. Apprenticeships remain at the heart of addressing the skills gap, so we continued to increase support for employers to recruit and build alternative routes into industry.

There is still a huge demand for skilled construction workers across Great Britain, and it is vital that we have a firm grasp of what skills are required, and where. This year was the second, and first full year of our Employer Networks initiative, which gives employers a direct channel to communicate their training need. The number of learners supported under this hugely important initiative more than quadrupled from the previous year.

Demand for training and upskilling remains high, and we anticipate this will continue. That is why we are responding to current and future training needs by investing in training that works for the industry and rebalancing our funding for employers in line with industry priorities. This year, we provided £20m for qualification grants to construction employers and more than £30m for short course grants, helping to ensure a well-trained and competent workforce. →

REVIEW OF 2024-25: ACHIEVEMENTS 2 / 4

Our industry partnerships alongside the UK Government, will help to continue our work. Recently, we announced two sizable funding packages to support the UK Government's missions. The first, in November 2024, we committed to investing £40m in Homebuilding Skills Hubs to deliver fast-track apprenticeships and high-quality training in a realistic environment.

The second, announced in March 2025 and confirmed in July 2025, was a £32m investment as part of the UK Government's £600m investment into construction skills. This will fund over 40,000 industry placements and support the UK Government's homebuilding target of 1.5m new homes, plus deliver the 150 major infrastructure projects the UK Government intends to approve across this Parliament.

Go Construct continues to raise the profile of construction careers through our digital platform and the Go Construct STEM Ambassador programme, helping to attract a more diverse talent pipeline. SkillBuild, the UK's largest multi-trade competition, once again showcased the exceptional talent of apprentices and trainees, inspiring employers to recognise the value of investing in new entrants. The National Final attracts thousands of visitors every year, with construction apprentices and trainees battling it out in their respective trades.

Our products and services, such as Health, Safety and Environment (HS&E) testing and the development of Competence Frameworks, ensured that training and qualifications remained robust, consistent, and aligned with industry requirements. In addition, we supported the mental health and wellbeing of the workforce through our Grants Scheme, with 4,325 learners trained in mental health awareness and 3,440 learners trained in mental health first aid during 2024-25. These figures reflect our ongoing commitment to fostering a safer, healthier, and more inclusive construction industry.

Our average headcount increased by 98 through a mix of permanent, fixed term, and temporary staff in 2024-25. This investment contributed to extending the range of support available to industry through the full roll out of Employer Networks, the growth of NEST to reach more disengaged employers, the creation of the Training Provider Network, and to accelerate the development of Competency Frameworks, In addition, we invested to continuously improve our performance and portfolio management capabilities, and to prepare for the return of currently outsourced business and corporate services to deliver better value for money for Levy payers.

REVIEW OF 2024-25: ACHIEVEMENTS 3 / 4

Informing and enabling diverse and skilled people into construction

27%
Increase of **new entrants** to the industry

4,128
People helped by NEST to start an **apprenticeship**

1,591
Apprentices trained at NCC

Over **30k**
Learners supported with **apprenticeship grants**

Over **10k**
Employers received **apprenticeship grants**

£7.7m
Provided to employers through the **Travel to Train scheme,** benefitting 3,595 learners

247
Specialist Applied-skills Programme (SAP) learners

5,150
Job starts through **Hubs commissions (Onsite Experience, England Construction Opportunities (ECO)** and **Scottish Academy for Construction Opportunities (SACO)**

2.4m
Visits to the **Go Construct website**

1,750
Go Construct STEM Ambassadors

768
Trainees and apprentices competing in **SkillBuild**

Developing a training and skills system to meet current and future needs

22%
More employers supported in **training** and **upskilling** their workforce

2,010
Employers supported by **Training Groups**

14
Competence Frameworks signed off

4
Sector Skills Plans in development

REVIEW OF 2024-25: ACHIEVEMENTS 4 / 4

Supporting the industry to train and develop its workforce

20%

More individuals supported in training and up-skilling

£20m

Provided to over 2,800 employers in qualification grants, helping 20,000 individuals

4,097

Employers supported by Employer Networks

Over **50k**

Learners accessed construction training through Employer Networks

Over **465k**

Health, Safety and Environment (HS&E) tests delivered

191

Employers received Leadership and Management funding, benefitting more than 21,000 learners

£3m

Invested in 12 Industry Impact Fund projects

Over **5,200**

Employers supported by NCC and NSAC

Over **200k**

Individuals completed Site Safety Plus courses

KEY PERFORMANCE INDICATORS 1 / 3

Key performance indicators

MEASURING SUCCESS FOR THE CONSTRUCTION INDUSTRY

We report on our performance each year through our key performance indicators (KPIs). The Board agreed three outcome-based KPIs for the 2024-25 Business Plan, which are measured via interventions either delivered by industry, by CITB, or our partners to pursue continual improvement in our support of the construction industry.

The three 2024-25 Business Plan KPIs were to increase the number of:

- New entrants to the industry
- Employers supported to train and upskill their workforce
- Individuals supported to train and upskill.

In 2024-25, all three KPIs achieved a 'Better' performance, exceeding the minimum standard of 'Good.' In addition to the 2024-25 Business Plan KPIs, we have measured outputs against each of our interventions to support employer needs. Further detail regarding these outputs is outlined below.

IN NUMBERS:

This year we saw a

27%

increase in the number of new entrants to the industry

Over

6,400

new entrants supported with apprenticeship attendance grants

INCREASE IN THE NUMBER OF NEW ENTRANTS TO THE INDUSTRY

This year we saw a 27% increase in the number of new entrants to the industry, which is 12% above target and is increasing, helping more employers to fill skills gaps.

We supported more than 6,400 new entrants with apprenticeship attendance grants, a 3% increase on the year before and over 300 people have benefitted thorough our into work grant to complete their training. CITB also continues to support more niche qualifications. The SAP this year supported over 240 learners in these vocational qualifications.

We have also seen an increase in the number of people starting jobs through our various hubs initiatives across all three nations, amounting to over 5,100 new starts, which is a 44% uplift on last year.

TABLE 1: SUMMARY OF BUSINESS PLAN KPIS – RESULTS AND STATUS

OUTCOME MEASURES KPIS	TARGET	PERFORMANCE	CONTINUOUS IMPROVEMENT FRAMEWORK
Increase in the number of new entrants to the industry	15%	27%	Better
Increase in the number of employers supported to train and upskill their workforce	14%	22%	Better
Increase in the number of individuals supported to train and upskill	13%	20%	Better

Continuous Improvement Framework Key

Needs Improvement: volumetric below target

Good: volumetric on target/up to 5% over target

Better: volumetric between 5% and 15% over target

Best: volumetric 15% or more over target

KEY PERFORMANCE INDICATORS 2 / 3

NCC apprenticeships (England and Wales), and apprenticeships in Scotland have seen similar volumes to last year, with England seeing some growth and Scotland and Wales seeing a slight decline. This decline is due to a slight downturn in recruitment due to wage rises following last year's Autumn Budget and other commercial issues.

Our NEST programme helps employers to claim grants and apply for funding for their skills and training requirements. NEST's expert support and advice help to link employers up with the vital support needed to navigate the apprenticeship landscape and remove and remedy the barriers they can face when employing and retaining new entrants. Over 4,100 new entrants have started with employers across England, Scotland, and Wales, a significant increase of 76% on last year.

The results show construction careers are seen as attractive by new entrants, and CITB is helping to reduce the construction skills shortage by increasing support for employers to recruit and retain new entrants. →

IN NUMBERS:

2024-25 saw a

22%

increase in the number of employers supported to train and upskill their workforce

Employer Networks supported over

4,000

employers

Leadership and Management Fund saw a

26%

increase

INCREASE IN THE NUMBER OF EMPLOYERS SUPPORTED TO TRAIN AND UPSKILL THEIR WORKFORCE

The full-year performance in 2024-25 saw a 22% increase in the number of employers supported to train and upskill their workforce, which is 8% above our target.

The number of employers supported exceeded the target for apprenticeship achievement grant claims, supporting over 3,700 employers, whilst our qualification grants supported over 2,800 employers. This is a 10% increase on both counts from last year.

The Skills and Training Fund for medium-sized businesses and the Leadership and Management Fund supported 140 and 191 employers respectively, with both funds seeing an increase in employers supported from last year's results.

Our new Employer Networks have also significantly exceeded their target, supporting over 4,000 employers. The Employer Networks have coverage across all three nations and aim to simplify the way employers get the support and funding needed to access the training they require. The two main objectives are to make it easier to access training and funding, and to bring together employers at a local level to inform CITB of their training needs.

All these indicators show that employers are continuing to increase their investment in training and upskilling their workforce, which has increased since last year, and that CITB is proving successful in establishing additional routes to enter the industry.

KEY PERFORMANCE INDICATORS 3 / 3

INDIVIDUALS SUPPORTED TO TRAIN AND UPSKILL

In 2024-25, we saw a strong uplift in the number of individuals supported through our training and upskilling initiatives – up by 20%, exceeding our target by 7%.

The apprenticeship achievement grant supported over 7,300 learners, marking a 12% increase from the previous year. Similarly, qualification grants reached more than 20,000 learners, an increase of 3% year-on-year.

Our NCC continued to play a vital role, supporting over 12,000 learners, showing a modest increase on the previous year.

While the Skills and Training Fund for medium-sized businesses supported over 9,900 individuals – a slight dip from the previous year – the Leadership and Management Fund saw a 26% increase, supporting over 21,000 individuals.

CITB continues to maintain its core skills offer for training in Health, Safety and Environment (HS&E), and Site Safety Plus (SSP). Our Equality, Diversity and Inclusion (EDI) commission has also made a considerable impact, training over 15,000 individuals.

Four specific commissions have supported learners in bricklaying, roofing, leadership and management, and productivity improvement (by reducing waste and error rates on site). All four have achieved 'Best' performance.

Our new Employer Networks stand out this year, having significantly exceeded their target by supporting over 50,000 individuals, a huge 344% increase on last year. This exceptional performance was driven by the pilot introduction of free-to-access training for priority investment areas, showing that the Employer Network model is highly effective in supporting employers to train and upskill their staff locally.

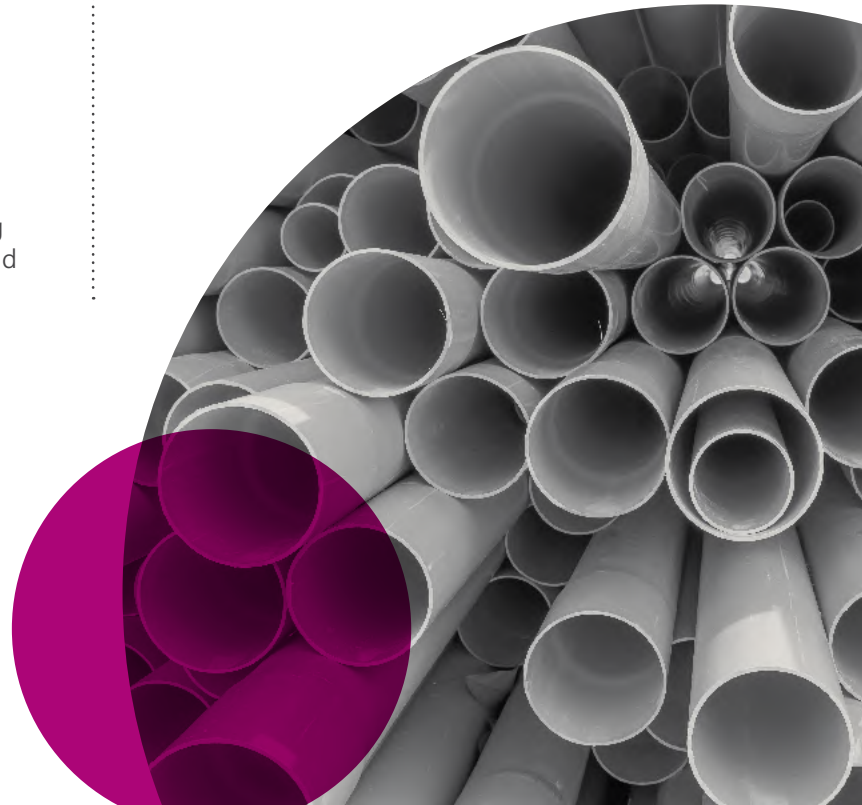
These results reflect CITB's continued commitment and support, helping learners to complete their apprenticeships and vocational training, and enabling employers to train and upskill more individuals to build a more competent workforce across the industry. →

20%
increase in the number of individuals supported to train and upskill, exceeding our target by
7%

Over
50,000
individuals supported by our new Employer Networks, a
344%
increase on last year

Over
7,300
individuals supported by the apprenticeship achievement grant
12%
increase on last year

Over
15,000
individuals trained by our our Equality, Diversity and Inclusion (EDI) commission



FINANCIAL REVIEW 1 / 3

Financial review

OVERVIEW

This year was a successful year for CITB supporting the construction industry. Employers' confidence continued to grow as they utilised the support offered by CITB to invest in the development and training of their workforce. We saw a significant upturn in grant claim applications across the board and in applications to access funding, resulting in a large increase in both the number of employers and individuals being supported compared to the previous year.

Our primary source of funding, Levy income, increased compared to last year, and the collection of the Levy remained strong across the year. The Levy was supplemented by increased receipts of non-Levy income, investment income and support from our Reserves. This enabled CITB to deliver more support to industry than was initially forecast in our 2024-25 Business Plan.

RESULTS FOR THE PERIOD

In 2024-25, CITB drew down £18.6m from the cash element of its Reserves, which was £3.6m higher than the published Business Plan, where we anticipated a £15m deficit. In comparison to 2023-24, we saw a reduction in Reserves of £7.5m. The main reasons for the 2024-25 variance were industry increasing its demand for training and support through our various grants, which were £20.1m ahead of budget, and the distribution of monies from our funding initiatives was also stronger than expected, being £12.8m ahead of budget. This included the very well supported Employer Network initiative which gave 100% funding on qualifying activities over the last quarter. Increased Levy recognition was £25.2m and non-Levy income £3m ahead of budget, which enabled CITB to fund additional support to the industry. Our other operating costs were £1.1m lower than expected.

2024-25 was a successful year for CITB supporting the construction industry.

Employers' confidence continued to grow as they utilised the support offered by CITB.

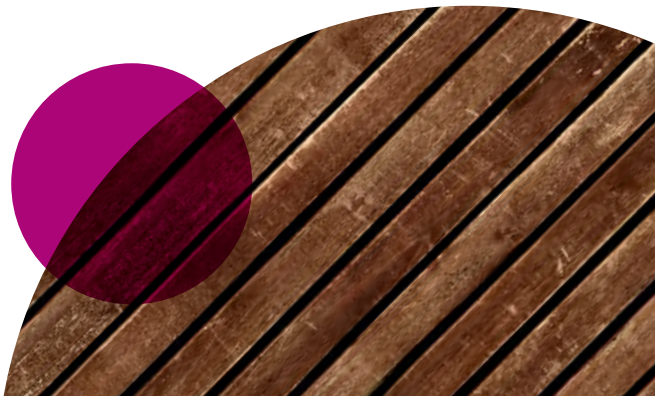
LEVY INCOME

Statutory Levy income is the principal source of funding for CITB, and its main use is for the provision of grants and funding to support the construction industry to retain, train, and upskill new entrants and existing employees in response to changing demands for skills, to expand and focus the capacity and capability of training provision, and to address the future skills needs of the industry.

Levy income for the period was £228.1m (2023-24: £202m). The total amount of Levy collected was in line with that predicted in our 2024-25 Business Plan for the current year collection, but ahead of plan for the prior Levy years collection.

The Levy rates applied in 2024-25 were unchanged, at 0.35% on direct labour payments (PAYE) and 1.25% on net Construction Industry Scheme payments. We also maintained the exemptions and reductions for small businesses. Those with a wage bill below £120,000 were exempt from the Levy, while employers with a wage bill above £120,000 but below £400,000 received a 50% reduction in the Levy.

On 31 March 2025, the number of employers on the Levy and Grant Register was 74,967 (75,832 on 31 March 2024). The decrease is due to natural churn in the cycle of employers added to the Register and those removed through the cessation of their businesses. →



FINANCIAL REVIEW 2 / 3

NON-LEVY INCOME AND OTHER INCOME

Non-Levy income was £52m (2023-24: £55.8m). This mainly relates to health and safety testing £12.3m (2023-24: £12.7m), managed apprenticeships income £12.5m (2023-24: £12.1m), e-learning and publications £10.1m (2023-24: £9.7m), Site Safety Plus £5.6m (2023-24: £6.1m), and NCC commercial income £4.7m (2023-24: £4.8m). Additionally, with the continuing increase in interest rates during 2024-25, the income earned from investments increased this year to £5.5m (2023-24: £5.1m).

GRANTS SCHEME

Grant expenditure in the year was £129.8m, only slightly up from £128.6m in 2023-24. CITB grants helped support 30,002 (2023-24*: 29,438) apprentices through attendance and achievement grants, and 20,250 (2023-24**: 19,618) learners achieving vocational qualifications. Short course achievements supported 194,761 learners (2023-24: 188,317). The total number of employers, from micro to large, who were supported by the receipt of grant was 16,046 (2023-24: 15,710).

FUNDING SCHEMES

In total, we spent £53.4m on funding (2023-24: £27.1m), 97% up from the prior year, and £11.2m more than planned. We invested £13.6m through our Skills and Training Fund, £6.9m of which supported small and micro businesses, and £6.7m supported medium and large employers. £3.1m supported employers through our Training Groups and £25.9m via our new Employer Networks for business to access skills and training provision in their locality.

NON-GRANT EXPENDITURE

Our non-grant expenditure, including staff costs, was £114m (2023-24: £114.8m), reflecting our investment in rebuilding the capacity and capability of organisation to deliver our new Strategic Plan. This was £1m below expectations, driven by savings in professional fees and estate costs.

RESERVES

Reserves are required to cover delays in income receipts, accelerated grant claims, costs that are outside of our control, and to ensure continued construction industry funding, in line with our charitable objectives. They are also specifically required to fund our working capital requirements in the first couple of months of each financial year until the Levy starts to be collected, principally through ten monthly Direct Debit instalments.

General Reserves as of 31 March 2025 are £78.9m (2023-24: £95.2m). Although continuing to reduce, the Board recognises that our Reserves are still higher than our policy floor minimum level of £50m. The reduction of £16.3m was £2.2m more than expected, and meant we were able to further support industry's skills and training needs this year, and to utilise the receipt of Levy which held-up during the pandemic, and when there was a lack of demand for training grants and funding that led to the cash accumulation.

It is acknowledged that industry demand for skills and training is cyclical and mirrors economic conditions. Our 2025-26 Business Plan continues to plan for a reduction in our Reserves, and we expect to be close to our Reserves policy floor of £50m by 31 March 2026.

*Apprentices now include attendance and achievements where previously attendance was only included

**Vocational qualifications previously included apprenticeship achievement, short qualifications and apprenticeship vocational qualifications, and now includes long qualifications, work experience/ into work grants, Scottish advanced crafts, short qualifications, and plant qualifications.

FINANCIAL REVIEW 3 / 3

TABLE 2: RESOURCE ALLOCATION

RESOURCE TYPE	2024-25	2023-24
Levy income	**£228.1m**	**£202m**
Grants Scheme	**£129.8m**	**£128.6m**
Apprenticeship grants	£77.4m	£77.9m
Qualification grants	£21.3m	£18.6m
Short duration grants	£31.1m	£32.1m
Funding	**£53.4m**	**£27.1m**
Skills and Training Fund	£13.6m	£12m
Employer and industry support funding	£39.8m	£15.1m

OUR FUTURE PLANS

Our 2025-26 Business Plan sets out our detailed plans for the year ahead and outlines those for the next three years as we prioritise investment against improving the skills system, focusing on putting the foundations in place so employers and individuals can access the right training, in the right place and at the right time for them. In essence, the Plan reflects CITB's purpose, demonstrating how we will "support the construction industry to have a skilled, competent and inclusive workforce, now and in the future" by:

- Informing and enabling diverse and skilled people into construction
- Developing a training and skills system to meet current and future needs
- Supporting the industry to train and develop its workforce.

These three key priorities will impact on each part of the talent pipeline, from inspiring new people – young and old – to choose construction as their career, through to retaining and upskilling the existing talent in the industry.

On 16 September 2025, the Prime Minister made a written ministerial statement to announce a machinery of government change that will impact CITB. Responsibility for apprenticeships, adult further education, skills, training and careers, and Skills England, will move from the Department for Education to the Department for Work and Pensions. The change has no impact on this annual report and accounts.

Our Purpose

"support the construction industry to have a skilled, competent and inclusive workforce, now and in the future"

SECTION 4

Structure, Management and Governance

Pages 26 to 48

Structure

The CITB Board comprises non-executive directors, known as Trustees, in recognition of CITB's charitable status.

For the period 2024-25, and in accordance with statutory requirements, the Board continued to comprise a majority of employer Trustees, supported by independent Trustees.

The Board is supported by the Executive team and the following five standing Board Committees:

- Audit and Risk Committee
- Industry Funding Committee
- Nomination, Appointments and Remuneration Committee
- Levy Strategy Committee
- National Construction College and Apprenticeships Committee.

In addition to its formal Committees, the Board benefits from strategic insight and feedback provided by three Nation Councils – England, Scotland and Wales – which play a key role in ensuring that local and regional perspectives shape national decision-making.

Trustees are responsible for setting CITB's high-level strategic direction. The organisation operates under a clearly defined Board Reservations and Scheme of Delegation, which outlines decisions reserved to the Board and those delegated to its Committees. All other authorities are delegated to the Chief Executive Officer (CEO), who may in turn delegate specific functions and decisions to other senior officers within the organisation.

The CITB Board operates in line with the Code of Good Practice for Corporate Governance in Central Government Departments, adapted appropriately to meet CITB's statutory and charitable obligations. The only exception to full compliance is the bespoke Framework Document agreed between CITB and DfE, which reflects CITB's charitable status. This document is currently being finalised.

In addition, the Board adheres to the principles of the Charity Governance Code, ensuring high standards of leadership, integrity, and accountability. ●

TRUSTEES 1 / 3

Trustees

FOR THE PERIOD 2024-25, THE CITB BOARD CONSISTED OF:

SIR PETER LAUENER
KBE, CB (CITB Chair)

TONY ELLIOTT
(tenure ended 21 June 2024)

LOUISA FINLAY
(resigned 31 January 2025)

MICHAEL GREEN

OWAIN JONES

KEVIN MCLOUGHLIN

HOLLY PRICE

SOPHIE SEDDON

HERMAN KOK
(tenure started 1 April 2024)

RACHAEL CUNNINGHAM
(tenure started 1 April 2024)

STEPHEN GRAY
(tenure started 1 April 2024)

JULIA HEAP
(tenure started 1 April 2024)

NIKKI DAVIS
(tenure started 1 April 2024)

TRUSTEES 2 / 3

As specified in Schedule 1 of the Industrial Training Act 1982, Board members are appointed by the Secretary of State following a public appointment process governed by the Office for the Commissioner of Public Appointments (OCPA), including the advertising of vacancies on the UK Government's Public Appointments website **(https://apply-for-public-appointment.service.gov.uk/roles)**

Whilst the Secretary of State has the discretion to determine the length of tenure for Trustees, the usual term is four years, with the possibility of reappointment for another four years. By exception, a third consecutive term may be granted, although there is a strong presumption that no individual should serve in one post for more than ten years.

The Board is chaired by Sir Peter Lauener KBE, CB, who was appointed on 1 May 2018 and reappointed on 1 May 2022 to serve a second term. All Trustees, apart from the Chair, are unremunerated but reimbursed for reasonable expenses. Trustees are selected for their senior-level experience, predominantly within the construction industry, and bring a wide range of skills, backgrounds, and insights. In addition to industry representatives, independent Trustees contribute further expertise, ensuring a balanced and capable Board.

To support the introduction of a fifth standing Board Committee – the National Construction College and Apprenticeships Committee – and to strengthen succession planning, Board membership was increased from 11 to 13 Trustees during the 2024-25 financial year. Following the public recruitment process, five new Trustees, namely Herman Kok, Rachael Cunningham, Stephen Gray, Julia Heap and Nikki Davis were appointed to the CITB Board on 1 April 2024.

All new Trustees undergo a comprehensive induction process facilitated by CITB's Governance team, with ongoing formal and informal training provided. Trustees also maintain regular contact with Executive team members in relation to Board, Committee, and Nation Council matters. →

Further information on the Board of Trustees is available on our website: **www.citb.co.uk/trustees**

TRUSTEES 3 / 3

BOARD PERFORMANCE

Every three years, we commission an external review of the effectiveness of the Board. The next of these commenced in April 2025 with results expected to be presented to the Board in November 2025. This review cycle is also supplemented by annual internal effectiveness reviews of the Board, its Committees, and the Nation Councils. The connectivity between these governance groups continues to strengthen. During the period 2024-25, Board and Committee members were offered relevant training opportunities to help support them to discharge their governance responsibilities, which include holding CITB to account in the delivery of its purpose: "To support the construction industry to have a skilled, competent and inclusive workforce, now and in the future". Additionally, an annual appraisal of the Board Chair is undertaken by the Director General for Skills at DfE, while individual appraisals of Trustees and Nation Council Chairs are conducted by the Board Chair.

The Board met eight times in 2024-25 and considered key issues such as the ITB Review outcomes, the three-year Levy Order and the 2025-26 Business Plan and refining the 2025-29 Strategic Plan to meet the new UK Government's homebuilding targets. The Board also oversaw a refinement of CITB's Strategic Plan 2025-29, with a particular focus on aligning CITB's investments with the UK Government's missions. This included expanding support for priority occupations in homebuilding, deepening collaboration with further education providers and employers, and improving access to apprenticeships and skills development for the homebuilding workforce. These adjustments are designed to ensure CITB remains agile and responsive to the industry's evolving needs while maintaining its charitable and statutory responsibilities.

In addition to its strategic and oversight responsibilities, the Board continued to monitor performance and risk through its five Committees, ensuring robust scrutiny and governance across all areas of activity.

GOVERNANCE 1 / 8

GOVERNANCE

AUDIT AND RISK COMMITTEE (ARC)

The Audit and Risk Committee is a committee of the Board that supports the Board's strategic leadership with corporate oversight of strategy and performance. The Committee is charged with ensuring the Board and the Accounting Officer gain the assurance they need on the adequacy and effectiveness of CITB's arrangements for governance, risk management and internal control. Within this, the Committee engages with the Head of Audit and Risk, the work of the external auditor (the National Audit Office), financial reporting issues, health, safety and wellbeing matters, and annually reviews key corporate policies for recommendation to the Board for approval. There were five meetings of the Audit and Risk Committee during 2024-25.

The Committee has two Trustee members. Sir Peter Lauener KBE, CB chaired one meeting as an interim Chair, with Julia Heap taking on the Chair from July 2024. The Committee benefits from the contribution of two external members, who bring additional depth of experience and expertise from internal audit and finance. In addition, other observers and attendees from our Internal Audit delivery partners (Grant Thornton), Sponsor Department (DfE), and the External Audit team from the NAO contribute to the breadth and robustness of scrutiny and discussion.

RISK

A strategic and operational risk management process has operated throughout the year. Regular reports on risks provided the Committee with assurance that risks were being identified, assessed, and managed appropriately against the tolerances set by the Board. Where risks were identified as exceeding tolerable levels, related action plans prepared by management were considered, and progress to bring the risk to within tolerance monitored.

GOVERNANCE

The Committee supported the work of the Board in reviewing its Risk Management Policy. Maintaining its focus on key risks and the implementation of risk mitigation plans, the Committee carried out deep dives into several high-risk areas, including cyber security, information governance, business continuity, dealing with complaints, and countering the risk of fraud. The Committee also monitored health, safety and wellbeing across CITB. →

GOVERNANCE 2 / 8

INTERNAL AUDIT

The Committee approved the internal audit work programme and kept the plan under review and approved amendments during the year. The full 2024-25 plan was completed, except for the deferral of a planned audit on the process for the identification and management of dependencies across change programmes, projects, and initiatives, because it was agreed it would be more appropriate and beneficial to perform an audit later once the new Central Portfolio Office was fully established and operating for a period before determining the requirements for the audit.

Internal audit work provided the Committee with assurance across a wide range of areas, including, for example, Levy registration, the process for developing Competence Frameworks, cyber security, payroll and pre-employment HR controls, contract management, and controls to counter the risk of fraud. The effectiveness of internal audit activities was monitored through receiving and discussing progress reports from the Head of Audit and Risk at each meeting, setting out the findings from each audit and the actions that management had agreed to undertake in response. The original audit report on pre-employment checks identified some key actions required, and the Committee subsequently received a follow-up report confirming the progress made in actioning those during the year. The Committee will continue to monitor the completion of agreed actions in response to audit recommendations, and the revised assessment of risk and controls derived from further audits in 2025-26.

The Committee also reviewed the requirements of the new Global Internal Audit Standards (GIAS) applicable from 1 April 2025 and agreed that the arrangements for internal audit at CITB meet the essential conditions identified in the GIAS.

The Committee received and endorsed the Head of Audit and Risk's annual opinion that CITB's systems of governance, risk management and internal control are generally satisfactory, this being an improved conclusion compared with the past two years reflecting management's strengthening of controls in areas including apprenticeships and business continuity.

EXTERNAL AUDIT

The statutory external audit of the Annual Report and Accounts 2023-24 was performed by the NAO on behalf of the Comptroller and Auditor General, in accordance with the requirements of the Industrial Training Act 1982. The NAO attended all five meetings of the Committee in 2024-25. An update report was provided for each Committee meeting, and an interim audit report enabled the Committee to understand progress towards completing the audit, including issues for further review. The Committee reviewed the Audit Plan in advance of the audit commencement and reviewed the Audit Report and findings. CITB received an unqualified certification for the 2023-24 year, and the Committee continues to monitor the implementation of the Management Letter recommendations and management responses to the audit findings. CITB also receives additional assurance from other external bodies on specific activities and/or functions, including from Ofsted for NCC and apprenticeships, and from the British Standards Institution (BSI), where CITB holds accredited standards, e.g. in health, safety and wellbeing.→

NOMINATION, APPOINTMENTS, AND REMUNERATION COMMITTEE (NARCO)

The Nomination, Appointments, and Remuneration Committee (NARCO) supports the Board in the delivery of its responsibilities in respect to proposals regarding remuneration and bonus schemes, CITB's people and culture strategy, pension arrangements, senior appointments, departures, and key HR policy and practice across the organisation. The Committee has four Trustee members. The Committee Chair during this year was Tony Elliott from April to June 2024, Louisa Finlay from June 2024 to January 2025, and Nikki Davis from February 2025. The Committee met five times and provided advice to the Board regarding appropriate pay awards, performance management, and the People Strategy.

A major focus for the Committee in 2024-25 was the development of CITB's total reward framework to attract, recruit, and retain the best talent through supporting colleagues' health and wellbeing, and rewarding great performance. The Committee continued to monitor the annual pay award process in line with CITB's agreed benchmarking principles, as well as the results and actions from the annual colleague engagement survey.

In August 2024, NARCO appointed Nadine Pemberton Jn Baptiste from interim to permanent Executive Director for Legal, Governance and Compliance.

NARCO also recommended to the Board the appointment of Martyn Osborne as the Wales Nation Council Chair from April 2025 following the end of Leigh Hughes' tenure.

The Committee endorsed the decision to insource a range of CITB's HR functions as part of an overall plan to insource a number of services which are currently outsourced. The transition will be phased over the next two years, and the Committee will monitor the insourcing implementation plan.

Succession planning for Executive Director and senior leadership roles will continue to be a focus for NARCO. Additionally, NARCO continues to support the Executive team to embed the CITB values and culture by fostering a customer led, productive and engaged workforce in support of CITB's purpose and vision. →

GOVERNANCE 4 / 8

INDUSTRY FUNDING COMMITTEE (IFC)

The Industry Funding Committee is a decision-making body with delegated authority from the Board to authorise industry funding of up to £5m for any single commission or funding project. Its primary role is to support the Board in adopting a funding strategy aligned with CITB's strategic aims, monitor the delivery and impact of that strategy, and make recommendations to the Board as required.

During 2024-25, the Committee focused on reviewing funding proposals linked to the Strategic Plan and the annual Business Plan. All budget allocations via grants, funds, and commissions were subject to Committee review. Particular attention was paid to ensuring alignment between funding allocations and expected outcomes, and assessing the anticipated impact of investments.

A series of in-depth discussions explored the relative value of different funding interventions, principles of additionality, and return on investment. Based on these deliberations, the Committee made recommendations to the Board regarding investment priorities for the 2025-29 Strategic Plan and the 2025-26 Business Plan. The Board-approved proposals were significantly shaped by the Committee's guidance. Decisions were informed by industry consultation and the wider policy and economic context, particularly the UK Government's focus on homebuilding and its request for targeted investment in this area.

Throughout the year, Committee members used both quantitative and qualitative data, such as performance dashboards and in-depth reviews, to monitor the effectiveness of CITB's grants, employer fundings, and commissions. The Committee tracked progress against the recommendations of the Employer Funding Review and provided strategic input into the ongoing refinement of key funding streams, especially the Industry Impact Fund and Employer Network Funding. Committee member Hannah O'Sullivan was delegated authority to support decision-making on high-value bids to the Industry Impact Fund.

The Industry Funding Committee is a decision-making body with delegated authority from the Board

In addition to its strategic funding oversight, the Committee provided strong support for simplifying funding channels and promoting longer-term training investment via alternative mechanisms. Specific guidance was offered on the development of Employer Networks and the evolving role of Training Groups. The Committee approved enhanced investment (up to 100%) for 'high-value' training delivered through Employer Networks. This initiative allowed the Committee to assess the impact of increased incentives and to ensure equitable access for businesses of all sizes.

Holly Price continued to serve as Chair, working closely with Committee members to make funding decisions on behalf of the Board. During the financial year, Steve Drury and Rupert Perkins completed their terms and were succeeded by Sarah Garry and Mark Wharton, both bringing a wealth of industry experience. The current composition of the Committee reflects a broad cross-section of the construction industry, ensuring that funding decisions account for the diverse needs of businesses across the industry. →

GOVERNANCE 5 / 8

LEVY STRATEGY COMMITTEE (LSC)

The Levy Strategy Committee makes recommendations to the Board on matters relating to the strategic direction of the Levy system. This includes a key objective to maintain a level playing field for all CITB registered employers.

Following the decision to delay the Consensus process for a year in 2023, to allow the UK Government's review of CITB and ECITB to run its course and any resulting recommendations to be reflected in CITB's Strategy, the focus for the Committee during this period was the development of the three-year Levy Proposals for 2026-29. These proposals would form the basis of Consensus in early 2025 and the subsequent Levy Order to be debated by Parliament in early 2026.

The Committee worked hard to try and incorporate two major changes to Levy in their Proposals: firstly, looking to include payments to Labour Suppliers in the Levy calculation and secondly making changes to the Levy payment schedule to reduce the gap between the leviable payments being made to workers and the Levy being paid on these payments. Unfortunately, neither were progressed sufficiently to include in proposals for 2026 (due to a lack of quality data and costs), but both remain live areas for further research and possible future implementation.

Instead, the Committee recommended Levy Proposals to the Board (and subsequently to DfE) that reflected the significant wage increases being experienced in the industry, now and into the period of the 2026 Levy Order. The proposals retained the Levy rates at 2025 levels but increased the Levy Exemption and Reduction Thresholds in line with expected wage inflation by 2028-29. Once approved by Parliament in 2026, they will be used for the Levy Assessments raised in April 2026.

During this period, the Committee has also:

- Overseen the successful implementation of a revised and strengthened statement expressing opposition to the practice of "Passing on the Levy" by some contractors to their sub-contractors, along with the introduction of an anonymous online mechanism for those affected by passing on, to report this to CITB
- Explored various solutions to reduce Levy Avoidance including improving the registration process and making it easier to complete the annual Levy return accurately
- Commenced work to agree a long-term vision and strategic aims for Levy as well as supporting the development of a Levy Strategic Plan for 2026-29.

The Committee currently has ten members, including two Trustees. Rachael Cunningham replaced Diana Garnham as Chair and Herman Kok filled the previously vacant position of second Trustee on the Committee. The other members include five other representatives of Levy-Registered employers and three independent members.

During the year, Ken Miller stepped down as the Scottish Nation Council member on the Committee. Ken was replaced by Craig Bruce who joined the committee on 5 June 2025. The Committee has a good mix of representatives from the three nations as well as employer sizes and trades. This mix brings a variety of experience and diversity that adds validity and assurance to the recommendations made to the Board. →

GOVERNANCE 6 / 8

NATIONAL CONSTRUCTION COLLEGE AND APPRENTICESHIPS COMMITTEE (NCC&AC)

During 2024-25, the Committee oversaw the transition from major transformation programmes for NCC and Apprenticeships Scotland into continuously improving and high-performing business as usual operating models. The impact was evident in a successful NCC Ofsted monitoring visit in May 2024 and strong performance against KPIs for both NCC and CITB's apprenticeship delivery in Scotland.

The Committee also oversaw the development of a new strategy for NCC, focused on excellence, growth, and beacon leadership, alongside plans to invest in the NCC South (Erith) campus.

Michael Green has now settled into his role as Chair of the Committee ensuring discussions are focused on its purpose. Tony Elliott stepped down as a Trustee member when his CITB Trustee tenure ended in June 2024 but has been retained as an independent member to provide a Scottish perspective. Nikki Davis joined the Committee as a Trustee member upon becoming a CITB Trustee in April 2024, bringing valuable insight from the further education sector. Owain Jones remains a Trustee member, continuing to provide the Welsh perspective.

At the year end, there were two vacancies on the Committee and two new members, Nicola Bird and Jawahar Hingorani were appointed in June 2025 to fill the vacancies.

NATION COUNCILS

Nation Councils remain essential in shaping the future of construction throughout Great Britain, offering strategic guidance to the Board to enhance the industry's ability to meet its skill requirements.

The objectives of the three Nation Councils are to:

- Provide insight into the challenges and opportunities for the nation it represents
- Steer and influence the Board on development and effective delivery of the Plan encouraging adjustments to the delivery to reflect unforeseen events and/or changes that impact on the nation and/or industry more generally
- Debate and offer constructive challenge in relation to proposed allocation of resource against competing industry priorities across Great Britain
- Provide national perspective on construction skills gaps against agreed forecast needs. →

GOVERNANCE 7 / 8

ENGLAND NATION COUNCIL

The England Nation Council advised and supported CITB activities from shaping nation specific priorities to ensuring operational delivery reflecting England's specific needs. One of its major undertakings was steering the production of the England Nation Plan, setting out clear priorities and targeted support for the sector. Members also developed performance measures that connect GB-wide objectives with England only indicators, giving greater clarity on progress and outcomes.

A significant part of the Council's year involved advising on the 2025 Consensus Process. This included shaping proposals for Levy rates and thresholds and publicly standing behind the 'Passing on Levy' Statement. Apprenticeship growth was a consistent rallying point, with members working alongside the Board and senior leaders to reflect this in CITB's activities. Promotion of CITB's funding opportunities, from opportunities like the Industry Impact Fund and other live commissions were part of the Council's activities. These efforts contributed to a rise in funded projects in England, with progress to be tracked into 2025-26.

The Council was chaired by Sharon Llewellyn, with Kevin McLoughlin as Deputy Chair. New members joining during the year were Matt Bridge, Joanna Poon, Sarah Garry, Sarah Barnes, Dan Clarkson, and Janette Welton-Pai. Ian Dickerson completed his term, and Maria Seabright resigned from her role.

SCOTLAND NATION COUNCIL

The Scotland Nation Council had input into policy and operational matters which were of relevance to CITBs activities in Scotland. This work included the production of the 2024-25 Scotland Nation Plan, which outlined CITB priorities and support in Scotland, and the development of KPIs which reflect GB and nation priorities and allow for operational performance reporting at a Scotland specific level. The Council also advised and supported the Levy Strategy Committee in relation to the agreeing of Levy rates and threshold increases to be tabled as part of the 2025 Consensus Process along with collective support and agreement as signatories to the 'Passing on Levy' statement.

Throughout the year the Council reiterated the importance of apprenticeship provision in Scotland and worked with the Board and senior staff members to ensure this was reflected in terms of CITB's operational priorities in Scotland. The Council members were also active in ensuring CITB products and services, particularly in relation to funding streams, including current commissions and flagship funding channels such as the Industry Impact Fund, were articulated, adopted and utilised across Scotland, with standing agenda items to support and inform activity across the nation. Examples of the Nation Council support in this area can be seen in the demonstrable increase in funded activity pertaining to Scotland, which will be monitored and reported upon throughout the forthcoming financial year (2025-26).

The Council has actively supported the role of Scottish Construction Federations by inviting them to attend and present at Council meetings.

Angela Forbes, continued in her role as Council Chair, attending Board meetings as an observer and reporting into the Nations Council. The Council recruited three new members Callum Smith, Mairi Coleman and Peter Tait. The Scotland Nation Council has two vacancies currently, with efforts underway to recruit for the vacancies.

WALES NATION COUNCIL

The Wales Nation Council continued to be a strategic voice for the Welsh construction industry within CITB, helping to shape the 2024-25 Wales Nation Plan. The Plan set out the nation's priorities and identified specific forms of support, supported by a fresh set of KPIs designed to capture both shared GB objectives and outcomes unique to Wales.

The Council advised and supported the Levy Strategy Committee to refine recommendations on Levy rates and thresholds for the 2025 Consensus Process, ultimately joining other Nation Councils in endorsing the 'Passing on Levy' statement.

Apprenticeships remained a clear focus area, and the Council worked closely with CITB's leadership to ensure that investment and attention flowed into apprenticeship provision in Wales. They also worked actively to promote awareness of CITB services and funding, from key commissions to major investments like the Industry Impact Fund, with encouraging signs of increased take up across the country.

Leigh Hughes served as Chair, supported by Deputy Chair Owain Jones, who also sits on CITB's Board of Trustees. The Council welcomed four new members, Lisa Kelly-Roberts, Martyn Osborne, Ian Morgan, and Mark Bowen, while preparing for a leadership transition in the coming year as Leigh Hughes's tenure comes to an end. Martyn Osborne was appointed Chair of the Council in April when Leigh tenure in office came to an end.

RISK MANAGEMENT

RISK MANAGEMENT

Our system of risk management and internal control is designed to: manage risks, including the risk of not making the most of opportunities, to a reasonable level consistent with the CITB Board's risk appetite; evaluate and mitigate the likelihood of those risks occurring and the impact should they be realised; and manage risks efficiently, effectively and economically. The system follows the principles set out in the "Management of Risk – A Strategic Overview" (commonly known as the "Orange Book") issued by HM Treasury, and has regard to supporting guidance, including the Risk Control Framework. The system was in place this financial year and up to the date of approval of the Annual Report and Accounts.

The framework of risk management is designed to support informed decision-making, helping to ensure CITB can take opportunities to be more effective in its support of industry while not becoming exposed to unacceptable levels of risk. During the year, the Audit and Risk Committee reviewed and proposed updates to the Risk Management Policy and Risk Appetite Statement, which were endorsed by the Board. The Executive team and the Board reviewed and updated the strategic risks to reflect changes that arose from the new 2025-29 Strategic Plan, the actions agreed in response to the ITB Review, changes in the external environment and other matters. In general, risk is managed through regular scrutiny at management and team levels, and oversight by the Audit and Risk Committee and by the Board, which receive updates on strategic risks and significant operating risks at each meeting.

A number of sources contribute to the review of risks and the assessment of risk management, including:

- Reports and recommendations from the Audit and Risk Committee
- The Annual Report and Opinion from the Head of Audit and Risk, and findings and recommendations from internal audit reports
- Self-assessment against the UK Government's Functional Standards including the "Management of Risk – A Strategic Overview" (commonly known as the "Orange Book") and consideration of the supporting Risk Control Framework
- Findings and recommendations from the NAO
- Annual accountability statements from members of the Executive team and Senior Leadership team, which outline the governance, risk management and internal control arrangements in their business areas
- External reports on CITB and its processes produced by independent organisations, such as the Education and Skills Funding Agency (ESFA), Skills Development Scotland (SDS), and Ofsted
- Legislative and regulatory requirements and guidelines, including those relating to charitable status. →

RISK MANAGMENT 2 / 5

RISK MANAGEMENT PROCESS

As a registered charity, we have a prudent and balanced attitude to risk, placing emphasis on our risk management and control framework to manage risk within the Board's risk appetite, which is set out in the Board's Risk Appetite Statement. The ways in which we managed risks for the year ending 31 March 2025 included:

- A review of our strategic risks performed in November 2024 in light of the developing 2025-29 Strategic Plan, with oversight of updates by the Audit and Risk Committee. Assessments of strategic risks and the effectiveness of mitigating actions are monitored on an ongoing basis
- Risks were also identified and assessed at an operational level by each team and at project level by each project team, with escalation where appropriate. A process is in place to ensure consistent identification, assessment, and monitoring of risks by all teams, facilitated by the Audit and Risk function
- The Executive team holds collective oversight of risks at the strategic level and undertook deep dive reviews into the management of certain, more significant risks at its monthly meetings when appropriate
- Each meeting of the Audit and Risk Committee received a risk update, including details of the strategic and significant operational risks and updates on the operation of the system of risk management. The Committee also performed its own deep dives into key risks by asking management to provide updates on the risks and mitigations.

RISK MANAGMENT 3 / 5

STRATEGIC RISKS

Below are summaries of the key strategic risks that have been the main focus of attention during the year:

RISK A - Its assessment (potential impact and likelihood) and change since 1 April 2024

CITB may not be able to implement the internal changes required to deliver its 2025-29 Strategic Plan in the timeframe committed because it does not have the people and skills, or data or data management capability, to implement new ways of working or the necessary systems and technology.

Assessment 31 March 2025:
Very Serious – Possible; new risk this year.

MITIGATIONS

A Central Portfolio Office was established to oversee change activity alongside new investment and change governance processes, and additional project/programme management resources deployed to support the effective delivery of projects/programmes.

RISK B - Its assessment (potential impact and likelihood) and change since 1 April 2024

That the UK Government's and CITB's plans to support homebuilding may not be fully aligned or that in supporting the priority on homebuilding CITB diverts too much focus, funding or resources away from other priorities.

Assessment 31 March 2025:
Serious – Possible; new risk this year.

MITIGATIONS

CITB has been engaging closely with the UK Government in Westminster and the Governments in Scotland and Wales to ensure our strategy is aligned and to help inform policy decisions and ensuring that our Business Plan focuses on the prioritised needs of the construction industry.

RISK C - Its assessment (potential impact and likelihood) and change since 1 April 2024

Risk of serious physical injury or harm to apprentices, colleagues and others due to a failure by CITB to fully comply with Health and Safety regulations or not having taken all necessary and appropriate actions to reduce the risks.

Assessment 31 March 2025:
Very Serious – Possible; unchanged (identified mitigations in place).

MITIGATIONS

CITB places a high priority on supporting safety in the construction industry and on safety in its construction and other activities. A Health, Safety and Wellbeing framework accredited to formal ISO45001 and ISO45003 standards is in place and its performance is monitored by regular reporting to management, the Audit and Risk Committee, and the Board.

RISK D - Its assessment (potential impact and likelihood) and change since 1 April 2024

Risk of harm to apprentices, young people, and vulnerable adults because of a failure to have implemented appropriate Safeguarding arrangements or a failure of those Safeguarding procedures.

Assessment 31 March 2025:
Very Serious – Possible; unchanged (but reducing due to additional mitigations).

MITIGATIONS

Safeguarding has been an area of focus and development for the NCC and our apprenticeships over the past 18 months. The Leaders in Safeguarding Award was achieved for England in 2023-24 and for Scotland in 2024-25. A dedicated Safeguarding team monitors the arrangements and any incidents that occur, and the overall operation of the process is monitored by the NCC and Apprenticeships Committee on behalf of the Board.

RISK MANAGMENT 4 / 5

RISK E - Its assessment (potential impact and likelihood) and change since 1 April 2024

Sensitive information may be exposed and/or significant disruption caused to services as a result of a breach of cyber security.

Assessment 31 March 2025:
Serious – Possible; unchanged.

MITIGATIONS

There is an ongoing process to monitor cyber security risks and to implement actions where necessary, and all CITB colleagues are required to undertake annual training. It is recognised that the threat of a cyber-attack requires continued vigilance and development of the framework of controls.

RISK F - Its assessment (potential impact and likelihood) and change since 1 April 2024

CITB may suffer fraud which is damaging reputationally and financially due to the amount involved because of failure to embed a culture of fraud awareness and prevention or not implementing actions to mitigate significant risks.

Assessment 31 March 2025:
Significant – Possible; unchanged.

MITIGATIONS

Arrangements are in place to assess the risks of fraud and to take action should any new or increasing exposures be identified, which are reviewed at least annually by the Audit and Risk Committee. Proactive and reactive reviews and investigations are undertaken by the CITB Counter Fraud team.

RISK MANAGMENT 5 / 5

In addition to the specific risks detailed above, management has been alert to the possibility that policy and funding changes by the UK Government in Westminster and by the Governments in Scotland and Wales could have implications for CITB's Strategic and Business Plans, including the risk that CITB fails to realise opportunities that changes may provide to benefit the skills system for construction. A programme of regular engagement with national Governments is in place to inform planning, thereby ensuring that knowledge of emerging policy changes enables plans to be aligned, where appropriate.

The process of regular risk reviews throughout the year helped to maintain the focus on mitigating the potential impacts of risks and supported actions that ensured that the risks did not have a significant adverse impact on delivery of priority outcomes and the 2024-25 Business Plan.

Activity to monitor the mitigation of risks during the year had a significant focus on actions to embed the controls implemented in 2022-23 and 2023-24 over the delivery of quality apprenticeships, further mitigate the risk in relation to cyber security and reduce the potential for significant interruption of services were there to be a business continuity incident. The risk of CITB having the resources and capabilities to implement the necessary change to deliver its strategic objectives identified above was also the subject of particular attention by the Executive team throughout the year, recognising that implementation of new systems and enhanced ways of working are key to delivering the 2025-29 Strategic Plan.

The Head of Internal Audit was satisfied that sufficient work had been completed during the year to enable an opinion to be provided.

HEAD OF INTERNAL AUDIT'S OPINION

The Internal Audit team, working to the Public Sector Internal Audit Standards, delivered the 2024-25 programme of reviews as approved by the Audit and Risk Committee. The Committee agreed to defer a planned review of managing dependencies across 'change' activity as steps were still being taken by management to develop the structures and processes for this. Completed audits covered a wide range of areas within governance, risk management, and internal control, focusing on those where there was the greatest need for assurance or potential benefit from review. The Head of Internal Audit was satisfied that sufficient work had been completed during the year to enable an opinion on governance, risk management and internal control to be provided.

An annual report, summarising the work undertaken and containing the Head of Audit's opinion, was presented to the Audit and Risk Committee and stated that the systems of governance, risk management, and internal control are generally satisfactory. ●

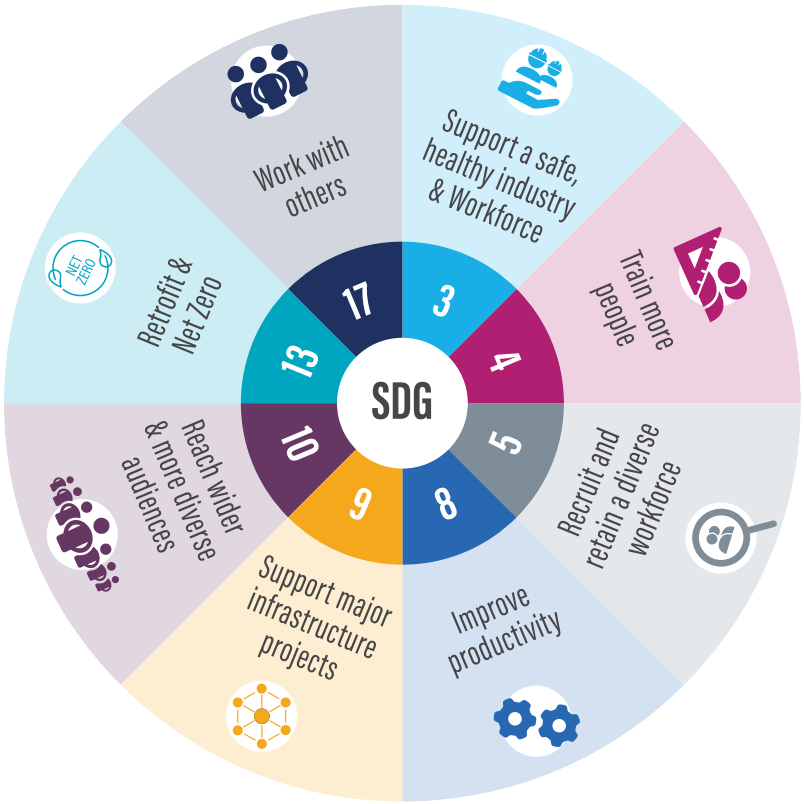
SUSTAINABILITY 1 / 5

Sustainability

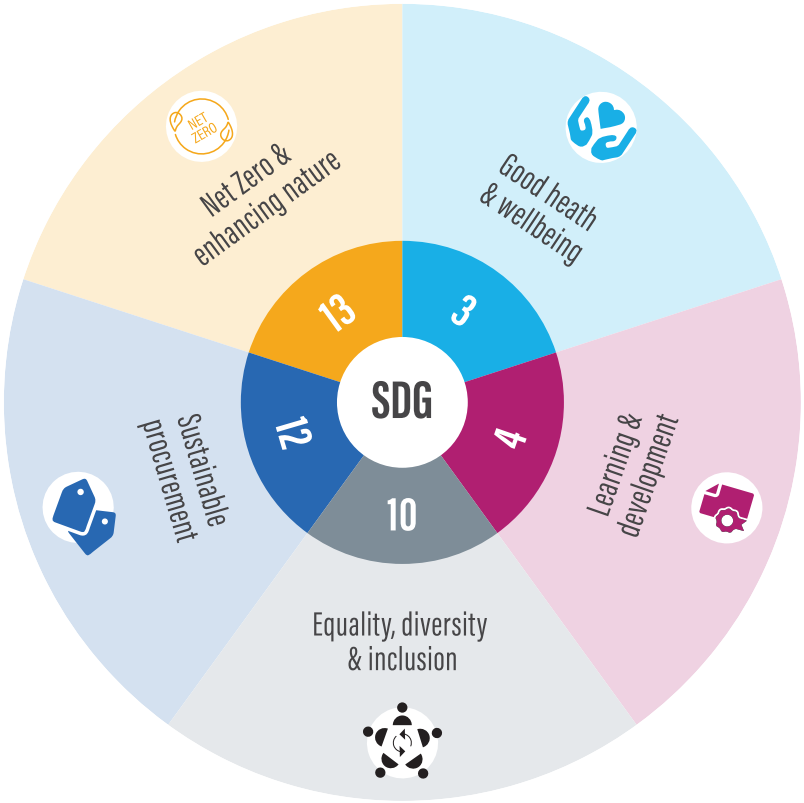
UN SUSTAINABLE DEVELOPMENT GOALS

As part of the development of our sustainability strategy, we re-examined how our internal activity and the external delivery of our products and services aligns with the United Nations Sustainable Development Goals[14] (UN SDGs/the Goals) to more accurately understand our wider contribution to global objectives and this is shown in graphics 1 and 2. →

GRAPHIC 1 – HOW OUR EXTERNAL DELIVERY CONTRIBUTES TO THE UN SDGS



GRAPHIC 2 – HOW OUR INTERNAL ACTIVITY CONTRIBUTES TO THE UN SDGS



14. THE 17 GOALS | Sustainable Development

SUSTAINABILITY 2 / 5

OVERVIEW

Our Environmental Policy sets out our ambition to be net zero in Scopes 1[15]and 2[16] by 2030 and Scope 3[17] by 2040, ahead of the UK target of 2050 and Scotland by 2045. The Board and the Executive team are committed to this target and the investment required, and our teams have begun making changes to our working practices, including embedding an Environmental Management System (EMS) across all sites certified to the ISO 14001 Standard; and being integrated with our Health & Safety and Wellbeing Management System, which is certified to the ISO Standards 45001 (Health & Safety) and 45003 (Psychological Health & Safety at Work).

To ensure we can transition to a sustainable future and meet our net zero emission targets, we know that our workforce must have the knowledge, skills, competencies, and behaviours to undertake this work, known as 'Green Skills.' During the year, several colleagues became Carbon Literate following the delivery of a pilot carbon literacy training course and recommended to Executive Sponsor that a bespoke course focused on the environmental impact of construction industry be developed and accredited by the Carbon Literacy Project and rolled out across the organisation; with the aim of 10% of our workforce to be Carbon Literate within the first year.

As an arm's-length body (ALB) of DfE, we are exempt from the Central Government's Greening Government Commitments (GGCs) that set out the actions that UK Government departments and their ALBs will take to reduce their impacts on the environment for the reporting year 2024-25; however, we are voluntarily reporting, and we have applied HM Treasury's annual guidance to provide transparency in our sustainability reporting. To support greater collaboration with our sponsoring department, DfE, a CITB representative attends their ALB Sustainability Roundtable. We have confirmed with the Department for Environment, Food and Rural Affairs (Defra) and DfE, that we are in-scope of the GGCs from 2025 onwards.

To align to previous years reporting and acknowledging that little comparison can be made with the baseline year of 2017-18 due to changes made as part of our Vision 2020 divestment programme and the impact of the Covid pandemic, only data for the last four years is presented in this report. As proposed in the new GGC's for the period 2025-30, a new baseline will be set for future reporting based on data for 2025-26.

CITB delivers skills and training interventions through its NCC, which operates from three freehold training establishments. The data presented in this report is collated from these three sites, at Erith, Bircham Newton, and Inchinnan. We are not currently able to include data from our leased premises, our Head Office, Sand Martin House, in Peterborough (vacated August 2025) and our London Office, Sanctuary Buildings, in Westminster (vacated November 2024), nor the replacement provision in temporary office rental, as the freeholder is currently unable to provide relevant data broken down by demise. →

15. Scope 1: Greenhouse gas emissions (GHG) emissions from burning fossil fuels from sources that are owned or controlled by the company, for example, emissions from an onsite gas heating system, or from industrial processes or owned transport. Leaks of F-Gases (e.g. from air conditioning systems) are also classed as Scope 1
16. Scope 2: GHG emissions from burning fossil fuels from purchased electricity, heat, and steam for use in company operations. These are separated from Scope 1 as they usually occur elsewhere (e.g. at a power station).
17. Scope 3: All indirect emissions due to the activities of a business. Scope three can either be upstream – indirect emissions including: purchased goods and services; waste generated in operations; business and community travel; transportation and distribution. Or downstream – as products and services are used and disposed of by customers.
18. Greening Government Commitments 2021 to 2025 - GOV.UK (www.gov.uk)
19. HM Treasury 2023-24 Sustainability Reporting guidance

SUSTAINABILITY 3 / 5

TASK FORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) COMPLIANCE STATEMENT

As we witness an accelerated change in our climate due to human activity, the World Economic Forum's annual Global Risk Report 2024[20] named three key climate risks as top global challenges. It is important we identify, assess and manage climate-related risks.

CITB has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance[21], which interprets and adapts the framework for the UK public sector, including central Government department ALB's. The TCFD recommendations are structured around four thematic areas that relate to core elements of how organisations operate – Governance, Risk Management, Metrics and Targets, and Strategy.

CITB has complied with the TCFD recommendations as follows:

- **Governance** - all recommended disclosures
- **Risk Management** - all recommended disclosures
- **Metrics and targets** - all recommended disclosure

This is line with the central Government's TCFD-aligned disclosure implementation timetable for Phase 2. CITB plans to make the disclosures on Strategy (Phase 3) in the next reporting period.

GOVERNANCE

The role of the Board is to set and maintain the CITB vision, mission, and values, and ensure its strategy supports the construction industry to have a skilled, competent, and inclusive workforce, now and in the future. It is responsible for monitoring CITB's management and operations and obtaining assurance about the delivery of its strategy through its committees.

The role of the Board is to set and maintain the CITB vision, mission, and values

The Audit and Risk Committee provide assurance to the Board on the adequacy and effectiveness of CITB's arrangements for risk management, governance, and internal control, and this is extended to climate-related risks and opportunities, and the Committee reviews those above risk tolerance, as identified through the risk management process.

At each meeting, the Board and Audit and Risk Committee consider climate-related risks as part of their review of the CITB Strategic Risk Register. Furthermore, the Board, through the appointment of its Trustees, has two with a background and experience in climate change and sustainability, including climate-related risks and opportunities.

Holly Price is the Group Sustainability Director at Keltbray Group and accountable for the delivery of their sustainability strategy, which includes environmental sustainability and the achievement of their net zero target.

Stephen Gray in his role as Head of Engineering Development at BAM Nuttall Ltd, and as a reviewer and assessor with the Institution of Civil Engineers (ICE), embeds sustainable development as a core competency and commitment.

Climate-related responsibilities relating to internal operations are assigned to the Sustainability Group that is accountable to the Executive through the CFO as the Executive Sponsor. Membership is made up of relevant Leadership team members and functional leads.

To help support the development of CITB's Strategic and Business Plans for the benefit of the construction industry, a cross-functional Net Zero Action Group exists. →

20. Global Risks Report 2024 | World Economic Forum | World Economic Forum
21. TCFD-aligned disclosure Application Guidance - Phase 1, 2, 3 - for FRAB.docx

TABLE 3: SUSTAINABILITY GOVERNANCE: MANAGEMENT OF CLIMATE-RELATED MATTERS

CITB BOARD LEVEL	
Audit and Risk Committee	Executive team Sustainability Lead: CFO
MANAGEMENT LEVEL	
Sustainability Group Chair: CFO Co-ordinator: Environmental, Social and Governance (ESG) Manager Attended by Leadership team members and functional leads. Remit: Oversight of internal environment, social and governance matters.	Net Zero Action Group Chair: Strategy Lead for net zero Co-ordinator: Industry Analyst and net zero Lead Attended by departmental representatives. Remit: to help develop the Strategy/Plan to support a training and skills system for the construction sector to meet net zero
WORKFORCE LEVEL	
Green Champions Group Co-ordinator: Environment and Sustainability Coordinator Voluntary membership from across the organisation	

RISK MANAGEMENT

Climate-related risks are identified with the input and guidance of the ESG Manager taking into consideration global trends, the UK's Climate Change Risk Assessment, and the NAO good practice guidance to identify those direct risks to core operations, and indirect risks via the supply chain or other dependencies, relevant to CITB. Climate-change is not currently identified as posing a strategic threat to CITB, its operations and activities; however, this is kept under review.

The risks are assessed using the risk management system as described on pages 39 to 40 and cascaded to the relevant team for including in operational risk registers, scoring, managing (determining and implementing the appropriate actions), and monitoring at the functional level. General ESG risks, including those in relation to reporting, are held centrally by the ESG Manager. Assessment, recording, and reporting of the risks is facilitated by the Audit and Risk function.

An impact and likelihood assessment supports the prioritisation of the risks and of the risk management activities to mitigate and respond to them. The impact criteria include financial and non-financial factors, such as compliance (regulatory impact), people, and technology, and are used for assessing all risks, including climate-related risks, providing a consistent basis for assessment, prioritisation, and reporting across CITB.

The Audit and Risk Committee receive updates at each meeting on the risk management process and specifically risks that fall outside of tolerance. The Committee also undertakes a programme of deep-dives into key risks, but no climate-related risks were deemed to require a deep-dive during 2024-25. →

SUSTAINABILITY 5 / 5

We have considered the climate-related physical and transitional risks relevant to CITB and identified the following in our functional risk registers:

Sustainability

- Failure to comply with key environmental legislation, regulation, and other requirements
- We are unable to develop a plan to meet our emission reduction targets and/or those set within the GGCs and make sufficient progress towards their achievement
- We do not maintain an effective Environmental Management System (EMS) to identify, assess, monitor, and maintain our interactions with the environment to prevent negative environmental impact
- Increased risk of disruption and interruption of services and operations because of infrastructure failures in interdependent networks e.g. water and power.

Estates

- Risk of physical damage to our estate, technology, and other assets due to acute physical extreme weather events (such as cold, heat, storms (wind and rain))
- Risk of adverse impact on biodiversity across our estate as a result of not identifying and incorporating relevant aspects into estates planning.

Products and services

- We do not anticipate, develop and introduce training capacity and products to meet industry needs linked to climate-related demand for new skills and capabilities (e.g. retrofit, decarbonisation, biodiversity net gain and circular economy).

Health, safety and wellbeing

- Risk to the health, wellbeing and productivity of employees and learners from acute and chronic climatic events, such as heat waves, cold spells, heavy rain and snow due to not planning for the increasing incidence and severity of such events and/or not taking steps to mitigate the impacts.

Procurement

- Risk of interruption and disruption to supply chains for food, essential goods/materials and other commodities due to global meteorological disasters and geo-political issues.

We are enhancing our business continuity capabilities to tackle climatic events to significantly mitigate risks and ensure operational stability, including conducting risk assessments, emergency response planning, infrastructure resilience, and employee training.

METRICS AND TARGETS

CITB is guided by the GGC reduction targets and has not set its own material targets. These will be developed in its sustainability strategy for 2025-29, until then, it will actively investigate and implement solutions to drive down its emissions.

CITB's carbon footprint can be found in Appendix A. ●

SECTION 5

Statement by Accounting Officer

Pages 49 to 57

STATEMENT BY ACCOUNTING OFFICER

OUR APPROACH TO DATA SECURITY

To achieve our aims, CITB processes personal information about individuals. Categories of data subjects include construction-related employers, employees and prospective employees within the construction industry, construction apprentices, suppliers, contractors and internal staff.

We are committed to protecting the rights and freedoms of individuals in respect of the processing of their personal data and undertake to comply with our legal obligations and responsibilities at all times.

We routinely review systems and processes for handling data securely against prevailing guidelines to ensure we continue to meet expected standards. We follow ISO 27001-compliant practices in relation to information security.

We comply with our legal obligations in relation to personal data, and any serious data-related incidents are published and reported to the Information Commissioner's Office (ICO). This year, one incident was reported to the ICO on 19 July 2024. No action was required, and the matter was deemed closed by ICO on 23 July 2024.

As CITB's outsourced IT service provider Shared Services Connected Limited (SSCL) is committed to protecting the security and access to our data.

As CITB's outsourced IT service provider Shared Services Connected Limited (SSCL) is committed to protecting the security and access to our data. SSCL follows ISO 27001-compliant practices in relation to information security and CITB has obtained certification for Cyber Essentials+, initially for Welsh Apprenticeships and the wider IT estate, other than two legacy applications.

SSCL investigates all security incidents relating to its service to CITB to identify suitable improvements in processes, staff education, and technical security measures. There were no high severity incidents reported in 2024-25.

OUR APPROACH TO REPORTING CONCERNS

We are committed to achieving and maintaining high standards of behaviour at work, in service to the public and in all our working practices, and to maintaining a culture where people are encouraged to speak out, confident that they can do so without adverse consequences and that appropriate action will be taken. We have arrangements for reporting concerns relating to modern slavery, safeguarding, and the Prevent duty. Our arrangements for whistleblowing were reviewed and approved by the Audit and Risk Committee during the year. There were no whistleblowing incidents reported during the year. →

REGISTER OF INTERESTS

As a non-departmental public body sponsored by DfE, CITB must abide by the principles of regularity and propriety, ensuring that its work is not adversely impacted by conflicts of interest. Trustees, Committee members and the Executive team are required to complete a declaration of interests annually. We have a process in place which allows potential conflicts of interest to be identified and, where identified, ensures that appropriate safeguards are put in place to prevent actual conflicts from arising.

In addition, all staff are required to complete a declaration of interest return annually, including those who have no interests to declare, and to also declare any gifts or hospitality offered.

MAINTAINING STAKEHOLDER SUPPORT

To continue to meet industry expectations, CITB must maintain support from a range of stakeholders. We liaise with industry at all levels and have connections with prescribed organisations and trade federations, trade unions and educational bodies. We work with DfE at Westminster, and the Scottish and Welsh Governments and we are involved in a range of stakeholder events, consultative groups and forums, and partake in various stakeholder surveys.

CONCLUSION

As Accounting Officer, I am satisfied that the governance arrangements that were in place during the year to 31 March 2025 are sufficient to continue managing risks effectively. This is informed by the work of the Executive team, who are responsible for developing and maintaining the governance structures and internal control framework. I acknowledge the comments made by the NAO in its management letter and other reports (refer to External audit on page 32). The Governance Statement represents the end product of management's review of the effectiveness of the arrangements for governance, risk management, and internal control.

Based on the review I have outlined above, I conclude that CITB has a satisfactory system of governance, risk management, and internal control that supports the aims and objectives of the organisation.

Tim Balcon
Accounting Officer
3 December 2025

STATEMENT OF THE BOARD AND ACCOUNTING OFFICER'S RESPONSIBILITIES

Under section 8 (1) of the Industrial Training Act 1982, the Board is required to prepare for each financial year a statement of accounts in the form and on the basis determined by the Secretary of State with the consent of the HM Treasury.

The accounts are prepared on an accruals accounting basis and must show a true and fair view of CITB's state of affairs at the year end and of its income and expenditure and cash flows for the financial year.

In preparing that statement of accounts, the Board and Accounting Officer are required to comply with the requirements of the Charities Statement of Recommended Practice (FRS 102) and have regard for the relevant requirements of the UK Government's Financial Reporting Manual and in particular to:

A. Observe the accounts direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis

B. Make judgements and estimates on a reasonable basis

C. State whether applicable accounting standards as set out in the Charities Statement of Recommended Practice (SORP) and the UK Government's Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements

D. Prepare the financial statements on a going concern basis unless it is inappropriate to presume that CITB will continue in operation

E. Confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable, and to take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for DfE has designated the Chief Executive of CITB as Accounting Officer for CITB. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding CITB assets, are set out in Managing Public Money, published by the HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that CITB's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware. The Annual Report and Accounts are fair, balanced and understandable, and as Accounting Officer I take responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable. ●

Tim Balcon
Accounting Officer
3 December 2025

Approved by the Board on and signed on its behalf by:

Sir Peter Lauener KBE, CB
CITB Chair
3 December 2025

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL 1 / 5

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT AND THE SCOTTISH PARLIAMENT

OPINION ON FINANCIAL STATEMENTS

I certify that I have audited the financial statements of the Construction Industry Training Board for the year ended 31 March 2025 under the Industrial Training Act 1982.

The financial statements comprise the Construction Industry Training Board's:

- Balance Sheet as at 31 March 2025;
- Statement of Financial Activities and Cash Flow Statement for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and United Kingdom accounting standards including Financial Reporting Standards (FRS) 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion, the financial statements:

- give a true and fair view of the state of the Construction Industry Training Board's affairs as at 31 March 2025 and its net expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and the Charities Act 2011.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of the Construction Industry Training Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion. →

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL 2 / 5

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Construction Industry Training Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Construction Industry Training Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Board and Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereafter. The Board and Accounting Officer are responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Industrial Training Act 1982.

In my opinion, based on the work undertaken in the course of the audit the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Construction Industry Training Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Construction Industry Training Board or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 have not been made or parts of the Remuneration Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance. →

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL 3 / 5

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of the Board and Accounting Officer's Responsibilities, the Board and the Accounting Officer are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Construction Industry Training Board from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements, which give a true and fair view, in accordance with the applicable financial reporting framework;
- preparing the Annual Report, which includes the Remuneration and Staff Report, in accordance with HM Treasury's Government Financial Reporting Manual; and
- assessing the Construction Industry Training Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board and the Accounting Officer either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Industrial Training Act 1982, section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below. →

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL 4 / 5

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud I:

- considered the nature of the sector, control environment and operational performance including the design of the Construction Industry Training Board's accounting policies and performance incentives.
- inquired of management, the Construction Industry Training Board's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Construction Industry Training Board's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Construction Industry Training Board's controls relating to the Construction Industry Training Board's compliance with the Industrial Training Act 1982, the Industrial Training Levy (Construction Industry Training Board) Orders 2022 and 2023, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006, and Managing Public Money;
- inquired of management, the Construction Industry Training Board's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Construction Industry Training Board for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override of controls.

I obtained an understanding of the Construction Industry Training Board's framework of authority and other legal and regulatory frameworks in which the Construction Industry Training Board operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Construction Industry Training Board. The key laws and regulations I considered in this context included the Industrial Training Act 1982, the Industrial Training Levy (Construction Industry Training Board) Orders 2022 and 2023, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006, Managing Public Money and relevant employment, pension and tax legislation.

In addition, I considered the fraud and regularity risks associated with grant expenditure. →

REPORT OF THE COMPTROLLER AND AUDITOR GENERAL 5 / 5

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities.** This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements. ●

Gareth Davies
Comptroller and Auditor General

3 December 2025

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

SECTION 6

Financial Performance

Pages 58 to 85

FINANCIAL STATEMENTS

Statement of Financial Activities for the year ending 31 March 2025

		2024-25	2024-25	2024-25	2023-24
		£'000	£'000	£'000	£'000
	NOTES	RESTRICTED	UNRESTRICTED	TOTAL	TOTAL
INCOME					
Income from charitable activities					
Levy income	2	0	228,138	228,138	202,008
Non-Levy income					
Delivering an efficient training supply	2	12,498	33,870	46,368	46,619
Clawback of ESFA funding		0	0	0	3,902
Creating defined training pathways	2	0	84	84	99
Total non-Levy income	**2**	**12,498**	**33,954**	**46,452**	**50,620**
Income from trading activities					
Other income		0	92	92	52
Income from investing activities					
Investment income		0	5,490	5,490	5,111
Total income		**12,498**	**267,674**	**280,172**	**257,791**
Income from trading activities					
EXPENDITURE					
Expenditure on raising funds		0	2,675	2,675	2,415
Expenditure on charitable activities					
Delivering an efficient training supply	4	20,724	260,385	281,109	251,749
Improving construction's people pipeline	4	0	6,402	6,404	5,859
Creating defined training pathways	4	0	8,594	8,594	7,692
Total expenditure on charitable activities		**20,724**	**275,381**	**296,105**	**265,300**
Other expenditure		0	0	0	299
Total expenditure		**20,724**	**278,056**	**298,780**	**268,014**
Net income/(expenditure)		(8,226)	(10,382)	(18,608)	(10,223)
Net movement in funds - transfer from unrestricted fund		8,226	(8,226)	0	0
Net movement in funds		0	(18,608)	(18,608)	(10,223)
Other gains and losses					
Gain on revaluation of freehold property, plant and machinery	7	0	2,385	2,385	2,724
Net movement in funds		0	(16,223)	(16,223)	(7,499)
Reconciliation of funds					
Total accumulated funds at period start	13	0	95,155	95,155	102,654
Total accumulated funds at period end	13	**0**	**78,932**	**78,932**	**95,155**

The above results include all recognised gains and losses and are derived from continuing activities. The Notes 1 to 23 on pages 62 to 85 form an integral part of these accounts.

THE FUNDS OF THE CHARITY

BALANCE SHEET AS AT 31 MARCH 2025

		31 MARCH 2025	31 MARCH 2024
	NOTES	£'000	£'000
Fixed assets			
Tangible assets	7	19,323	16,939
Intangible assets	8	3,967	2,467
Total fixed assets		**23,290**	**19,406**
Current assets			
Stock		151	338
Debtors	9	39,297	22,976
Cash at bank		86,885	114,915
Total current assets		**126,333**	**138,229**
Liabilities			
Creditors: Amounts falling due within one year		(39,482)	(25,470)
Net current assets		**86,851**	**112,759**
Total assets less current liabilities		**110,141**	**132,165**
Creditors: Amounts falling due after more than one year		(5,300)	0
Provisions for liabilities	11	(25,909)	(37,010)
Total net assets		**78,932**	**95,155**
The funds of the charity			
Unrestricted funds	13	78,932	95,155
Total charity funds	13	**78,932**	**95,155**

The Notes 1 to 23 on pages 62 to 85 form an integral part of these accounts.

Tim Balcon
Accounting Officer
3 December 2025

Approved by the Board on and signed on its behalf by:

Sir Peter Lauener KBE, CB
CITB Chair
3 December 2025

Cash flow statement for the year ended 31 March 2025

		2024-25	2023-24
	NOTES	£'000	£'000
Cash flows from operating activities			
Net income/(expenditure) per the SoCF		(24,098)	(15,392)
Depreciation charges	7	1,389	972
Loss/(profit) on sale of tangible fixed assets	6	(140)	(222)
Net effect of revaluation of fixed assets		0	300
(Increase)/decrease in debtors	9	(16,321)	6,346
(Increase)/decrease in stock		187	142
Increase/(decrease) in creditors	10	19,312	7,071
Increase/(decrease) in provisions	11	(11,101)	1,293
Net cash inflow/(outflow) from operating activities		**(30,772)**	**510**
Cash flows from investing activities			
Interest received		5,490	5,111
Receipts from sales of tangible fixed assets		237	257
Payments to acquire tangible fixed assets	7	(1,485)	(3,441)
Payments to acquire intangible assets	8	(1,500)	(2,467)
Net cash inflow/(outflow) from investing activities		**2,742**	**(540)**
Increase/(decrease) in cash and cash equivalents		(28,030)	(30)
Cash and cash equivalents at the start of the year		**114,915**	**114,945**
Cash and cash equivalents at end of the year		**86,885**	**114,915**

The Notes 1 to 23 on pages 62 to 85 form an integral part of these accounts.

Reconciliation of net income/(expenditure) per the Statement of Financial Activities to net income/(expenditure) per the SoCF

		2024-25	2023-24
	NOTES	£'000	£'000
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		(18,608)	(10,223)
Adjustments for:			
VAT adjustments		0	(25)
Car grant		0	(20)
Interest received		(5,490)	(5,111)
Non-cash adjustments		0	(13)
Net cash provided by/(used in) operating activities		**(24,098)**	**(15,392)**

Notes to the accounts

1. ACCOUNTING POLICIES

Public benefit entity

As a charity, CITB is a public benefit entity, therefore "an entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members".

Going concern

The financial statements for the year ending 31 March 2025 have been prepared on a 'going concern' basis. The use of the going concern basis of accounting is appropriate as there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of CITB to continue as a going concern.

CITB has ended 2024-25 in a strong financial position with a healthy level of Reserves and cash. Collection of the Levy during the third year of the current three-year Levy Order has been in line with forecasts. A one-year Levy Order is in place to bridge the gap in 2025-26, following the outcome of the ITB Review. A new three-year Levy Order will be in place from 2026-27 onwards. This should further secure our funding in the near term.

The Board has considered the ongoing impact of the current economic conditions on the activities of CITB and the construction industry. It has determined to keep income expectations for the foreseeable future flat, placing no further burden on Levy payers, and aims to maximise its potential commercial income generation and the return on its investments.

Grant and funding applications have risen during the year as the construction industry returns to investing in the skills and training of its workforce. This is good news for the industry, but also for CITB, where accumulated Reserves will be released over the next year to enable us to fund the 2025-29 Strategic Plan in line with an increase in demand from the industry.

CITB aims to reduce its liquid Reserves to target levels by 2026-27, acknowledging its planned investment in assets over this period will keep total Reserves close to current levels.

Accordingly, the Board properly prepares and submits the 2024-25 Annual Report and Accounts on a 'going concern' basis.

Accounting convention

The financial statements are prepared in accordance with the Industrial Training Act 1982 and directions made thereunder by the Secretary of State for Education. The accounts comply with the requirements of Accounting and Reporting by Charities: Charities SORP (FRS 102). The accounts also have regard to the disclosure requirements of the 2024-25 UK Government's Financial Reporting Manual, providing additional disclosures where (see Note 22) this goes beyond the requirements of the Charities SORP (FRS 102). These accounts are prepared under the historical cost convention, as modified to reflect the revaluation of fixed assets and investments.

As an executive NDPB sponsored by the Secretary of State for Education, CITB's accounts are consolidated into the accounts of DfE (the Government department responsible for education and skills in the UK), a copy of which can be obtained from their office in Sanctuary Buildings, Great Smith Street, London, SW1P 3PT or from their website:
https://www.gov.uk/government/collections/dfe-annual-reports

Restricted funds

Restricted funds relate to apprenticeship activity funded by ESFA and SDS and their associated expenditure, in which contractual agreements state that funds should only be used for the provision of apprenticeships.

Expenditure for apprenticeship activities is apportioned between restricted and unrestricted based on the proportion of direct and grant expenditure relating to apprenticeships, as staff may be working on both.

No surplus is made on restricted funds and, therefore, any loss is covered by unrestricted funds. →

NOTES TO THE ACCOUNTS 2 / 24

INCOME

Income is recognised when CITB can demonstrate entitlement to the income, receipt is probable, and the amount can be quantified with reasonable accuracy. The following specific policies apply to the following material categories of income.

Levy income

Levy income is that receivable from assessments based on the employment details returned by employers, with an estimate for those from which employment details have not been received. Levy income is recognised in line with the requirements of the Levy Order. Estimated assessment income is reduced by a provision for reassessments, based on historical trends, to allow for their normal write-down in value following the receipt of a Levy Return declaring actual direct employment and labour-only subcontract payments. A provision for bad debts, based on identified doubtful debts and prior years' experience is also applied against Levy debts, and both the movement in the provision during the financial year and the actual bad debts written off in the year, are set off against Levy income. Levy Assessments are recognised in the Statement of Financial Activities in the period in which they are raised.

Non-levy income

Training, development and publications

Registration fee income is recognised on the date the test is taken by the candidate. Publications income is recognised upon dispatch to customers of the items sold. Course fees and other product income is recognised on the start date of the course being delivered.

Apprenticeships

SDS income is recognised on an accruals basis, less any clawbacks which are disclosed separately, in line with the funding rules.

ESFA income is recognised on an accruals basis, based on the outstanding amount of the progress of the apprenticeship at the time.

Other income

Interest income is recognised on an accruals basis. This reflects the interest earned on CITB's surplus cash balances and is accounted for in the period to which it relates.

EXPENDITURE

Grant expenditure

The charge in the Statement of Financial Activities consists of the training grants paid during the year together with an estimate of the liability for unpaid training grants for the period and any adjustments to accruals and provisions made in earlier years. Grants are considered to be legally binding when the terms have been agreed by both parties.

CITB considers the recognition point for achievement grants to be when the official certification has been achieved and received by CITB. The grant provision is based on the evidence being submitted for certification but not authorised.

The recognition point for attendance grants is over the period that the trainee attends the course. For other grants, CITB considers the recognition point to be the point at which the employer has provided the training (or incurred the cost of providing the training), as at this point, they can claim a grant.

The clawback of grant claims verified as not meeting grant conditions is recognised when the grant is recovered by either the offset of other grant owed or cash repayment received. Any outstanding recoveries are included in other debtors. An estimate for the value of grants to yet be recovered is included in other debtors.

Funding expenditure

Lower value (no greater than £5,000 per quarter) training grants for small and micro employers are issued with no specified funding conditions and are paid in advance where the intended training is yet to commence.

Employer Networks has expanded in 2024-25. Expenditure was recognised at the point when training commenced. All known expenditure has been accrued for the training that commenced but not invoiced at year end.

Charitable activities

The charges in the Statement of Financial Activities are recognised on an accrual basis.

Leasing

Rentals paid under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the lease term. →

Allocation of expenditure

Direct costs are allocated accordingly, with support costs apportioned to activities by appropriate drivers. For the majority of support costs, this is an average of the full-time equivalent staff numbers for the financial year. However, funding support costs have been allocated based on funding expenditure split between the activities, while estate costs have been allocated on an office-based full-time equivalent basis.

ASSETS

Debtors

Levy debtors represent the estimated recoverable amounts of unpaid Levy Assessments, having taken account of provisions for bad debts and for reassessing estimated assessments following the late receipt of Levy Returns. CITB only writes off Levy debts when it has evidence that an employer has become insolvent, ceased to trade, is dissolved or, CITB having made all reasonable efforts to locate the debtor, is untraceable.

Non-Levy debtors are shown at their amortised value after any provision for impairment.

Tangible fixed assets

Tangible fixed assets (excluding freehold land and buildings) are stated at cost less accumulated depreciation. Adjustments to modified historical cost, to recognise the assets at fair value, are only made if material. For non-revalued assets, the depreciated historic cost is considered to be a reasonable estimate of the fair value. Costs of acquisition, comprising only those costs that are directly attributable to bringing the asset into working condition for its intended use, are capitalised. The threshold for capitalisation is £2,500, either individually or for a group of similar assets.

Freehold land is not depreciated. All other tangible fixed assets are depreciated evenly to write off their value over their estimated useful economic lives. These lie within the following ranges:

- Freehold buildings
  - 50 years (permanent buildings)
  - 20 years (improvements and temporary buildings)
  - Nil (buildings under construction).
- Motor vehicles – ten years
- Plant, machinery and equipment – four to 20 years
- Office equipment – ten years
- Computer equipment – two to five years.

Freehold land and buildings, and plant, machinery and equipment are fully revalued every five years and reviewed annually. All tangible fixed assets are subject to an annual impairment review. A full revaluation was completed this year to realign the revaluation dates for all sites and assets.

Intangible fixed assets

Intangible fixed assets are measured at cost less accumulated amortisation and any accumulated impairment losses. Expenditure incurred by CITB in relation to the development and implementation of internally generated assets, such as online services, have been capitalised at cost. These costs relate to the development stage of the project and are deemed to have a future economic benefit of more than a year. Once an asset is put into use, the amortisation of such expenditure will be charged on a straight-line basis over the estimated useful life of the asset up to a maximum of seven years.

Based on the Levy Consensus cycle and employer engagement feedback, intangible assets are amortised over a seven-year period, accounting for identified improvements and the decommissioning of existing working methods.

Cash and cash equivalents

Cash is represented by amounts held at bank.

LIABILITIES

Deferred income

Deferred income is recognised where cash has been received during the accounting period, but for which associated activities will not be carried out until subsequent accounting periods.

Income from health and safety tests and course fees is deferred where payment is received in advance for contracted services that have yet to be provided. →

Grant creditors

Amounts payable in relation to grant funding authorised but not yet paid are recognised within creditors.

National Construction College fee creditors

Amounts payable in relation to college fee invoices are calculated on the basis of known learners' records. College fees relating to students whose details have not yet been received are accrued for on the basis of historical payment patterns adjusted for any known changes in circumstances. College fee creditors are recognised within non-grant accruals.

Trade creditors

Amounts payable in relation to supplier invoices are based on those due as at the year end where goods or services have been received. The liability due to ESFA of £11.3m has been reclassified from a provision, now that formal agreement has been reached on the value of the liability and repayment plan.

Provisions

CITB funds training relevant to the construction industry. There is naturally a gap (up to 52 weeks) between the funding being earned and the claim being paid by CITB. Claims are submitted with evidence of completion, which have to be verified and processed. At year end, therefore, we make an assessment for the amount of provision that is required to account for funding earned in line with the grant recognition policy but not yet paid.

Grant claims not yet received are largely provided for on the basis of historical payment patterns adjusted for any known changes in circumstances, although some parts of the provision relating to apprentices are based on the number of new entrant trainees known to have enrolled on the scheme.

Significant judgements

The financial statements include three significant judgements.

The key estimate required is determining how much of the £180.7m Levy debt (bona fide £35m and £145.7m estimated) outstanding at the year end will be collected over time. We have adhered to our standard methodology, which is based on the age of the debt, but have adjusted it to reflect the cash collection experience in 2024-25. Using our experience of cash collection over the past year, across all prior Levy Assessments, we have estimated the amount we expect to collect in the future.

The total provision is then divided into bad debt (money that is owed but not expected to be paid) and reassessment (money invoiced on an estimated assessment that is likely to be adjusted downwards when the Levy Return is received). This division helps the reader understand the difference between the Bulk Assessment and the net income received. It should be noted that although this is a judgement, the division itself does not impact our financial statements.

The second significant judgement is regarding the provision for training grants. At the year end, we make an assessment for the amount of provision that is required to account for apprenticeship, qualification and short duration training grants earned, but not yet claimed. Our methodology is largely based on historical payments and overpaid grant recovery, which we have judged to be the most appropriate, relevant, and reliable predictor of future payment requirements. However, because grant demand patterns have fluctuated over the last few years due to the pandemic and its after-effects, this estimate contains a significant level of uncertainty and the actual outcome will not be known until sometime after these accounts are certified.

The third significant judgement involves valuing CITB's freehold land and buildings, plant, machinery and equipment. This process requires making judgements about the appropriate valuation methodology, data, and assumptions to use, and there are inherent risks related to estimation uncertainty. To mitigate these risks, CITB engages an external third party with local knowledge and expertise to perform an annual desktop valuation.

VAT

Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

Pensions

CITB is a participating employer in the ITB Pension Funds and currently operates a defined contribution section of the Funds (see Note 14). →

NOTES TO THE ACCOUNTS 5 / 24

2. INCOME

INCOME FROM CHARITABLE ACTIVITIES

LEVY INCOME	2024-25	2023-24
	£'000	£'000
Current year's Levy Assessment receivable	267,500	244,873
Less: Change in provision for bad debts and debt write-offs	22,868	27,289
Net value current year's Levy Assessments	**244,632**	**217,584**
Reassessment of previous years' Levy receipts	(16,716)	(15,766)
Court fees and legal charges	222	190
Net Levy income for the year	**228,138**	**202,008**

The reassessment of previous years' Levy relates to the prior year Levy Assessment that has been reassessed this year. It is, therefore, an uncertain estimation refined in 2024-25.

The increase in Levy income in 2024-25 is due primarily to the continuing high levels of wage inflation in the industry as a result of ongoing competition to recruit and retain workers.

The 2023 Levy Assessment notices were issued in April 2024 with a base collection period up to March 2025. The resulting total expected income is in line with the higher Bulk Assessment outcome. →

NON-LEVY INCOME

NON-LEVY INCOME	2024-25	2023-24
	£'000	£'000
Delivering an efficient training supply		
Apprenticeships	12,498	12,115
Centre fees	666	521
E-learning	2,339	1,974
Estates	461	474
HS&E testing	12,284	12,660
NCC commercial income	4,696	4,791
Other income	144	268
Publications	7,727	7,735
Site Safety Plus	5,553	6,081
Total	**46,368**	**46,619**
Creating defined training pathways		
Quality assurance site visits and other income	84	99
Clawback of ESFA funding	0	3,902
Total non-Levy income	**46,452**	**50,620**

NOTES TO THE ACCOUNTS 6 / 24

3. MATERIAL CASH SUPPORT PAYMENTS IN RESPECT OF TRAINING

Charities SORP (FRS 102) requires material grants made to be disclosed. Disclosure must include the name of the recipient and the aggregate amount of grants made to that recipient. The following material payments made in 2024-25 are disclosed below:

RECIPIENT	2024-25
	£'000
The Skills Centre London Ltd	2,878
OHOB Group Ltd	2,016
O'Rourke Investments Limited	1,970
Royal Bam Group Nv	1,845
M Group Services Ltd	1,630
Barratt Developments Plc	1,578
Workforce Skills Support	1,491
Kier Group Plc	1,403
Persimmon Plc	1,323
Balfour Beatty Plc	1,269
Morgan Sindall Group Plc	1,064
The Construction Skills People Ltd	943
3B Training	924
Bentley Holdings Ltd	902
Willmott Dixon	896
Other recipients	161,050
Total paid or offset during the year	**183,182**

A total of 19,601 employers were included under the category "Other recipients".

NOTES TO THE ACCOUNTS 7 / 24

For comparative purposes, the material payments for 2023-24 were:

RECIPIENT	2023-24
	£'000
OHOB Group Ltd	2,146
Barratt Developments Plc	1,796
Kier Group Plc	1,742
O'Rourke Investments Plc	1,700
The Skills Centre London Ltd	1,645
Persimmon Plc	1,612
Royal BAM Group Nv	1,475
Balfour Beatty Plc	1,330
M Group Services Ltd	1,203
Morgan Sindall Group Plc	910
VGC Group	876
Taylor Wimpey Plc	870
Cyfle Building Skills Ltd	851
Bell Group UK Ltd	814
Willmott Dixon Construction Ltd	808
Other recipients	135,950
Total paid or offset during the year	**155,728**

In 2024-25 £5.1m (2023-24 £6.8m) in grants were paid directly to, or on behalf of, individuals (Travel to Train is paid on behalf of individual apprentices), £148.4m to employers (2023-24 £137.5m) and £29.7m (2023-24 £11.4m) to other institutions. →

4. EXPENDITURE ON CHARITABLE ACTIVITIES

ACTIVITY	ACTIVITIES DIRECTLY UNDERTAKEN	GRANT FUNDING ACTIVITIES	SUPPORT COSTS	2024-25 TOTAL	2023-24 TOTAL
	£'000	£'000	£'000	£'000	£'000
Delivering an efficient training supply	57,532	181,601	41,976	**281,109**	251,749
Improving construction's people pipeline	3,277	1,579	1,546	**6,402**	5,859
Creating defined training pathways	4,182	0	4,412	**8,594**	7,692
Total	**64,991**	**183,180**	**47,934**	**296,105**	**265,300**

Grant funding of £183.2m (2023-24: £155.7m) is split into two elements as below:

- Main Grants Scheme – £129.8m (2023-24: £128.6m)
- Funding (incorporating structured and flexible funding) – £53.4m (2023-24: £27.1m). The primary driver of the increase is the higher volume of grant expenditure processed through Employer Networks.

5. SUPPORT COSTS

Support costs forming part of charitable expenditure are detailed below:

	DELIVERING AN EFFICIENT TRAINING SUPPLY	IMPROVING CONSTRUCTION'S PEOPLE PIPELINE	CREATING DEFINED TRAINING PATHWAYS	2024-25 TOTAL	2023-24 TOTAL
	£'000	£'000	£'000	£'000	£'000
Change	1,323	42	151	**1,516**	2,578
Commissioning	660	21	75	**756**	671
Communications and marketing	3,679	116	421	**4,216**	3,790
Estates	8,210	545	867	**9,622**	9,846
Finance	2,506	78	286	**2,870**	2,908
Grant support costs	2,758	24	0	**2,782**	3,465
Human resources	2,821	89	323	**3,233**	2,998
Legal, governance and compliance	1,954	62	223	**2,239**	1,877
Other corporate costs	2,721	86	311	**3,118**	2,731
Strategy and policy	4,248	134	486	**4,868**	4,389
Technology	11,096	349	1269	**12,714**	11,813
Total	**41,976**	**1,546**	**4,412**	**47,934**	**47,066**

6. EXPENDITURE

The following costs were included within expenditure on charitable activities:

	2024-25	2023-24
	£'000	£'000
Profit on disposal of fixed assets	(140)	(222)
Depreciation on owned assets	1,389	972
Hire of plant, machinery and equipment	156	275
Other operating leases	1,009	644
Indemnity insurance	118	100
Statutory external auditor fee	265	230
Other assurances (including internal audit)	433	251

The increase in operating lease commitments is primarily due to the commencement of a new office lease in London, alongside an expansion in the number of leased vehicles. The increase in other assurance costs, including internal audit, is primarily due to higher expenditure on professional assurance services across various areas of the business.

7. TANGIBLE FIXED ASSETS

(a) Summary

	FREEHOLD LAND AND BUILDINGS	PLANT, MACHINERY AND EQUIPMENT	MOTOR VEHICLES	COMPUTER AND OFFICE EQUIPMENT	TOTAL
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
1 April 2024	12,060	10,849	949	3,165	27,023
Additions	0	1,059	184	242	1,485
Disposals	0	(687)	0	(270)	(957)
Revaluation	1,850	1,314	(23)	0	3,141
31 March 2025	**13,910**	**12,535**	**1,110**	**3,137**	**30,692**
Depreciation					
1 April 2024	0	7,088	112	2,884	10,084
Charges during year	263	886	101	139	1,389
Disposals	0	(591)	0	(269)	(860)
Revaluation	(263)	1,020	(1)	0	756
31 March 2025	**0**	**8,403**	**212**	**2,754**	**11,369**
Net book value					
31 March 2025	**13,910**	**4,132**	**898**	**383**	**19,323**
31 March 2024	**12,060**	**3,761**	**837**	**281**	**16,939**

(b) Historical cost information

If the valuations had not been included, then freehold property would have been included at the following amounts:

	2024-25	2023-24
	£'000	£'000
Cost	18,855	18,855
Accumulated depreciation	(6,094)	(5,831)
Total	**12,761**	**13,024**

(c) Freehold land and buildings

	2024-25	2023-24
	£'000	£'000
Freehold land valuation	4,305	3,800
Freehold property valuation	9,605	8,260
Total	**13,910**	**12,060**

(d) Historical cost information of plant, machinery and equipment

If the valuations had not been included, then plant, machinery and equipment would have been included at the following amounts:

	2024-25	2023-24
	£'000	£'000
Cost or valuation	**10,850**	**7,667**
Additions	1,059	2,180
Disposals	(687)	(557)
Total	11,222	9,290
Accumulated depreciation	(7,233)	(6,473)
Net book value	**3,989**	**2,817**

(e) Revaluation

Freehold land and buildings

An independent valuation of all CITB freehold property was carried out by Montagu Evans LLP. The valuation as at 31 March 2025 was based on the principles of fair value and prepared using the existing use method of valuation.

Freehold property includes both land and buildings.

The assumptions applied within the valuation of CITB's properties this financial year include:

- Rental values – £1.00 to £10.00 per sq. ft. (£1.00 to £5.75 per sq. ft. in 2023-24)
- Yield – 9% to 20% (9% to 20% in 2023-24)
- Land values per acre – £4,500 per acre to £7,500 per acre (£4,500 per acre to £7,500 per acre in 2023-24).

The valuation assumes that each property is occupied and/or operated in accordance with a valid planning permission and that there are no matters that would affect value.

Plant, machinery and equipment

The valuation of plant, machinery and equipment has been carried out by an independent external valuer, Cheffins (who is RICS qualified), in March 2025. The Valuer has sufficient current knowledge of the market for this type of asset and the necessary skills and understanding to undertake the valuation in a competent manner.

The valuation has been undertaken on the basis of market value as defined in the RICS Valuation - Global Standard 2022.

The plant, machinery and equipment at CITB are somewhat unique. Most of the items are in excellent condition and have low recorded hours and mileage. This in turn makes it challenging to value, as most of the comparable evidence is of lesser quality and has recorded more hours and mileage. Values are based on the price we would expect to achieve at auction. →

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(f) Capital commitments

There was a capital commitment of £554k as at 31 March 2025 for a new crane at NCC (2023-24: £Nil). →

(g) Tangible fixed assets 2023-24 (comparative table)

	FREEHOLD PROPERTY	PLANT, MACHINERY AND EQUIPMENT	MOTOR VEHICLES	COMPUTER AND OFFICE EQUIPMENT	TOTAL
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
1 April 2023	10,880	7,666	201	3,332	22,079
Additions	0	2,180	892	392	3,464
Disposals	0	(559)	(144)	(559)	(1,262)
Revaluation	1,180	1,562	0	0	2,742
31 March 2023	**12,060**	**10,849**	**949**	**3,165**	**27,023**
Depreciation					
1 April 2023	0	6,531	195	3,330	10,056
Charges during year	229	568	61	114	972
Disposals	0	(557)	(144)	(560)	(1,261)
Revaluation	(229)	546	0	0	317
31 March 2024	**0**	**7,088**	**112**	**2,884**	**10,084**
Net book value					
31 March 2024	**12,060**	**3,761**	**837**	**281**	**16,939**
31 March 2023	**10,880**	**1,135**	**6**	**2**	**12,023**

NOTES TO THE ACCOUNTS 12 / 24

8. INTANGIBLE ASSETS

ASSETS UNDER CONSTRUCTION	2024-25	2023-24
	£'000	£'000
Cost		
Opening balance	2,467	0
Additions	1,500	2,467
Disposals	0	0
Impairment	0	0
Closing balance	**3,967**	**2,467**

9. DEBTORS

	2024-25	2023-24
	£'000	£'000
Levy debtors	180,684	149,998
Less: provision for bad debts	(153,828)	(132,467)
Total levy debtors	**26,856**	**17,531**
Trade debtors	9,922	4,615
Other debtors	131	134
Less: provision for bad debts	(731)	(1,530)
Total trade and other debtors	**9,322**	**3,219**
Accrued income	1,116	958
Prepayments	2,003	1,268
Total debtors	**39,297**	**22,976**
Debtors due within one year	**39,297**	**22,976**

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As outlined in the Accounting Policies (see Note 1), CITB writes off Levy debts—totalling £3.9m in the year—only when there is sufficient evidence that an employer has become insolvent, ceased trading, been dissolved, or is untraceable despite all reasonable efforts to locate them. In addition to write-offs, CITB also makes provisions for bad debts where it is considered unlikely that the Levy will be collected.

Generally, collection of the Levy has been slightly better than anticipated, while grant and funding claims have been higher than expected, therefore we have had sufficient funds to enable us to operate as normal. The key estimate required is how much of the £180.7m Levy debt (bona fide £35m and estimated £145.7m) outstanding at the year end will be collected in the fullness of time. We have followed our normal methodology, which is based on age, but adjusted it to reflect our cash collection experience in 2024-25.

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024-25	2023-24
	£'000	£'000
Trade creditors	10,909	6,234
ESFA	6,000	0
Taxation and social security	1,191	1,009
Deferred income	1,449	1,562
Accruals		
Grant funding	12,217	4,221
Other	7,716	12,444
Total creditors	**39,482**	**25,470**

The ESFA provision of £11.3m disclosed in 2023-24 has been reclassified as a creditor following the formal agreement on the liability. We have agreed to repay the liability in two instalments, the first being £6m in August 2025. →

CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024-25	2023-24
	£'000	£'000
ESFA	5,300	0

The ESFA provision of £11.3m disclosed in 2023-24 has been reclassified as a creditor following the formal agreement on the liability. This £5.3m represents the balance that is due in June 2026.

Deferred income analysis

Income has been deferred where cash has been received for products and services in the financial year, but for which associated activities will not be carried out until subsequent accounting periods. →

	2024-25	2023-24
	£'000	£'000
Balance brought forward at start of year	1,562	1,949
Deferred income in current year	1,449	1,562
Prior year released	(1,562)	(1,949)
Closing balance	**1,449**	**1,562**

11. PROVISIONS FOR LIABILITIES AND CHARGES

	GRANT PROVISION	ESFA REPAYMENT PROVISION	OTHER PROVISIONS	TOTAL PROVISIONS	TOTAL PROVISIONS
	2024-25	2024-25	2024-25	2024-25	2023-24
	£'000	£'000	£'000	£'000	£'000
Balance as at period start	22,675	11,300	3,034	37,009	35,717
Utilised	(22,675)	0	(2,393)	(25,068)	(19,836)
Released	0	0	(120)	(120)	(4,169)
Reclassified	0	(11,300)	0	(11,300)	0
Provided in year	22,455	0	2,933	25,388	25,298
Balance as at period end	**22,455**	**0**	**3,454**	**25,909**	**37,010**

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Grant provisions

CITB pays out grants to employers to fund relevant training. There is naturally a gap (up to 52 weeks) between the grant being earned (the learner has had their training) and the claim being received by CITB. At the year end, therefore, we make an assessment for provision that is required to account for grants earned but as yet not claimed:

- Apprenticeship grant provisions (£10.6m) are based on expected claims for known named apprentices with confirmed start dates and this is used as a basis to provide for those not yet known about (received) at year end
- Short duration grant (£5.6m) and qualification grant (£6.2m) provisions are based on current and historical experience payment values.

Other provisions

Included within the provisions is a value of £701,475 (2023-24: £511,744) for the payment of interest and compensation for late payments, in accordance with the obligations under the Late Payment of Commercial Debt (Interest) Act 1998 and Regulations 2013. The increase is primarily attributable to the higher volume of invoices processed during the year (2024-25: 44,383, 2023-24: 29,347).

Other provisions also include small dilapidation provisions.

ESFA repayment provision

The ESFA provision (£11.3m) has been reclassified as a creditor following the formal agreement of the liability with ESFA (see Note 10). →

12. 2023-24 RESTRICTED AND UNRESTRICTED FUNDS

		2023-24	2023-24	2023-24	2022-23
		£'000	£'000	£'000	£'000
	NOTES	RESTRICTED	UNRESTRICTED	TOTAL	TOTAL
INCOME					
Income from charitable activities					
Levy income	2	0	202,008	202,008	170,608
Non-Levy income					
Delivering an efficient training supply		12,123	34,496	46,619	43,379*
Clawback of ESFA funding		3,902	0	3,902	(10,915)
Improving construction's people pipeline		0	0	0	55*
Creating defined training pathways		0	99	99	120*
Total non-Levy income		**16,025**	**34,595**	**50,620**	**32,639***
Income from trading activities					
Investment income		0	5,111	5,111	883*
Other income		0	52	52	207*
Total income		**16,025**	**241,766**	**257,791**	**204,337**
EXPENDITURE					
Expenditure on raising funds		0	2,415	2,415	2,232*
Expenditure on charitable activities					
Delivering an efficient training supply	4	22,056	229,693	251,749	184,545*
Improving construction's people pipeline	4	0	5,859	5,859	3,511*
Creating defined training pathways			7,692	7,692	6,094*
Total expenditure on charitable activities		**22,056**	**243,244**	**265,300**	**194,150***
Other expenditure		0	299	299	(242)
Total expenditure		**22,056**	**245,958**	**268,014**	**196,140**
Net income/(expenditure)		(6,031)	(4,192)	(10,223)	8,197
Net movement in funds - transfer from unrestricted fund		6,031	(6,031)	0	0
Net movement in funds		0	(10,223)	(10,223)	8,197
Other gains and losses					
Gain on revaluation of freehold property, plant, machinery and equipment	13	0	2,724	2,724	204
Net movement in funds		0	(7,499)	(7,499)	8,401
Reconciliation of funds					
Total accumulated funds at period start	13	0	102,654	102,654	94,253
Total accumulated funds at period end		**0**	**95,155**	**95,155**	**102,654**

13. ACCUMULATED FUNDS

	2024-25 GENERAL RESERVE	2024-25 FIXED ASSET REVALUATION RESERVE	2024-25 TOTAL UNRESTRICTED FUNDS	2023-24 TOTAL UNRESTRICTED FUNDS
	£'000	£'000	£'000	£'000
Opening balance	**92,227**	**2,928**	**95,155**	**102,654**
Net movement in funds	(18,608)	2,385	**(16,223)**	(7,499)
Transfer between funds	250	(250)	**0**	0
Closing balance	**73,869**	**5,063**	**78,932**	**95,155**

ACCUMULATED FUNDS 2023-24 (COMPARATIVE TABLE)	2023-24 GENERAL RESERVE	2023-24 FIXED ASSET REVALUATION RESERVE	2023-24 TOTAL UNRESTRICTED FUNDS	2022-23 TOTAL UNRESTRICTED FUNDS
	£'000	£'000	£'000	£'000
Opening balance	**102,450**	**204**	**102,654**	**94,253**
Net movement in funds	(10,223)	2,724	(7,499)	8,401
Closing balance	**92,227**	**2,928**	**95,155**	**102,654**

The accumulated unrestricted fund is available for use at the discretion of the Board in furtherance of the general objectives of the charity.

14. ITB PENSION FUNDS

CITB is a participating employer in the ITB Pension Funds which comprises two funds: The Open Fund and the Closed Fund.

- The Closed Fund has no participating employers paying contributions
- The Open Fund consists of four separate sections:
  - The original section of the Open Fund, known as the 'Old Section'
  - The 'New Section', which was introduced on 1 September 2003
  - The '2007 Section', which was introduced on 1 January 2007
  - The 'DC Section', which was introduced on 1 April 2012.

The Old, New and 2007 Sections provide DB (defined benefit) benefits, and the DC section provides DC (defined contribution) benefits.

As the '2007 Section' is a multi-employer scheme for which CITB's proportion of assets and funding/liabilities cannot be separately identified, the Charity SORP (FRS 102) requires it to be accounted for as a defined contribution plan.

CITB's current and former employees will have benefits accrued in all four sections. However, from 1 April 2017, CITB elected not to offer further DB benefits and since that date the DC section has been the only section open for CITB and its employees to pay contributions into. →

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The most recent triennial valuation of the scheme was performed as at 31 March 2022. A valuation as at 31 March 2025 is not planned, as the ITB Pension Fund is being wound-up by 31 August 2025, with the assets and liabilities transferred to the Legal and General Worksave Mastertrust.

The 2022 triennial valuation indicated that the actuarial value of the assets held by the scheme in total showed a surplus of £24.8m against the scheme liabilities on a statutory funding basis. There were no deficit funding contributions paid to the scheme in the 12-month period (2023-24: £Nil).

The principal future assumptions used are:

- **Discount rate for determining the technical provisions (or, equivalently, the expected return on the assets)** – The overall discount rate assumed for the valuation is based on consideration of the expected rates of return on the Fund's assets and the yields available, at the valuation date, on Government bonds (gilts). The expected nominal return on the assets is assumed to be the redemption yields on gilts plus a prudent margin of 0.15% a year to allow for expected returns on the Fund's assets exceeding those from gilts. An inflation risk premium of 0.25% is also deducted
- **Future Retail Price Inflation (RPI)** – An implied RPI curve for future RPI is determined by comparing the annually compounded redemption yield from nominal gilt yield curves minus 0.25% for an inflation risk premium, and index-linked gilt yield curves
- **Future Consumer Price Inflation (CPI**) – CPI increases are assumed to be 0.9% a year less than RPI increases up to 2030 and in line with RPI from 2030
- **Pension increases** – These are assumed to be in line with the provisions under the Fund's rules, with the assumption for future CPI or RPI as appropriate, allowing for any caps and floors
- **Mortality (post-retirement)** – Assumed to be in line with 85% of the S3NMA, S3NFA_H and S3DFA tables published by the UK actuarial profession. Ill health pensioners are assumed to experience the same rates of mortality as under the unadjusted S3IM/FA tables
- **Mortality improvements** – Longevity improvements are assumed to be in line with the 2021 Continuous Mortality Investigation projection model using a smoothing factor of 7.5 and a 1.5% long-term improvement per year.

The range for standard employee contributions is 4-7% (2023-24: 4-7%), although employees can elect to contribute more at their discretion, and the employer contributions will match the employee contribution plus 2% but are capped at 9% (2023-24: 9%). Expenses related to the CITB defined contribution scheme are attached to individual employees and allocated across activities on the same basis as total employee costs. These expenses are funded from unrestricted reserves.

As shown in Note 17, employer's pension contributions totalled £3m for 2024-25 (2023-24: £2.6m). The operating cost of CITB's defined contribution pension scheme for 2024-25 was £49,450 (2023-24: £44,906). →

15. LEASE COMMITMENTS

CITB is committed to the following annual payments under non-cancellable operating lease agreements:

	2024-25 LAND AND BUILDINGS	2024-25 OTHER	2023-24 LAND AND BUILDINGS	2023-24 OTHER
	£'000	£'000	£'000	£'000
Operating leases				
Leases expiring within one year	12	349	1	341
Leases expiring within two to five years	0	500	0	296
Leases expiring after five years	0	0	0	0
As at 31 March 2025	**12**	**849**	**1**	**637**

16. BOARD MEMBERS' REMUNERATION

Remuneration of Board members was as follows:

	2024-25	2023-24
	£	£
Chair – Sir Peter Lauener KBE, CB	22,500	21,673

The authority under which payments were made to the Chair is contained within Schedule 1 Sections 4 and 5 of the Industrial Training Act 1982. No other trustees receive remuneration from CITB.

Expenses paid to Board members during 2024-25 amounted to £6,256 (2023-24: £6,255) in respect of travel and subsistence. The total number of recipients was five (2023-24: six). No material expenses were waived by Board members during this period. →

17. PARTICULARS OF STAFF

During the period, the average number of staff directly and temporarily employed by CITB (expressed in full-time equivalents) was as follows:

	DIRECTLY EMPLOYED	TEMPORARY STAFF	2024-25 TOTAL	2023-24 TOTAL
Total	844	17	861	763

We have increased staff numbers to rebuild the organisation's capacity and capability, ensuring we are fully equipped to deliver on the ambitions of our new Strategic Plan.

During the period, the following costs were incurred in respect of the above:

	2024-25	2023-24
	£'000	£'000
Salaries of directly employed staff	42,388	36,491
Temporary and agency staff costs	2,382	2,512
Redundancy cost	(52)	308
Social security costs	4,761	4,058
Pension costs	3,009	2,571
Total	**52,488**	**45,940**

The remuneration and pension entitlements of CITB's Executive Directors can be found in the Remuneration Report on pages 86 to 95.

Redundancy costs in 2024-25 represents the net release of the provision following a reassessment of the estimated redundancy costs of restructuring.

The number of employees whose emoluments exceeded £60,000, including benefits in kind but excluding pension contributions, are outlined within the ranges shown below:

	2024-25	2023-24
£60,001 - £70,000	93	114
£70,001 - £80,000	56	24
£80,001 - £90,000	17	23
£90,001 - £100,000	9	7
£100,001 - £110,000	0	1
£110,001 - £120,000	1	1
£120,001 - £130,000	0	3
£130,001 - £140,000	3	0
£140,001 - £150,000	1	0
£150,001 - £160,000	0	1
£160,001 - £170,000	1	0
£170,001 - £180,000	0	0
£180,001 - £190,000	0	1
£190,001 - £200,000	1	0

The total employer contributions paid in 2024-25 to the defined contribution section of the ITB Pension Fund in respect of those employees earning over £60,000 was £977,438 (2023-24: £788,437).

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Details of staff headcount by grade and gender as at period end are:

	2024-25	2024-25	2024-25
GRADE	FEMALE	MALE	TOTAL
Chief Executive	0	1	1
Leader L3	0	1	1
Leader L2	3	2	5
Leader L1	8	15	23
Specialist Lead SL3	15	12	27
Specialist Lead SL2	34	30	64
Specialist Lead SL1	52	45	97
Specialist Contributor SC4	29	47	76
Specialist Contributor SC3	51	99	150
Specialist Contributor SC2	164	109	273
Specialist Contributor SC1	22	12	34
People Manager PM3	4	3	7
People Manager PM2	4	2	6
People Manager PM1	1	0	1
Team Leader TL3	12	1	13
Team Leader TL2	3	2	5
Team Leader TL1	3	2	5
Team Member TM3	49	21	70
Team Member TM2	27	17	44
Team Member TM1	10	9	19
APP 18 Plus	0	1	1
Total	**491**	**431**	**922**

	2023-24	2023-24	2023-24
GRADE	FEMALE	MALE	TOTAL
Chief Executive	0	1	1
Leader L3	1	1	2
Leader L2	2	2	4
Leader L1	8	14	22
Specialist Lead SL3	12	8	20
Specialist Lead SL2	22	29	51
Specialist Lead SL1	42	36	78
Specialist Contributor SC4	22	32	54
Specialist Contributor SC3	45	92	137
Specialist Contributor SC2	113	78	191
Specialist Contributor SC1	42	32	74
People Manager PM3	3	3	6
People Manager PM2	6	4	10
People Manager PM1	2	1	3
Team Leader TL3	13	3	16
Team Leader TL2	3	1	4
Team Leader TL1	3	1	4
Team Member TM3	44	20	64
Team Member TM2	27	12	39
Team Member TM1	4	3	7
APP 18 Plus	1	2	3
Total	**415**	**375**	**790**

Details of staff sickness absence and off-payroll engagements are shown in the Remuneration Report (pages 93 and 95).

Details of staff leaving the organisation during 2024-25 for whom contractual redundancy exit packages were payable are:

	NUMBER OF COMPULSORY REDUNDANCIES		NUMBER OF OTHER AGREED DEPARTURES		TOTAL NUMBER OF EXIT PACKAGES BY COST BAND	
EXIT PACKAGE COST BAND	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
£0-£25,000	0	0	2	8	2	8
£25,001-£50,000	0	0	0	2	0	2
£50,001-£100,000	0	0	1	1	1	1
Total number of exit packages	**0**	**0**	**3**	**11**	**3**	**11**
Total cost £	**0**	**0**	**75,668**	**186,621**	**75,668**	**186,621**

18. TAXATION

As a registered charity, CITB is exempt from corporation tax on its charitable activities under section 505 of the Income and Corporation Taxes Act 1988.

19. RELATED PARTY TRANSACTIONS

The sponsoring department for CITB is DfE and is regarded as a related party with which CITB has had various material transactions during the year. ESFA closed on 31 March 2025, with its key functions integrated into DfE.

	INCOME RECOGNISED BY CITB		OWING TO CITB	
	2024-25	2023-24	2024-25	2023-24
	£'000	£'000	£'000	£'000
ESFA	2,658	6,182	217	252

	EXPENDITURE RECOGNISED BY CITB		OWED BY CITB	
	2024-25	2023-24	2024-25	2023-24
	£'000	£'000	£'000	£'000
ESFA	0	0	11,300	11,300

In addition, some members of the Board hold positions of influence and decision-making with organisations with which CITB has transacted during the year. Details of such positions and employments are declared in the following appendices to this report:

- **Appendix B** (pages 107 to 110) shows the register of interests of Board members
- **Appendix C** (pages 111 to 112) shows Board and Committee attendance
- **Appendix D** (pages 113 to 115) lists the members of the Board and its Committees, also giving the names of their employers.

The transactions detailed in the tables include receipts from the Levy and income from the sale of training-related products and services, as well as payments for grants, materials, and services to organisations classified as related parties.

CITB's Board defines the organisation's vision, mission and values. Therefore, only transactions involving parties related to Board members are considered related party transactions and are included in the tables.

During the year, no key managers, employees, or other related parties engaged in any material transactions with CITB beyond their remuneration, as outlined in the Remuneration Report and Staff Costs notes. All transactions were conducted on normal commercial terms and at arm's length. No funds were held in an agency capacity. →

NOTES TO THE ACCOUNTS 23 / 24

	INCOME RECOGNISED BY CITB		AMOUNTS OWING TO CITB AT PERIOD END	
	2024-25	2023-24	2024-25	2023-24
	£'000	£'000	£'000	£'000
Levy	7,161	3,767	0	137
Sale of training-related products and services	57	51	5	6
Overpaid grants	0	0	0	137
Total	**7,218**	**3,818**	**5**	**280**

	EXPENDITURE RECOGNISED BY CITB		AMOUNTS OWED BY CITB AT PERIOD END	
	2024-25	2023-24	2024-25	2023-24
	£'000	£'000	£'000	£'000
Payment of grants	5,488	3,260	0	20
Purchase of materials and services	264	279	0	0
Total	**5,752**	**3,539**	**0**	**20**

The above totals relate to the following related parties:

RELATED PARTY	LEVY	SALE OF PRODUCTS AND SERVICES	PAYMENT OF GRANTS	PURCHASE OF MATERIALS AND SERVICES	OWING TO CITB
	£'000	£'000	£'000	£'000	£'000
BAM Nuttall Ltd	1,314	20	1,774	71	2
Cyfle Building Skills	0	0	816	192	0
Abbey Access Centre	0	0	29	0	0
Carmarthenshire Construction Training Association Ltd	0	0	35	0	0
Heart of Wales Property Services	5	0	0	0	0
Keltbray Group	206	2	316	0	0
Kier Group	1,978	22	1,291	0	0
Laing O'Rourke	2,817	0	879	0	0
Leeds College of Building	0	10	0	1	3
Lindum Group Ltd	172	2	99	0	0
Lincoln Group Training Association	0	1	0	0	0
McLoughlin Group Holdings Ltd	35	0	15	0	0
Novus Property Solutions	455	0	111	0	0
RED Systems Ltd	37	0	7	0	0
Robertson Group	89	0	77	0	0
T. Richard Jones (Betws) Ltd	53	0	39	0	0
Total	**7,161**	**57**	**5,488**	**264**	**5**

NOTES TO THE ACCOUNTS 24 / 24

Related party disclosures also include Board-level individuals who were no longer appointed at the year end, with the date of cessation marking the point at which they are excluded from such disclosures.

20. FINANCIAL INSTRUMENTS

CITB only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

A significant amount of CITB's Reserves is held as cash. As well as instant access accounts CITB utilises a short-term deposit account and loans excess balances overnight on its current accounts to benefit from a higher interest rate. These are low risk and sufficient to meet CITB's liquidity requirements.

21. LOSSES AND SPECIAL PAYMENTS

The total Levy bad debts written off, principally related to insolvent employers, amounted to £12m from 3,306 individual items (2023-24: £34.6m, from 6,171 items).

No interest was paid under the Late Payments of Commercial Debts (Interest) Act 1998 (2023-24: Nil).

22. CONTINGENT LIABILITY

Shortly before the year end CITB determined to terminate its outsourced contract early with SSCL and issued a notice on 31 March to take effect on 1 April 2025, after the year end. Subsequently a phased exit has been agreed, which includes contractual compensation, breakage and other exit related charges of up to a maximum cap of £2m which will be reduced as each phase of the exit is completed. The value has not been recognised in the accounts as the amount cannot be measured reliably at this stage.

23. EVENTS AFTER THE BALANCE SHEET DATE

The termination of our outsourcing contract with SSCL was affected by notice being served on 1 April 2025. The financial statements were authorised for issue by the Board on the date the Comptroller and Auditor General signed. Events after this date have not been considered and the charity's Trustees do not have the power to amend the financial statements after issue.

On 16 September 2025, the Prime Minister made a written ministerial statement to announce a machinery of Government change that will impact CITB. Responsibility for apprenticeships, adult further education, skills, training and careers, and Skills England, will move from the Department for Education to the Department for Work and Pensions. This event has been classed as a non-adjusting post balance sheet event, with no impact on the reported financial performance or position. ●

SECTION 7

Remuneration Report

Pages 86 to 95

Membership

The Nomination, Appointments, and Remuneration Committee is a Committee of the Board. Its terms of reference provide, among other matters, that the Committee will advise and provide assurance to the Board on senior appointments, their remuneration policy, the succession planning of the Executive and Leadership team members, and the monitoring of people-based KPIs.

The Committee normally has three Board Trustees, one of whom is appointed as Chair. The CEO and People Director provide information to the Committee to inform its decisions.

Policy on the remuneration of directors

The individual remuneration for Executive Directors is reviewed annually with regard to external market changes and an assessment of individual performance, evidenced by the performance management process. Individual performance payments, which are not consolidated into annual salaries, are set within a range from 0%-10% of basic pay for the Executive Directors. All employees, including Executive Directors, are eligible for membership of the ITB Pension Funds.

Policy on contracts, notice periods and termination payments

All the Executive Directors are permanent employees of the organisation and have a notice period of six months.

Termination payments, if applicable, are paid in accordance with CITB contractual terms and conditions. No additional or discretionary payments are made outside of contractual terms.

Non-cash remuneration

With the exception of company cars, health insurance, dental insurance and critical illness cover (the last two are not provided as a right of office), no non-cash remuneration is provided. The provision of company cars and insurance are part of the standard terms and conditions of employment for senior grades of staff. As an alternative, a car allowance may be paid in place of a company car being provided.

Salary and pension entitlements

The sections on the following pages provide details of the remuneration for the year and the pension benefits of the most senior members of CITB staff.

Board members' remuneration

The Nomination, Appointments and Remuneration Committee is not responsible for considering Board members' remuneration. Payments to the Chair are approved by the Secretary of State with the approval of HM Treasury under Schedule 1 section 4 of the Industrial Training Act 1982. Note 16 – Board members' remuneration provides details of the Chair's remuneration as well as Board members' expenses. →

TIM BALCON

Chief Executive

Tim became Chief Executive of CITB in September 2021. He's focused on creating a skills system that better recognises individuals' capabilities and personal strengths, whilst giving employers the competencies and capabilities they need.

He previously led the Institute of Environmental Management and Assessment, transforming its vision and performance. He was also Chief Executive of the Energy and Utility Sector Skills Council (EU Skills), creating the National Skills Academy for Power and securing major Ofgem funding.

Tim's expertise in education and skills is reflected in his former roles on the Ofqual board during major reforms and the UK Vocational Qualifications Reform Board.

NICHOLAS PAYNE

Chief Financial Officer

Before joining CITB in November 2022, Nick worked in a variety of senior finance, commercial, and operational roles across Government, policing, and the private sector. This included latterly as the Chief Operating Officer for the Northern Ireland Office, Finance Operations and Digital Director at the Government Legal Department, and Director of Commercial Scrutiny and Industrial Policy at the Ministry of Defence.

As Chief Financial Officer, Nick is a qualified accountant of more than 30 years and a qualified commercial professional, whose portfolio includes finance, Levy administration, payroll, commercial and contract management, procurement, estates, facilities and fleet management, business planning, performance and portfolio management, and data, digital, and technology. In addition, he has corporate responsibility for sustainability, business continuity, and health and safety.

Nick's priorities are creating an environment for colleagues to deliver successful outcomes for employers, learners, and providers, whilst demonstrating CITB's value and impact for the industry.

KIRSTY EVANS

Executive Principal – NCC and CITB Apprenticeships Scotland

Kirsty Evans joined CITB in March 2024 as Executive Principal of the National Construction College (NCC) and CITB Apprenticeships Scotland. She oversees apprenticeship and training delivery across NCC sites in England and Scotland, and leads Modern Apprenticeships in partnership with Scottish colleges.

Previously, Kirsty held senior roles at the Department for Education, including Director of Regions and Providers, where she managed the financial health of further education institutions. She also served in the Education and Skills Funding Agency, focusing on post-16 education funding and oversight.

Kirsty is passionate about ensuring training delivers real value for learners, employers, and the wider economy.

DEBORAH MADDEN

Executive Director – Nations Engagement

Since joining CITB in 1997, Deb has taken up several area and regional management roles focused on operational delivery, followed by a leadership position in apprenticeships and as Engagement Director in England.

She now oversees the engagement teams in England, Scotland, and Wales, as well as the Marketing and Customer Experience teams, focusing on actively engaging with customers and stakeholders, delivering effective internal and external communications, driving the development of new interventions, and supporting the uptake of CITB products and services.

Deb is passionate about developing and nurturing people to get the best possible results for industry.

ADRIAN BECKINGHAM

Strategy and Policy Director

Adrian became CITB's Strategy and Policy Director in June 2022. Adrian has enjoyed a variety of senior roles during his time at CITB after joining in 2001. Posts include Head of Cskills Awards; Head of Business Improvement; Change Director; and most recently, Corporate Performance Director.

In his current role, Adrian leads the strategy, industry analysis and forecasting, policy and Government relations, and product development functions. His primary focus is ensuring CITB has clear visibility of both current and future skills needs, and that the organisation is equipped with the infrastructure and solutions necessary to meet those demands.

NADINE PEMBERTON JN BAPTISTE

Legal, Governance, and Compliance Director

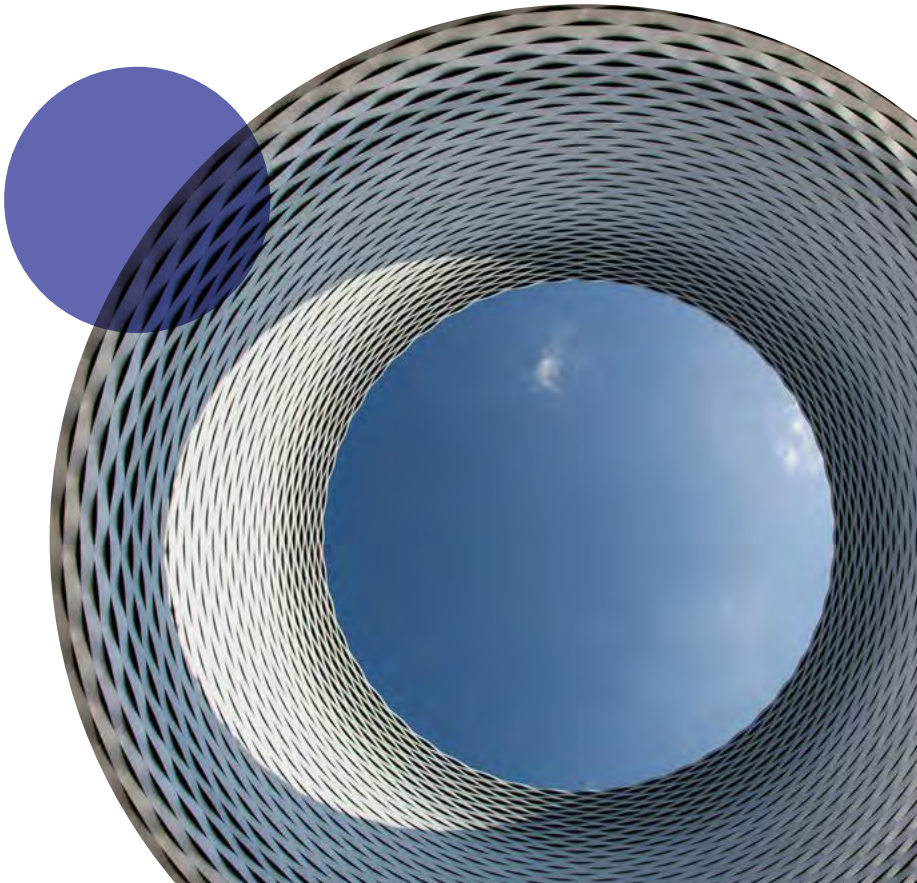
Nadine joined CITB in December 2023. Her portfolio includes legal, ITA compliance, information governance, corporate governance, audit and risk. Previous roles include Executive Director and General Counsel at the Gambling Commission, Executive Director at Social Work England, and Head of Governance and Legal Services at the Care Quality Commission.

A qualified solicitor for over 20 years, Nadine has transformed organisations and delivered major UK Government projects. She is a civil and commercial mediator, a certified coach, a Thinking Environment facilitator and a Council Trustee at the Nursing and Midwifery Council. Nadine is committed to equity and inclusion in all areas of her work.

The aggregate total of employee benefits received by Trustees and the Executive Directors for their services to CITB during the year was £977,438 (2023-24: £796,284).

2024-25 Remuneration (audited)

	SALARY AND ALLOWANCES	BENEFITS IN KIND	BONUS	PENSION BENEFITS	2024-25 TOTAL
	£'000	TO NEAREST £100	£'000	£'000	£'000
Tim Balcon Chief Executive	175-180	1,100	10-15	15	205-210
Adrian Beckingham Strategy and Policy Director	125-130	1,500	5-10	11	140-145
Kirsty Evans Executive Principal, National Construction College (NCC) and CITB Apprenticeships Scotland	135-140	900	0	8	140-145
Deborah Madden Executive Director, Nations Engagement	135-140	900	5-10	12	155-160
Nicholas Payne Chief Financial Officer	155-160	1,100	5-10	13	175-180
Nadine Pemberton Jn Baptiste Legal, Governance, and Compliance Director	130-135	2,100	0-5	8	145-150



2023-24 Remuneration (audited)

	SALARY AND ALLOWANCES	BENEFITS IN KIND	BONUS	PENSION BENEFITS	2023-24 TOTAL
	£'000	TO NEAREST £100	£'000	£'000	£'000
Tim Balcon Chief Executive	175-180	1,00	5-10	15	200-205
Adrian Beckingham Strategy and Policy Director	115-120	1,900	5-10	10.5	135-140
Emma Black Legal, Governance and Compliance Director	65-70	900	5-10	4.5	80-85
Jackie Ducker Customer and Product Director	10-15	100	0	0.7	10-15
Kirsty Evans Executive Principal, National Construction College (NCC) and CITB Apprenticeships Scotland	0-5	0	0	0.2	0-5
Deborah Madden Executive Director, Nations Engagement	115-120	800	0	9.6	125-130
Nicholas Payne Chief Financial Officer	150-155	1,000	0-5	12.8	165-170
Nadine Pemberton Jn Baptiste Legal, Governance, and Compliance Director	40-45	500	0	2.5	45-50

The full-year equivalent annual salary bandings (£'000) of those who left during 2023-24 were: Jackie Ducker: 125-130, Emma Black: 115-120.

The full-year equivalent annual salary bandings (£'000) of those who joined during 2023-24 were: Nadine Pemberton Jn Baptiste: 130-135, Kirsty Evans: 130-135.

Fair pay disclosures (audited)

HIGHEST-PAID DIRECTOR RATIOS COMPARED TO THE ORGANISATION'S WORKFORCE

CITB is required to disclose the relationship between the remuneration of its highest-paid Executive Director and the lower quartile, median and upper quartile remuneration of the organisation's workforce (based on full-time equivalents).

	2024-25	2023-24
Highest-earning Executive Director's total remuneration (£'000)	190-195	185-190
Median total remuneration (£)	47,840	46,122
Ratio of remuneration of highest-earning Executive Director to remuneration of employee on lower quartile	4.7:1	4.7:1
Ratio of remuneration of highest-earning Executive Director to median remuneration	4.0:1	4.1:1
Ratio of remuneration of highest-earning Executive Director to remuneration of employee on upper quartile	3.3:1	3.4:1

The percentage increase from the previous financial year for salary and allowances of the highest paid Executive Director was 3%.

The percentage increase from the previous financial year for performance pay and bonus of the highest paid Executive Director was 67%.

The percentage increase from the previous financial year for average salary and allowances for all FTE employees was 1%.

The change in the average performance pay and bonus for FTE employees in 2024-25 was an increase of 18%.

In 2024-25, no employees received remuneration in excess of the highest-paid Executive Director (2023-24: none).

In line with fair pay guidance, the remuneration stated above excludes pension benefits. Percentages and ratios are calculated using the mid-point of the highest paid director's pay band. →

EMPLOYEES REPRESENTING EACH QUARTILE OF PAY

	2024-25	2024-25	2023-24	2023-24
	TOTAL PAY AND BENEFITS	SALARY AND ALLOWANCES	TOTAL PAY AND BENEFITS	SALARY AND ALLOWANCES
QUARTILE	£'000	£'000	£'000	£'000
Lower quartile	41	41	40	40
Median	48	48	46	46
Upper quartile	58	58	56	56

Full-time equivalent remuneration ranged from £20,000 to £193,000 (2023-24: £20,000 to £185,000).

Details of staff sickness absence (unaudited)

2024-25	2024-25	2023-24	2023-24
DAYS LOST	ABSENCE RATE	DAYS LOST	ABSENCE RATE
7,096	3.3%	6,884	3.7%

The absence rate is calculated as a percentage of those staff available to work.

Staff turnover (audited)

As shown in the below table, turnover has decreased during the reporting period compared to 2024-25.

	2024-25	2023-24
Staff turnover	8.7%	12.2%

Employment policies

We have a range of employment policies to support our staff in line with our ambition to be an employer of choice. In addition, we have a Colleague Ambassador Forum that focuses on positive engagement with colleagues across the business to encourage feedback and share best practice about business improvements.

Equality, diversity and inclusion

Full and fair consideration is given to applications for employment by disabled persons, having regard to their aptitudes and abilities. Existing colleagues are also supported during their employment journey to enable them to work at their performance potential. Reasonable Adjustments training is delivered to managers on a regular basis, providing education on our legal duties to make reasonable adjustments and the importance of fostering open conversation with colleagues.

We maintain Business Disability Forum membership which highlights our commitment and provides access to advice and support on disability inclusion to remove barriers for disabled colleagues.

The CITB Fairness, Inclusion and Respect (FIR) strategy ensures that we raise awareness, challenge stigma and bias, and drive change in creating the right environment for colleagues to flourish and to be their 'authentic and best selves' at work. The FIR strategy focuses on how we engage, enable and empower colleagues in achieving the delivery of these outcomes, not just the processes or transactions required to support these people-focused policies, but to ensure they reflect the needs of the CITB workforce.

We are committed to maintaining a respectful and inclusive work environment where all colleagues feel valued and supported. In line with this commitment, and during 2024-25, we have reviewed and updated our Dignity at Work, Anti-Harassment and Anti-Bullying Policy to better address concerns, clarify expectations, and enhance our procedures for handling any related incidents. →

Bullying and harassment, victimisation, or discrimination of any kind has no place at CITB and will not be tolerated. This includes all forms of sexual harassment. Where concerns arise, we want colleagues to raise these as soon as possible and feel supported in doing so. Concerns raised will be taken seriously and managed sensitively, as quickly as possible, with individuals offered support via our Employee Assistance Programme, our managers, and leaders at CITB.

The Colleague Ambassador Forum has regularly met throughout the year and has focused on ways the organisation can best support its colleagues. The forum has continued its successful recognition scheme, which has seen over 250 individuals receive recognition for their efforts to go above and beyond to support their colleagues. It has championed work around pay and benefits, (alongside NARCO) to deliver positive change, and has met with members of the CITB Board to discuss the views of colleagues. A new cohort of Colleague Ambassadors was elected during the year, with six colleagues from across CITB joining the existing group of seven.

Health, safety and wellbeing support

During 2024-25, there have been a total of 80 health and safety incidents recorded. 38 were at NCC East (Bircham Newton), two at SMH (Peterborough), 22 were at NCC Scotland (Inchinnan), 12 at NCC South (Erith), one at home, and five reported by our mobile teams.

Of the 80 reported incidents, 38 were minor injuries, 16 near misses, 19 unsafe acts, four RIDDOR reportable and three environmental.

Reported figures have decreased this year for all sites, with the most significant decrease being at NCC East (down 43%), NCC South decreased by 33% (smaller data set) and there was a 15% reduction at NCC Scotland. The most significant reduction by type of report is unsafe acts, which decreased by 71%. This is a favourable outcome given the increase in learner delivery days at NCC (up 16%) and an increase in colleague head count of 19%.

CITB retained its certification to BSI 45001 for health and safety and to the BSI 45003 for wellbeing. →

Consultancy and temporary staff

	2024-25	2023-24
	£'000	£'000
Temporary and agency staff costs	2, 360	2,512
Consultancy	248	85

The increase in consultancy expenditure in 2024–25—from £85,357 in the previous year to £248,077—was primarily due to additional support provided to NCC.

Off-payroll engagements as at 31 March 2025, for more than £245 per day	2024-25
Number of existing engagements as at 31 March 2025:	
Less than one year at time of reporting	0
Between one and two years at time of reporting	0
Between two and three years at time of reporting	0
Between three and four years at time of reporting	0
For four or more years	0

Off-payroll workers engaged at any point during the year ending 31 March 2025 and earning at least £245 per day	2024-25
Number of off-payroll workers engaged during the year ending 31 March 2025 of which:	
Number determined as in-scope of IR35	0
Number determined as out-of-scope of IR35	2
Number of engagements reassessed for compliance or assurance purposes during the year	0
Number of engagements that saw a change to IR35 status following review	0

The following table excludes trustees who act as unpaid non-executive directors.

For any off-payroll engagements of Board members, and/or, senior staff with significant financial responsibility, during the year ending 31 March 2025	2024-25
Number of off-payroll workers engaged during the year ending 31 March 2025 of which:	
Number of off-payroll engagements of Board members, and/or, senior staff with significant financial responsibility, during the financial year	0
Total number of individuals on payroll and off-payroll that have been deemed "Board members and/or senior staff with significant financial responsibility", during the financial year	3

Tim Balcon
Chief Executive
3 December 2025

Sir Peter Lauener KBE, CB
CITB Chair
3 December 2025

SECTION 8

Professional Advisers

Pages 96 to 97

Bankers

Barclays Bank Plc
Leicester
Leicestershire
LE87 2BB

Auditors

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
London
SW1W 9SP

Legal advisers

CITB Legal Team
4 Cyrus Way
Peterborough
PE7 8HP

Principal office

See Appendix F (page 116) for details of principal and registered offices.

Appendix A: CITB's carbon footprint

CITB is committed to driving down the carbon emissions related to its own estate and operational activities, working towards net zero.

A sustainability dashboard has, and continues to be developed, so that emissions are collected, monitored and reviewed on a quarterly basis by the Sustainability Group, enabling actions to be implemented to drive change.

Table 4 shows the overall greenhouse gas emissions (GHG) emissions for the reporting period against previous years. →

TABLE 4: GHG EMISSIONS

			2024-25	2023-24	2022-23	2021-22
Non-financial indicators (tCO_2e)	**Scope 1**	**Fuel combustion[1]**	983	937	1,050	783
		Owned/leased transport[2]	142	444	319	126
		Fugitive emissions	0	22	18	0
	Scope 2	**Purchased electricity**	0	388	381	519
	Scope 3	**Business travel[3]**	479	197	91	31
		Hotel stays[4]	157	Not collected	Not collected	Not collected
		Use of purchased materials (paper)[5, 6]	400	190	192	3
		Waste disposal[7]	8	5	5	4
		Homeworking[8]	219	350	331	-
		T&D purchased electricity[9]	37	34	Not collected	Not collected
Financial indicators (£)		**Business travel**	545,839	817,179	529,426	166,841
		Hotel stays[4]	1,761,471	Not collected	Not collected	Not collected
		Purchased offsets[10]	0	0	0	0
	Per FTE[11]		2.59	3.24	3.35	2.3

Table 4 Notes:

The Defra GHG conversion factors (condensed set) for 2024 have been applied, unless otherwise stated and rounded to the nearest metric tonne.

[1] Data includes white diesel used for training vehicles from 2022-23 onwards.

[2] Car engine size and fuel type conversion factors have now been applied rather than the conversion factor for a medium car unknown fuel, as used in 2021-22, giving greater accuracy on emissions. The decrease in 2024-25 is due to a separate reporting category for car allowance being added to the expenses system that allows the figures to be reported under Scope 3 as privately owned cars.

[3] Includes personal car mileage, air, rail, and, as of 2022-23, hotel stays. No mileage was available for buses, taxis, underground or hire cars to enable tCO_2e to be calculated. The tCO_2e applied for rail and air travel was calculated and supplied by CTM, the travel management company used by CITB. The increase in 2024-25 is due to a separate reporting category for car allowance being added to the expenses system that allows the figures to be reported under Scope 3 as privately owned cars, that were previously reported under Scope 1 company owned/leased vehicles.

[4] As of 2024-25, staff and Trustee hotel stays have been separated from business travel and now includes data on emissions from the NCC off-site hotel accommodation used by learners. For 2022-23 and 2023-24, staff and Trustee hotel stays were included in business travel.

[5] The conversion factor applied relates to the primary source. Some paper products are from recycled sources, although it is not possible to evidence that they are from a closed-loop supply.

[6] The data includes printed material printed by CITB's third-party printing company and includes the Levy Return and guidance note products, publications, materials for Go Construct and teaching material for NCC as of 2022-23.

[7] Excludes emissions from ICT waste as they are unknown; and conversions have been applied per waste stream rather than using an overall combustion conversion factor of 21.280 as applied before 2023-24, improving accuracy.

[8] Calculated based on total number of working hours of FTEs who are contractually or flexibly working from home, and mobile staff averaging one day a week working at home, minus the average number of sickness days, and in-person training days and contracted volunteering days. Figures restated for 2023-24 from 350 to 179.

[9] Additional Scope 3 data added from 2023-24 onwards.

[10] CITB see the purchase of accredited offsets as a last resort and aims to reduce its carbon emissions as much as possible before any purchases are made.

[11] The number of staff directly and temporarily employed by CITB as an average over the year (expressed in full-time equivalents) was 936 (2023-24: 763). →

Mitigating climate change: working towards net zero

GHG EMISSIONS – SCOPE 1 (DIRECT)

Improving energy efficiency

The single skin cladding on the three training hangers at NCC Bircham Newton was replaced with insulated cladding, reducing heat loss and improving energy efficiency.

The roll out of the installation of triple glazed windows continued at NCC Bircham Newton with another six buildings completed, providing better insulation and thermal efficiency.

Increased use of electric heating and cooling over kerosene use

The training establishment at NCC Bircham Newton is not connected to mains gas. Energy is provided by bringing fuel (mostly kerosene) onto site, together with some on-site energy generation from a biomass boiler fuelled by woodchips. Kerosene is non-renewable and has a high carbon footprint.

We continue to review the opportunities for transitioning to clean and sustainable energy sources. An additional building (Building 12) at NCC Bircham Newton has moved to air con heating and cooling from kerosene and alongside the extension of the biomass network, further buildings are planned to have electric heaters installed, however, this is dependent on the capabilities of increasing the power network capacity to the site in 2025.

Company leased and owned cars

As part of our transition to phase out petrol and diesel cars from our fleet to zero emissions by tailpipe, company car allowances were enhanced in 2023 to incentivise staff to transition and to enable a greater availability of electric cars through our partner, LEX Autolease. The number of Zero and Ultra Low Emission Vehicles (ULEVs), i.e. those producing less than 75g/CO_2 per km, represent 47% of staff leased vehicles.

As of March 2025, 53% of CITB's owned and pool car vehicles were Zero and ULEV's, and all remaining diesel vehicles are due to be replaced with Zero or ULEV's during 2025-26.

Commercial fleet, plant, machinery and equipment

A review of our commercial fleet, plant, machinery and equipment was conducted and assessed against the Supply Chain Sustainability School's Plant Charter and minimum standards. Low emission fuel alternatives, such as electric, hydrogen and biofuel have been considered and a replacement plan developed to enable a transition away from diesel.

During the year, two mobile cranes and an Articulated Dump Truck (ADT) have been replaced with Stage V/Tier 4f engines that were Tier 2, resulting in a reduction in related emissions by 93.9%.

We are also looking at the possible introduction of Hydrotreated Vegetable Oil (HVO) fuel, which would further reduce the net CO_2 emissions, starting with an initial trial on selected machines in 2025. We will monitor their performance and consider whether to extend the rollout thereafter.

Fugitive emissions

All air con units at our training establishments have a carbon loading of less than 30 tonnes and are fully serviced and visually inspected once a year. Some units at NCC Bircham Newton are no longer in use and have been made safe and decommissioned. During the reporting period, no 'top-ups' were required.

100% renewable mains gas

We currently utilise a mains gas supply at NCC Inchinnan and Erith and continue to purchase units from an environmentally friendly renewable energy source, namely, biogas, significantly reducing our natural gas carbon emissions. →

APPENDIX A 4 / 9

GHG EMISSIONS – SCOPE 2 (ENERGY INDIRECT)

100% zero carbon electricity from April 2024

As of April 2024, our procured electricity is on a zero emissions tariff. We have seen an increase in our electricity usage, as training activities at all three NCC sites have increased and as we move to greater electrification, for example, installing new heating/cooling systems and purchasing new electrified plant and machinery replacing old versions fuelled by finite resources (kerosene and diesel).

Confirmation was provided by the Environment Agency that we are not required to participate in Phase Three of the Energy Saving Opportunities Scheme (ESOS), however, we still plan to complete an energy audit to help us identify actions we can take to reduce our energy consumption and costs as part of our Estates Strategy.

GHG EMISSIONS - SCOPE 3 (OFFICIAL BUSINESS TRAVEL)

All modes of business travel are detailed in Table 5. This shows business travel has increased over the reporting period due to an increase in workforce numbers, principally to address increased demand for employer engagement, from 763 in 2023-24 to 936 in 2024-25; and there has been an increase in colleagues being eligible for a car allowance or company car, with the former being the greater preference of new colleagues. A business travel plan will be developed by March 2026, in line with the GGC's 2025-30 requirements.

Despite an increase in overall workforce numbers on various contractual arrangements, including mobile and flexible working options, our homeworking emissions have decreased. This reduction is due to the greater accuracy of the assumptions applied. →

TABLE 5: SCOPE 3 – OFFICIAL BUSINESS TRAVEL

		2024-25		2023-24		2022-23	
Mode of transport[1,2]		**tCO_2e**	**km**	**tCO_2e**	**km**	**tCO_2e**	**km**
Domestic air travel		45	166,538	42[3]	155,867	23	99,598
International flights		0.5	3,026	0	None	0	None
Rail		46	1,294,147	30	837,578	18	516,447
Hotel stays	**Staff**	56	n/a	50	n/a	30	n/a
	Apprentices[4]	101		-		-	
Private vehicle (Grey Fleet)		479	3,846,273	20	116,887	19	111,704

Table 5: Notes

[1] Data set for 2023-24 uses departure date not the invoice date as used in 2022-23 and 2024-25.

[2] Data includes Trustee/Committee expenses.

[3] Restated from 97 to 42 as previously reported incorrectly.

[4] Data now includes NCC apprentice hotel stays as of 2024-25.

WASTE MINIMISATION AND MANAGEMENT

Our overall waste arisings and the tonnage sent to landfill has decreased through improved resource efficiency and from previous years' housekeeping efforts, however, our overall emissions have increased due to increased training activities and greater accuracy in applying GHG conversions per waste stream.

Our waste to landfill was 7%, just missing the GGC target of less than 5% to landfill – this is a general target for Government and does not reflect the nature of CITB's training activities. We are seeking opportunities to generate social value through collaborating with local community groups who can benefit from reuseable items. In December 2024, following a refurbishment of a student accommodation block at NCC Bircham Newton, the charity (REMO) collected 35 beds, 27 bedside tables, 26 chests of drawers, over 100 plates and over 150 glasses, to provide support to those in need.

The overall recycling rate increased to 39% compared to 35% in 2023-24 but remains below the GCC general target of 70%. To comply with the new waste legislation introduced in 2024, we have introduced additional bins to help with the separation of waste, including extending our vapes recycling collections at NCC Bircham Newton and Erith. We have highlighted the need to raise awareness of the importance of reuse and recycling, and it forms part of our Sustainability Communications Plan in 2025-26.

CITB's catering partner (Sodexo) have been actively working towards food waste reduction at all NCC sites. In 2024, they introduced a system (known as 'Leanpath') to measure both pre- and post-consumer waste, and to identify potential areas of focus for reducing wastage. The 'Leanpath' programme will be extended to the other sites during 2025. →

TABLE 6: WASTE

		2024-25	2023-24	2022-23	2021-22
Non-financial indicators (tonnes)	**Total waste arisings (not including ICT waste)**	365	385	257	183
	ICT waste recycled	2.53	0.35	2.56	2
	ICT waste reused	2.48	0.9	1.03	3
	ICT hazardous waste	2.89	1.02	1.27	2
	Waste recycled	154	157	87	116
	Waste composted/food waste	4.5	3.6	4.3	3.4
	Waste incinerated with energy recovery	215	179	133	57
	Waste incinerated without energy recovery	0	0	0	0
	Waste to landfill	27	49	11	13
	Other non-ICT WEEE waste[1]	0	3.2	n/a	n/a
Financial indicators (£)	**Main contract[2]**	73,536	76,922	57,550	42,973
	ICT waste	0	216	0	0
	Confidential waste service[3]	2,312	8,566	2,228	2,546

Table 6: Notes

[1] Previously collected white goods were included in ICT hazardous waste tonnage.

[2] The performance data does not currently enable us to break down the costs per waste category.

[3] The contract cost for confidential paper waste prior to 2024-25 included the collection for plastics and non-ICT WEEE.

PAPER USE

Whilst we continue to actively encourage employers to switch to online Levy Returns, our paper usage has risen due to an increase in materials printed in connection with our publication schemes, Go Construct, and training activities at the NCC.

We continue to explore opportunities to move more products and services from a print to a digital footprint. In 2025-26, we are reducing the amount of grammes per metre (gsm) from 100 to 90gsm, providing a paper saving of 10%, with an overall anticipated weight reduction from 16-24 tonnes.

WATER

Water consumption is consistent with previous reporting periods, except for 2023-24, due to a major water leak at NCC Bircham Newton.

Through our estates' redevelopment programme, we shall look at the potential opportunities for reducing water consumption, and increasing water recovery and reuse, particularly at non-office locations, and set a reduction target that will be measured against our re-baseline for 2025-26. →

APPENDIX A 7 / 9

TABLE 7: FINITE RESOURCE CONSUMPTION

			2024-25	2023-24	2022-23	2021-22
Non-financial indicators	**Energy**	**Total purchased electricity (kWh)[1]**	2,025,427	1,875,538	1,971,380	2,443,197
		Natural gas (kWh)	0	167,505	520,154	326,704
		Biogas (kWh)[2]	652,466	477,699	0	0
		LPG (litres)	15,600	13,759	14,037	7,392
		Oil kerosene (litres)	263,583	307,237	352,909	291,000
		Biomass (tonnes)	871	716	743	567
		Diesel (for plant vehicles)[3] (litres)	54,507	41,385	Not collected	Not collected
	Finite	**Water from third parties (m^3)[4]**	23,708	13,929	23,736	20,504
		Paper (reams)[5]	119,362	83,144	83,655	1,277
Financial indicators (£)	**Energy**	**Electricity**	637,946	608,338	581,786	486,650
		Gas (natural and LPG)	6,076	19,609	40,892	21,594
		Biogas	69,664	44,771	-	-
		Kerosene	156,317	231,770	327,607	175,256
		Diesel	72,516	57,736	-	-
		Biomass	35,963	28,582	32,183	21,123
	Finite	**Water[6]**	105,750	168,997	83,337	68,984
		Paper[7]	9,444	9,509	6,511	4,235

Table 7: Notes

[1] Purchased electricity is on a zero-carbon emissions tariff as of 1 April 2024.

[2] As of 1 October 2023, we switched our tariff from natural gas to biogas.

[3] Diesel figures were previously included in kerosene invoices, and the data is now logged separately.

[4] CITB do not extract water (Scope 1) nor collect any water (Scope 3). A leak allowance credit of 27,843m^3 was granted against sewage for the period 22/12/2023 and 18/03/2024 for a major water leak.

[5] The volume of paper used saw a sharp increase since 2021-22 due to the inclusion of printed material by CITB's third-party printing company that includes the Levy Return and guidance notes and Publications. Volumes have continued to increase with the uptick in training activity at NCC and greater engagement with employers.

[6] As a result of a water leak at NCC Bircham Newton in 2023-24, a credit is included in 2024-25.

[7] The costs reflect purchases made through CITB's stationary provider and does not include costs related to item 4 above. We hope to be able to extract the cost to purchase the paper from the printing, and to report this in future years. →

PROCURING SUSTAINABLE PRODUCTS AND SERVICES

In April 2024, we introduced our Supplier Code of Conduct, which aligns with the UK Government's standards. This document outlines our expectations for suppliers, particularly regarding their environmental performance, and is incorporated into our Contractual Terms and Conditions.

With the introduction of the Procurement Act 2023, and the Transforming Public Procurement (TPP) programme, we have updated our procurement policies and processes, strengthening our approach to sustainability. Where a procurement has a relevant and proportionate impact on the environment, tender questions are required and weighted appropriately.

Our Procurement team complete the annual Chartered Institute of Procurement and Supply's (CIPS) ethics e-learning, which covers the three key pillars of the ethical procurement and supply profession, one of which is environmental procurement.

NATURE RECOVERY AND BIODIVERSITY ACTION PLANNING

We do not hold significant natural capital; however, we are looking at what opportunities there are to achieve net biodiversity gain across the CITB estate. Preliminary Ecological Assessments are being conducted during 2025-26 at all NCC sites to establish a baseline for future measurement and to inform the development of site-specific nature enhancement plans.

Our richest biodiversity is at our largest site at NCC Bircham Newton in Norfolk. Due to its rural location, it has various habitats and related species, including mammals (lizards and bats), breeding birds, such as stone curlew, oyster catchers and owls, and a variety of insects, with the latter benefitting from the planting of pollinator-friendly plants outside our reception area.

ADAPTING TO CLIMATE CHANGE

We have identified climate-related risks, and the process is outlined in the TCFD Risk Management section on pages 47 to 48.

REDUCING ENVIRONMENTAL IMPACTS FROM ICT AND DIGITAL

CITB continues to pursue a programme focused on the removal of older systems and applications that are no longer fit for purpose, and the migration of services to platforms that offer a lower running cost and environmental impact. This mature programme continues to review the ever-changing IT estate and is approaching this proactively, identifying services that are in scope.

While work continues to focus on an ever reducing on-premises estate, there is an increasing focus on the maintenance and optimisation of the cloud estate in Azure. This will result in a reduced cloud footprint, optimised to provide services at the time of consumption, rather than providing availability 24/7. This will lead to a reduction in our Scope 3 emissions.

In alignment with our regeneration plans and new Head Office provision, the IT and Estates teams are working closely to ensure that we provide technology solutions that reflect the need to be environmentally conscious. Low wattage devices, the reuse of serviceable items, and support for greener facilities technologies, feature in these plans. →

IT equipment (laptops/desktops etc.) is reprovisioned where possible to get the most life from them and reduce the need to purchase new. Where new laptops/desktops are required, these are now sourced from a supplier providing repurposed hardware, thereby further reducing the environmental impact of manufacture.

Equipment that is no longer in service is disposed of in line with its waste hierarchy.

CITB procures its cloud services through the Government framework 'G-Cloud' and Crown Commercial Service (CCS), ensuring that the suppliers are "approved" and "sanctioned" by central Government.

SUSTAINABLE CONSTRUCTION

To support the greening of our estate, we have selected a design and engineering partner. They share the belief that sustainability should be embedded at the heart of what we do and will support us in developing the plans we need to achieve our net zero targets, through a combination of new build and retrofit, factoring in embodied carbon. The training establishment at NCC Erith has been prioritised for redevelopment and planning approval is to be sought from the local authority. ●

Appendix B: Register of Board members' interests

RELATED PARTY TRANSACTIONS

Employer Board Trustees must be concerned in the management of the activities of an employer engaging in the construction industry in order for their appointment by the Secretary of State to be valid. Therefore, with the exception of the independent members, all Trustees would have had business interests, as Levy payers and/or potential grant recipients, at the date of their appointment, which may be perceived to conflict with their responsibilities as Board members. The following Board members have, in addition, declared other personal or business interests.

Sir Peter Lauener KBE, CB
CITB Chair

Sir Peter Lauener was appointed as CITB Chair in May 2018. Peter came to CITB with a wealth of experience in the education and skills sector, having previously held the roles of Chief Executive of the Education and Skills Funding Agency and interim Chief Executive of the Institute for Apprenticeships (IfA), now the Institute for Apprenticeships and Technical Education.

Along with his work on the CITB Board, Peter has also been Chair of the Student Loans Company (SLC), since April 2020. SLC is a Government-owned non-profit-making company, which is also an executive NDPB. This organisation administers loans and grants to students in universities and colleges in the UK.

Peter is also the Chair of Orchard Hill College, which is an independent special needs college based in South and West London. This college is a sponsor of a special needs academy trust with a number of academies in the same area.

In addition, Peter is a Trustee of Educators International, a small charity helping developing countries to improve their teaching technology and administration.

In June 2025, Peter was awarded a knighthood for services to education, in recognition of over 40 years of service in the public sector.

EMPLOYER BOARD TRUSTEES

Kevin McLoughlin
Managing Director, McLoughlin Group Holdings Ltd

Kevin McLoughlin MBE is the founder and Managing Director of London-based SME McLoughlin Group Holdings Ltd. The company is an avid supporter of apprenticeships.

Kevin was awarded an MBE in 2014 for his services to skills and apprenticeships and is a Fellow of the Chartered Institute of Building (CIOB). Kevin is a member of GMB, Liveryman of Painters and Stainers, and Freeman of the City of London.

He is also a Partner of Maxine and Kevin Property Business Partnership.

Tony Elliott
Executive Director of People, Robertson Group
(tenure ended 21 June 2024)

Tony Elliott has over 30 years of experience in the fields of talent, people and learning, and is part of the executive team at Robertson, one of the UK's largest privately owned construction and infrastructure services companies. Tony feels strongly about the development of people and the growing of internal talent, the attraction of new talent, and ensuring skillsets are enhanced and future-proofed within construction. →

HOLLY PRICE

Group Sustainability Director, Keltbray Group

Holly Price was the Training and Development Director at Keltbray Group from 2007 until 2022, playing a crucial role in engineering sustainable and considerable growth through getting the right people in the right place at the right time. Holly started her career in the demolition industry aged just 17, training to be an engineer, and went on to become Europe's only female explosives engineer in the sector. Throughout her time at Keltbray, Holly also took the lead on social value delivery and played an active role in industry partnerships with trade associations and other educational establishments promoting skills in the construction sector.

In early 2022, Holly was appointed as Group Sustainability Director and her collaborative leadership approach has best placed her to take responsibility for the implementation of Keltbray's published targets for environmental, social and economic sustainability.

Holly actively promotes the need to widen the talent pool by embracing diversity and attracting newcomers from all backgrounds to the industry, and she tirelessly campaigns for continuous improvement of industry standards. Holly is also an Honorary Life Vice President of the National Federation of Demolition Contractors, which has financial management of the National Demolition Training Group, and benefits from CITB funding. She is also a Trustee of Construction Youth Trust, which receives CITB funds to support disadvantaged youth into construction jobs through training and mentoring.

SOPHIE SEDDON

Non-Executive Director, Novus Property Solutions

Sophie Seddon has worked in construction for over 10 years, having joined her family business after graduating in Business Management. Starting her career at Seddon Property Services, Sophie was instrumental in the company's rebrand to Novus. She was appointed as the Head of Client Engagement and Communication in 2018, before becoming People and Culture Director in 2020 and then a Non-Executive Director in 2022. Sophie understands the importance of nurturing young talent, as Novus offers numerous routes into construction for young people. She is passionate about the use of new technology, improving sustainability issues, and encouraging inclusivity within the industry.

Sophie is also a shareholder of JSSH Ltd, the group holdings of Novus Property Solutions Ltd and a Director and a shareholder of Hall Estates Ltd, a property development company. In addition, Sophie is a Board member of WISH Women in Social Housing (NW), a body empowered to mentor, inspire and provide opportunities for women in social housing through networking and events, and the Chair of the Northwest Regional Board for Business in the Community (BITC).

LOUISA FINLAY

Chief People Officer, Kier Construction Ltd
(resigned 31 January 2025)

Louisa Finlay was appointed Chief People Officer at Kier Group in March 2023, following more than 30 years of continual service with the business. In this role, Louisa has responsibility for HR, environmental and social sustainability, health, safety and wellbeing as well as asset management and business assurance.

Before becoming Chief People Officer, Louisa worked in various national, regional and sector roles across its construction business, including as Managing Director of the southern business and most recently as Managing Director of the clients and markets function.

Louisa started her career as a trainee engineer on a sandwich degree. She is passionate about delivering the next generation of infrastructure across the UK and is committed to having a culture at Kier where everyone feels they belong, are supported and able to thrive.

Louisa is a member of both the Chartered Institute of Building (CIOB) and the Construction and Property Industry Mentoring Circle.

OWAIN JONES

Director, T. Richard Jones (Betws) Ltd

Owain Jones has over 30 years of experience in the construction industry having joined the family SME business after graduating initially in Business and Finance and latterly in Construction Management. Based in Southwest Wales, TRJ was recognised in 2015 as CITB Apprentice Employer of the Year for both Wales and Great Britain.

Owain is a founding Trustee and Chairperson of Cyfle Building Skills, a charity which operates the largest Construction Shared Apprenticeship Scheme in the UK. Cyfle's achievements were recognised with two Queen's Awards, for innovation and for promoting opportunity in respect to social mobility. Owain has been an Executive Director of Carmarthenshire Construction Training Association Ltd since its inception and is passionate about upskilling the local workforce.

Owain is a Trustee of the Jac Lewis Foundation, a mental health and wellbeing charity. A fluent Welsh speaker, Owain is a passionate supporter of the Welsh language and culture. →

MICHAEL GREEN
Managing Director, RED Systems Ltd

Michael Green has risen through the ranks, from his initial CITB Technicians Youth Training Scheme placement with Alfred McAlpine at Bircham Newton in 1989, to now, running his own, rapidly expanding glazing and curtain walling company, RED Systems.

Founded in 2003, the company has grown to become a £20m+ turnover business and is now one of the industry's most respected specialist glazing contractors. A passionate advocate for training, development and professional advancement, with over 60% of his own team studying for some kind of qualification, he is committed to nurturing skills and attracting new talent to the industry. With over 35 years' experience in the industry, and having recently completed the most challenging step on his own educational journey, an MBA, Michael is now a member of the Chartered Management Institute.

Michael is also a Director and shareholder of RED Optimal Ltd, RED Open Ltd and REDLine Facades, Managing Director of M&A Property Ltd, and a Director of Peninsula Multi Academy Trust.

HERMAN KOK
Company Secretary, Lindum Group Ltd
(appointed 1 April 2024)

Herman Kok is the Company Secretary at Lindum Group, where he has been instrumental in driving organisational strategy and governance. He joined Lindum in 1987, having previously been Finance Director for Almet Aluminium and head of Treasury for Pechiney Ugine Kuhlmann in the UK. As Company Secretary for Lindum, he leads the training and community involvement activities. He is a Director of a number of Lindum Group Ltd (subsidiary) companies, most of which are dormant, as well as Director and major shareholder in South Park Investments (Lincoln) Ltd.

Herman is Chairman of Investors in Lincoln Ltd, a public/private sector partnership dedicated to the regeneration of Greater Lincoln, and a director of Lincoln City Football Club.

He also holds Trusteeships with Abbey Access Training Ltd, a charity which offers programmes that develop voluntary, training and educational skills and community activities, and which has received CITB funds in the past; BNA Charitable Incorporated Organisation, an independent, grant-making charity based in Lincoln; and Lincoln Group Training Association, which is funded by CITB.

He has also held directorships with Greater Lincolnshire LEP (GLLEP), the Lincolnshire Chamber of Commerce and was Chairman of the Employment and Skills Board for Lincolnshire.

RACHAEL CUNNINGHAM
Bid Lead, Laing O'Rourke
(appointed 1 April 2024)

Rachael Cunningham is a Bid Lead at Laing O'Rourke. Her role combines all aspects of major project work winning within the Clients and Markets team, from bid management through to preconstruction project delivery.

During a 17-year career in the construction industry, Rachael has been responsible for winning many distinguished projects across the public and private sectors, as varied as swimming pools, high-rise residential, schools and universities, laboratories and defence estates portfolio projects. Rachael is passionate about showcasing the construction sector as much more than bricks and mortar – it is an industry that delivers social change through building assets that shape how we live and work. Supporting the development of talent through CITB will ensure that individuals have a chance to be part of that social change to future-proof the industry.

STEPHEN GRAY
Head of Engineering Development, BAM Nuttall Ltd
(appointed 1 April 2024)

Stephen Gray was appointed Head of Engineering Development at BAM Nuttall Ltd in 2023, following an operational career in the construction industry of more than 35 years.

Stephen started his career in 1988, as an assistant engineer with Edmund Nuttall Ltd and has held various engineering and project management roles throughout more than 30 years of service with BAM in southeast England and within the Major Projects business unit.

In his current role, Stephen is heavily involved with Early Careers technical apprentices, undergraduates and graduates, particularly civil engineers. He provides guidance on their technical and managerial careers as well as professional development routes within the Institution of Civil Engineers.

Stephen is a Chartered Civil Engineer and member of the Institution of Civil Engineers where he plays an active role in reviewing Chartered and Incorporated Engineers as well as being an approved Assessor for accredited Apprenticeship End Point Assessments. →

APPENDIX B 4 / 4

INDEPENDENT BOARD TRUSTEES

JULIA HEAP

Principal and CEO, Hopwood Hall College and University Centre
(appointed 1 April 2024)

Julia Heap is the Principal and Chief Executive Officer of Hopwood Hall College and University Centre. In her role heading a further education college Julia leads a vibrant, inclusive college that offers a high-quality broad offer of technical, vocational, apprenticeships and higher education in Rochdale and North East Greater Manchester. Hopwood Hall College is an anchor institution in Rochdale and Julia works in partnership across Rochdale and Greater Manchester, with responsibility for strategic liaison with key public and industry stakeholders such as the Government, Greater Manchester Combined Authority, Rochdale Council and GMColleges Group.

Before joining Hopwood Hall College in 2015 and being appointed Principal and CEO in 2019, Julia was an Assistant Finance Director for Oldham Council. With over 25 years of financial experience in the public sector including local authorities and NHS, Julia has a wealth of experience in delivering multi-million complex revenue and capital programmes and supporting transformation projects working in multi-disciplinary teams.

Julia is a Fellow of the Chartered Institute of Public Finance Accountants (FCPFA), a board member of the Rochdale Development Agency, an advisor on skills to Atom Valley Board, a Director of The Rochdale Pioneers Trust, and is the lead for Careers for the GMColleges Group.

NIKKI DAVIS

Principal and CEO, Leeds College of Building
(appointed 1 April 2024)

Nikki Davis is the Principal and CEO at Leeds College of Building. Her role at Leeds College of Building is to ensure high-quality delivery of education programmes to support the construction and built environment sector, with a particular focus on apprenticeships. The College is working to improve diversity in its student population and ensure that everyone can access career opportunities within the construction sector.

Before joining Leeds College of Building, Nikki worked at York College as Vice Principal of Technical and Professional Education and preceding that has worked in further education for over 20 years, across several colleges in West Yorkshire. Nikki started her career in the hospitality sector before training to teach in further education and is passionate about providing opportunities for all students.

Nikki is also a Trustee of Leeds Art University, as well as at the Leeds Learning Alliance, an education partnership focused on developing inclusive practice.

APPENDIX C 1 / 2

Appendix C: Board and Committee attendance

BOARD ATTENDANCE	2024-25
Sir Peter Lauener KBE, CB (Chair)	4/5
Tony Elliott (tenure ended 21 June 2024)	1/1
Kevin McLoughlin	5/5
Holly Price	3/5
Sophie Seddon	2/5
Owain Jones	4/5
Michael Green	3/5
Julia Heap	4/5
Nikki Davis	4/5
Rachael Cunningham	5/5
Stephen Gray	4/5
Herman Kok	3/5
Louisa Finlay	2/4
Total	**44/60**

AUDIT AND RISK COMMITTEE ATTENDANCE	2024-25
Sir Peter Lauener KBE, CB (Interim Chair for 2 May and 6 Dec only)	2/2
Lee Jones	3/5
Richard Plumb	4/5
Sophie Seddon	1/1
Julia Heap (Chair from July 2025)	3/4
Herman Kok	3/4
Total	**16/21**

NOMINATION, APPOINTMENTS AND REMUNERATION COMMITTEE ATTENDANCE	2024-25
Tony Elliott (Chair) (tenure ended 21 June 2024)	1/1
Louisa Finlay (Chair from June 2024 to January 2025)	4/4
Stephen Gray	4/4
Nikki Davis (Chair from February 2025)	2/4
Sir Peter Lauener KBE, CB	5/5
Sophie Seddon	2/5
Total	**18/23**

INDUSTRY FUNDING COMMITTEE ATTENDANCE	2024-25
Holly Price (Chair)	3/3
Steve Drury	1/1
Kacey O'Driscoll	2/3
Hannah O'Sullivan	1/3
Rupert Perkins	2/2
Claire Smithson	3/3
Sophie Seddon	2/3
Stephen Gray	3/3
Mike Wharton	1/1
Sarah Garry	0/1
Total	**18/23**

APPENDIX C 2 / 2

LEVY STRATEGY COMMITTEE ATTENDANCE	2024-25
Sir Peter Lauener KBE, CB (was Interim Chair from February 2024)	1/1
Monique Jones	1/2
Gareth Davies	4/4
Neil Rogers	4/4
Vikki Skene	2/4
Rob Tansey	3/4
Annette Jones	4/4
Ken Miller	1/2
James Butcher	3/4
Steve Anderson	4/4
Rachael Cunningham (Chair)	3/3
Herman Kok	1/3
Total	**31/39**

CYMRU WALES NATION COUNCIL ATTENDANCE	2024-25
Leigh Hughes (Chair)	3/4
Gareth Davies	3/4
Monique Jones	3/4
Terry Edwards	1/4
Andrew Dobbs	2/4
Owain Jones (Deputy Chair)	4/4
Paul Tedder	2/2
Mark Bowen	3/4
Ian Morgan	2/3
Martyn Osborn	3/3
Lisa Kelly-Roberts	3/3
Total	**29/39**

ENGLAND NATION COUNCIL ATTENDANCE	2024-25
Sharon Llewellyn (Chair)	4/4
Kevin McLoughlin (Deputy Chair)	4/4
Bola Abisogun	3/4
Sarah Garry	3/3
Ian Dickerson	0/2
Sara Barnes	3/3
David Sargent	2/4
Annette Jones	3/4
Dan Clarkson	3/3
Matthew Bridge	3/3
Joanna Poon	3/3
Janette Welton-Pai	1/1
Total	**32/38**

SCOTLAND NATION COUNCIL ATTENDANCE	2024-25
Angela Forbes (Chair)	4/4
Tony Elliott (Deputy Chair until 21 June 2024, then Member)	2/4
Craig Bruce	3/4
Marion Forbes	3/4
Mairi Coleman	2/3
Kevin Urquhart	2/4
Ken Millar	2/4
Callum Smith	3/3
Peter Tait	3/3
Total	**24/33**

NATIONAL CONSTRUCTION COLLEGE AND APPRENTICESHIPS COMMITTEE ATTENDANCE	2024-25
Nikki Davis	3/3
Michael Green (Chair)	4/4
Tony Elliott (tenure ended 21 June 2024, then Member)	3/4
Owain Jones	4/4
Total	**14/15**

APPENDIX D 1 / 3

Appendix D: Membership of the Board and its Committees

This table shows all membership during the 12-month period between 1 April 2024 and 31 March 2025.

KEY

CB CITB Board
ARC Audit and Risk Committee
NARCO Nomination, Appointments and Remuneration Committee
IFC Industry Funding Committee
LSC Levy Strategy Committee
NAC NCC and Apprenticeships Committee
CWNC Cymru Wales Nation Council
ENC England Nation Council
SNC Scotland Nation Council

NAME	EMPLOYER	CB	ARC	NARCO	IFC	LSC	NAC	CWNC	ENC	SNC
Bola Abisogun	Digital Twin Skills Academy CIC								Yes	
Steve Anderson	Construction Skills People					Yes				
Craig Bruce	Pert Bruce Construction									Yes
Mark Bowen	Andrew Scott Ltd							Yes		
Matthew Bridge	Colonial Construction								Yes	
James Butcher	National Federation of Builders					Yes				
Rachael Cunningham	Laing O'Rourke	Yes				Chair				
Mairi Coleman	MacLeod Construction Ltd									Yes
Gareth Davies	Knox and Wells Ltd					Yes		Yes		
Dan Clarkson	Lee Marley Group								Yes	
Ian Dickerson	Kier Group Plc								Tenure ended 31/08/24	
Andrew Dobbs	LiteSteps Ltd				Yes					
Steve Drury	Rooff Limited and Rooff Residential Ltd				Tenure ended 18/08/24					
Terry Edwards	John Weaver Construction							Yes		
Tony Elliott	Robertson Group	Tenure ended 21/06/24		Tenure ended 21/06/24			Yes			Yes
Louisa Finlay	Kier Group Plc	Resigned 31/01/25		Resigned 31/01/25						
Angela Forbes	BuildForce									Chair
Marion Forbes	AC Whyte & Co Ltd									Yes

APPENDIX D 2 / 3

KEY

CB CITB Board
ARC Audit and Risk Committee
NARCO Nomination, Appointments and Remuneration Committee
IFC Industry Funding Committee
LSC Levy Strategy Committee
NAC NCC and Apprenticeships Committee
CWNC Cymru Wales Nation Council
ENC England Nation Council
SNC Scotland Nation Council

NAME	EMPLOYER	CB	ARC	NARCO	IFC	LSC	NAC	CWNC	ENC	SNC
Sarah Garry	Property Care Association			Yes					Yes	
Stephen Gray	BAM Nuttall Ltd	Yes		Yes	Yes					
Julia Heap	Hopwood Hall College and University Centre	Yes	Chair							
Michael Green	RED Systems Ltd	Yes					Chair			
Leigh Hughes	Felicitas Consultancy							Chair		
Annette Jones	Foundation Developments Ltd					Yes			Yes	
Lee Jones	Kier Group Plc		Yes							
Monique Jones	J Randall Roofing Contractors					Yes		Yes		
Owain Jones	T Richard Jones (Betws) Ltd	Yes					Yes	Deputy Chair		
Peter Lauener	CITB Chair	Chair		Yes						
Lisa Kelly-Roberts	John Kelly Construction							Yes		
Herman Kok	Lindum Group Ltd	Yes	Yes			Yes				
Sharon Llewellyn	JPR Roofing and Flooring Ltd								Chair	
Karen McGahan	William Waugh & Sons (Builders) Ltd									Resigned 07/05/24
Kevin McLoughlin	McLoughlin Group	Yes							Deputy Chair	
Ken Millar	Springfield Group					Resigned 24/10/24				Yes
Ian Morgan	Morganstone Ltd							Yes		
Kacey O'Driscoll	Danny Sullivan Group				Yes					
Hannah O'Sullivan	VolkerWessels				Yes					
Sarah Barnes	Interclass Plc								Yes	
Rupert Perkins	John Perkins Construction Ltd				Tenure ended 18/11/24					
Martyn Osborne	Borne Consult Ltd							Yes		

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KEY

CB CITB Board
ARC Audit and Risk Committee
NARCO Nomination, Appointments and Remuneration Committee
IFC Industry Funding Committee
LSC Levy Strategy Committee
NAC NCC and Apprenticeships Committee
CWNC Cymru Wales Nation Council
ENC England Nation Council
SNC Scotland Nation Council

NAME	EMPLOYER	CB	ARC	NARCO	IFC	LSC	NAC	CWNC	ENC	SNC
Richard Plumb	Black Swan Internal Audit Services Ltd		Yes							
Holly Price	Keltbray Group	Yes			Chair					
Joanna Poon	University of Derby								Yes	
Neil Rogers	Scottish Decorators' Federation					Yes				
David Sargent	National Infrastructure Solution								Yes	
Maria Seabright	Greendale Construction Ltd								Resigned 16/05/24	
Sophie Seddon	Novus Property Solutions	Yes		Yes	Yes					
Vikki Skene	Galliford Try					Yes				
Callum Smith	Revival Joinery									Yes
Clare Smithson					Yes					
Peter Tait	DITT Construction Ltd									Yes
Rob Tansey	Barratt Developments Plc					Yes				
Paul Tedder	Atlantic Dwellings Ltd							Yes		
Kevin Urquhart	Barratt & David Wilson Homes									Yes
Janette Welton-Pai	Willmott Dixon								Yes	
Mark Wharton	Complete Roofing Systems				Yes					

Appendix E: Prescribed Organisations

During 2024-25, CITB maintained close contact with the following Prescribed Organisations:

- British Woodworking Federation
- Build UK
- Civil Engineering Contractors Association
- Construction Plant-hire Association
- Federation of Master Builders
- Finishes and Interiors Sector
- Hire Association Europe
- Home Builders Federation
- National Association of Shopfitters
- National Federation of Builders
- National Federation of Demolition Contractors
- Scottish Building Federation
- Scottish Decorators' Federation
- Scottish Plant Owners Association.

Appendix F: Location of principal CITB offices

Head Office and Registered Office

4 Cyrus Way
Hampton
Peterborough
PE7 8HP
Tel: 0344 994 4400

London Office

Spaces Victoria
25 Wilton Rd
Pimlico
London
SW1V 1LW

National Construction College - England East

Bircham Newton
Kings Lynn
Norfolk
PE31 6RH
Tel: 0300 456 7841

National Construction College - England South East

Manor Road
Erith
Kent
DA8 2AD
Tel: 0300 456 5333

National Construction College - Scotland

4 Fountain Avenue
Inchinnan Business Park
Inchinnan
Renfrewshire
PA4 9RQ
Tel: 0344 994 8800

Appendix G: Glossary

ALB	Arm's-length body
CCS	Crown Commercial Service
CIOB	Chartered Institute of Building
CIS	Construction Industry Scheme
CPI	Consumer Prices Index
DfE	Department for Education
DWP	Department for Work and Pensions
ECITB	Engineering Construction Industry Training Board
ESFA	Education and Skills Funding Agency
ESG	Environmental, Social and Governance
ICO	Information Commissioner's Office
IfATE	Institute for Apprenticeships and Technical Education
ISAs	International Standards on Auditing
ITB	Industry Training Board
KPI	Key performance indicator
LSC	Levy Strategy Committee
MMC	Modern methods of construction
NAO	National Audit Office
NCC	National Construction College
NDPB	Non-departmental public body
NEST	New Entrant Support Team
OCPA	Office for the Commissioner of Public Appointments
SAP	Specialist Applied-skills Programme
SDS	Skills Development Scotland
SME	Small and medium-sized enterprises
SORP	Statement of Recommended Practice
SSCL	Shared Services Connected Limited
SSP	Site Safety Plus
STEM	Science, technology, engineering and mathematics

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