Project Closure Report

Project Title: Onsite Construction Academy South East Wales

Project Dates: May 2021 – March 2026

Key Partners to project:

- CITB
- Cardiff Council Into Work Advice Service
- SEWSCAP 3.0 framework contractors
- Cardiff Living (Wates group and Lovell Homes)
- CMB/BESL
- Hale Group
- Sacyr
- Rhondda Cynon Taff, Newport, Vale of Glamorgan, Merthyr and Caerphilly local authorities
- Bridgend College and Cardiff and Vale College
- DWP
- Careers Wales
- Y Prentys

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Project Summary

The Onsite Construction Academy South East Wales project, launched in May 2021, aimed to provide comprehensive training, onsite experience, and employment support to individuals seeking careers in the construction industry. Operating across the south-east Wales region, the project developed a successful training and employment pathway for beneficiaries involving elements of employability skills, expert industry knowledge, support to gain qualifications and links to onsite experience and employment opportunities offered by contractors.

The project was contracted initially to run for 3 years from May 2021 until February 2024. A 12 month extension to the project was agreed in May 2024, taking the revised end date to February 2025. A further 12 month fund agreement was then enacted from April 2025, taking the whole life cycle of the CITB Onsite Construction Academy South East Wales up to its closure in March 2026.

Key achievements across the project life-cycle included over-delivering on key KPIs for employment and site-ready and job start outcomes at the end of the first contract in February 2025 despite operating with limited resource. The project was less successful in its final year in terms of job start and sustained employment outcomes particularly owing somewhat to a change to project eligibility in the final period which excluded candidates with recent work experience in the sector. This was compounded by the loss of key positions within the team throughout the project life cycle which further strained resource available.

Throughout its life cycle, the project team constantly reviewed and refined its processes in an effort to mitigate issues affecting achievement of its profiled KPIs. In-delivery improvements included adaptations to beneficiary pre-screening, streamlining the project's keystone Get Into Construction course, increasing support available to candidates to achieve CSCS qualification and increase employability and strengthening contractor engagement through redirection of resources. In its final two years, the project focused particularly on taking advantage of contractors' employment and skills social value targets enacted through large-scale Cardiff Council contracts to facilitate an efficient pipeline of pre-agreed opportunities for onsite experiences and employment opportunities.

The success of the Onsite Construction Academy throughout its lifecycle was mixed as detailed in the main body of the report. Overall however the project succeeded in supporting a significant number of job seekers into employment in the sector, demonstrably improving the lives of many of its beneficiaries, and has developed a reputation as an established employment pathway for key referrers and industry partners in the local area.

Introduction

The Onsite Construction Academy South East Wales project was established to address skills gaps and provide vital pathways into the construction industry. The initiative was conceived within the overall context of the CITB Onsite Experience Fund, aiming to support individuals in gaining the necessary skills, certifications, and practical experience for employment in construction. The project's launch in May 2021 was driven by the need to develop a robust system for assessing beneficiary suitability, providing comprehensive training, and linking beneficiaries with tangible onsite experience and job opportunities.

Supporting evidence for the project's necessity stemmed from the identified local need for skilled construction workers and the benefits of providing structured support to job seekers. Cardiff Council, as the contract delivery body, leveraged its position to establish strong relationships with employers via the SEWSCAP 3.0 framework, training providers, and employability partners across the region. The project aimed to not only train individuals but also to ensure they were 'Employment and Site Ready', leading to sustainable employment and thereby contributing to the local economy whilst addressing industry labour gaps. The project evolved its delivery model significantly over time, incorporating learnings and adapting to challenges to attempt to optimise outcomes and maximise its impact. This included adapting operations during the COVID-19 pandemic when the project started, responding to changes in project eligibility in the project's final year and fluctuations within the sector affecting hiring opportunities at points throughout the life of the project.

Project Aims and Objectives

The core aims and objectives of the Onsite Construction Academy South East Wales project were to:

- Recruit and train candidates for entry into the construction industry
- Ensure candidates are Employment and Site Ready through employability skills support and onsite experiences
- Facilitate job starts in the construction sector through a partner contract network
- Support sustained employment for beneficiaries, including those from under-represented groups
- Promote the project throughout the region to attract referrals and engage employers

Budget and Funding Sources Summary

- The project was funded through the CITB Onsite Experience Fund from May 2021 to March 2026.
- Total funding claimed in the period was £1,295,283.
- Total matched funding contributed to the project in the period was £413,074.

Project Delivery Approach

The Onsite Construction Academy implemented a multi-faceted approach to delivery, continually refining its processes throughout the life of the project in response to beneficiary and industry requirements.

Key delivery measures are highlighted below.

- **Robust Induction and Screening**

  Initial first-contact telephone pre-screening of beneficiaries was enacted early in the life of the project, allowing the project team to assess beneficiary availability and commitment as well as basic English language proficiency before inviting beneficiaries on to the programme. Unsuitable candidates were signposted to other support services (wider Into Work employability teams, Council Homelessness services and external ESOL programmes) and encouraged to re-engage with the project when ready to participate effectively. Following an invitation to attend the programme, a comprehensive induction process assessed candidates for basic skills, competency, reliability, and commitment. This was further refined by requiring beneficiaries to provide a personal statement to demonstrate commitment to careers in the sector at the point of referral.

- **Structured Training**

  Candidates underwent a week-long 'Get Into Construction' course which included employability skills elements and various level 2 safety certifications as well as Health and Safety in a Construction Environment L1, culminating in CSCS testing and card acquisition. The training model evolved to bi-monthly inductions and open CSCS testing practice sessions delivered by the project's Employment Mentor, with funding for CSCS testing approved only after two successful practice passes were evidenced. A tablet loaning scheme was introduced for access to the CSCS practice app. Translated CSCS

courses were also provided for Ukrainian refugees in the project's second and third years in response to the influx to the region prompted by the Ukrainian conflict.

- **Employer Engagement**

  A network of construction employers, housing associations, and industry associations was utilised through a dedicated task force group. The addition of a dedicated Employer Liaison Officer significantly increased employment opportunities and fostered sustained relationships with employers. A number of events open to supply chains were delivered through the project's life cycle allowing contractors to learn about the project take advantage of its work-ready beneficiaries. The project engaged with Cardiff Council's Commissioning and Procurement department heavily in its final two years to leverage opportunities available through social value targets tied to major Council contracts.

- **Geographic Expansion & Partnerships**

  Course delivery expanded to other areas in South East Wales. 'Satellite' courses were run in local areas, such as with Merthyr Job Centre/Communities for Work and Tilbury Douglas. Partnerships included Cardiff and Vale College for a roadmap of work, and Cardiff Council's Responsive Repairs Unit for trainee recruitment. Collaboration with DWP led to increased representation at job fairs and employability events. Owing to resource limitations within the team, it was necessary to rely on local partners to promote and fill satellite courses which often resulted in poor attendance numbers and varying quality in terms of beneficiaries. Such instances resulted invariably in a low return on investment in terms of resource and budget for both the project and associated contractors and an agreement was made with CITB to concentrate efforts on Cardiff and its immediately surrounding local authority areas to maximise outcomes in the project's final two years.

- **Delivery improvement**

  Engagement and training processes were remodelled to reduce gaps between contact, induction, training, and testing, significantly reducing attrition rates. Every care was taken to ensure that the offer to beneficiaries remained substantial throughout.

- **Process refinement**

  Evidence gathering, vital to substantiating project outcomes, proved to be an area of weakness within the project team throughout the first half of the project. To address this, team processes were overhauled to embed more effective tracking and chasing activities and resource from the wider Into Work service was drafted in at key points to provide further assistance.

- **Promotion and Outreach**

  Ongoing promotion to stakeholders helped establish the project's brand and attract referrals. Multiple school visits and employment events were attended. Social media use, particularly LinkedIn, was reviewed and increased to seek opportunities and post anonymised CVs. The final year of the project saw the introduction of a monthly anonymised list of CSCS-qualified beneficiaries sent to all subscribing contractors. The 'CSCS Matrix' included details of beneficiaries' social value characteristics as well as

desired trades and allowed contractors to request CVs by way of a unique code allotted to each beneficiary. This intervention was praised by contractors and its usefulness contributed directly outcomes achieved in the final year.

Challenges to Project Success and Mitigations

- **Tracking 12-week sustained employment and obtaining evidence**

  This was an ongoing issue throughout the first half of the project due primarily to beneficiary and employer disengagement. Additionally, an overhaul of team responsibilities and processes at the project's mid-point highlighted weaknesses in its existing approach in terms of coordination and simplification.

  - **Solution:** A generic feedback proforma for employers was created to encourage take-up. The Employer Liaison Officer's strong relationships improved communication channels. The team's roles in evidence gathering were clarified, and tracking processes were improved. In the project's penultimate year, significant extra resource was dedicated to an intensive exercise of contacting past beneficiaries and employers to secure evidence, successfully closing much of the gap to profile. This approach was repeated throughout the project's final year and resulted in a high outcome-to-evidence conversion rate.

- **Quality of referrals and beneficiary commitment**

  This proved to be an issue early in the life of the project, leading to significant no-shows on training and under-delivery on ESR targets.

  - **Solution:** Beneficiary quality requirements were strengthened, requiring beneficiaries to provide a personal statement upon referral to the project. Induction frequency was increased to allow for more discerning beneficiary selection. A system was introduced where candidates were not put forward for funded training until they demonstrated two or more successful passes on the CSCS practice app. The new model focused on shorter, sharper interventions and was successful in helping to encourage beneficiaries to commit to the programme.

- **Poor take-up from FE institutions**

  Initial attempts to engage FE colleges were difficult throughout the first half of the contract.

  - **Solution:** Direct contact with heads of departments was made, with a view to placing a team representative in colleges to interface with students directly. Ultimately, colleges remained difficult to engage with despite these efforts and the KPI for onsite experience opportunities for construction diploma students was discontinued mid project by agreement with CITB.

- **Perception as a Cardiff-only project**

  The project was often perceived as solely a Cardiff or even East Cardiff initiative throughout the first half of its life cycle owing to the location of its premises, and despite its regional offer.

- **Solution:** Increased promotion of the project throughout the region and delivery of 'satellite' courses in partnership with local agencies and employers. Promoting Cardiff opportunities for those willing to travel also proved beneficial. As referenced previously, the delivery of satellite provision was scaled back in the final two years of the project owing to issues with reliance on third-party representatives for quality of referrals and general course support. The project continued however to support beneficiaries in adjacent areas at several points throughout this period where significant opportunities were identified locally and where the team had established solid links with representatives in those areas.

- **Data protection governance issues**

  Elongated sign-off processes for initial claims due to internal data protection governance.

  - **Solution:** Liaising extensively with CITB staff resolved these issues.

- **Market downturn and project delays**

  A local dip in hiring and delays in large-scale contracts, coupled with the national economy and looming General Election, affected job starts and sustained employment in Y4Q1 and Y4Q2.

  - **Solution:** Increased engagement with smaller contractors to identify recruitment support. Increased social media presence to increase visibility of ESR candidates and the project. Continued engagement with taskforces around major developments to secure work trials and employment opportunities.

- **Influx of international student referrals seeking visa sponsorship**

  This led to disengagement post-OSE or early employment in Y4Q2 of the original contract.

  - **Solution:** The team continued efforts to explain that sponsorship is unlikely to be offered in the sector, leading to discontinuance of engagement.

- **Project team resource and capacity**

  The project team, consisting of only three core members, was limited in its capacity to respond to particularly busy periods throughout its life cycle.

  - **Solution:** Support was brought in from the wider Cardiff Council Into Work employability service, with colleagues assisting with administration, contractor engagement, and evidence gathering. In Y4Q3 of the original contract however, training delivery was halved to accommodate the resource required for intensive sustained outcomes evidence gathering. This impacted somewhat on momentum going into the final year of the project, creating a training bottleneck which saw some beneficiaries disengage with the project at this time.

  The team experienced two significant periods without its Assistant Project Coordinator due to long term illness and the departure of the person responsible respectively. The Coordinator's role included responsibility for the project premises in addition to supporting the project itself. Given the size of the team, this impacted greatly on its

ability to deliver consistent performance and again served to slow the momentum of the project.

- **Solution:** This was mitigated partially by a review of responsibilities and duties resulting in the remaining team members assuming extra responsibilities throughout the periods of absence aided by a strong commitment to keep the project on track. However the impact on the team was ultimately unassailable and resulted in further disruption to project momentum until a third Coordinator was appointed in late 2025.

- **Changes to project eligibility in final year**

  A change to project eligibility which excluded beneficiaries employed in the sector within 12 months before registration was communicated after submission of an outcomes profile based on the previous CITB-approved criteria. This led to the project team unexpectedly supporting significantly more beneficiaries furthest away from the job market and resulted in a marked reduction of willingness to undertake the onsite experience element of the process. This further impacted on beneficiary take-up of employment opportunities and sustaining employment.

  - **Solution:** In response to a fall in work-readiness, a focus was placed on increased contractor involvement on courses to promote the benefits of working in the sector and to promote live opportunities. The value of undertaking an onsite experience was emphasised repeatedly throughout the course by the project team. Recruitment agencies were brought on to courses and during onsite experience weeks to register beneficiaries for immediate work starts following completion of onsite experience placements. Despite these efforts, the team found ultimately that the shift in its customer group was significant and no-shows on arranged onsite experience placements increased.

    For the first half of the project's final year, the team attempted to engage cohorts of ex-offenders who were exempt from the new eligibility criteria mainly by partnering with the National Probation Service. Additionally, a focus was placed on securing significant numbers of opportunities for this customer group through social values opportunities. This demographic however presented with issues similar to those out of work for significant periods in most cases and ultimately this course of action bore little improvement to the project's outcomes and ceased to be a primary focus.

Delivery Outcomes

The project's performance against key performance indicators (KPIs) from March 2021 to March 2026 demonstrates significant achievement:

KPI	Profiled Outcomes	Achieved Outcomes
Beneficiary starts	786	767
Employment and Site Ready individuals (ESR)	481	471

Onsite Experiences for full-time Construction Diploma students	3	3
Job starts	367	339
Sustained jobs	187	145
Sustained jobs for under-represented groups	79	70

- **Beneficiary Starts:** The project achieved 767 beneficiary starts against a profiled 786, demonstrating a slight shortfall in beneficiaries passed as suitable to engage with the project.
- **Employment and Site Ready Individuals (ESR):** The project achieved 471 ESR rated individuals against its target of 481, illustrating that onsite experiences were taken up effectively over the life of the project as a whole despite difficulties with acceptance at the start and end of the project .
- **Onsite Experiences for full-time Construction Diploma students:** The project met its profiled target of 3.
- **Job Starts:** The project achieved 339 job starts against its overall target of 367 which impacted on its final sustained employment targets. The project team discovered many examples of beneficiaries who had found employment following gaining their CSCS card supported by the project but had not undertaken the onsite experience element of the programme, rendering them not eligible for further outcomes.
- **Sustained Jobs:** The project achieved 145 sustained jobs against a profiled 187, mirroring the shortfall in job start outcomes. Since beneficiaries generally disengage from the project once in employment, the team relies on contractor feedback when attempting to ascertain factors contributing to early exits. Beneficiaries' personal situations and inability to adapt to the site environment are often cited by employers, however the general lack of feedback from beneficiaries makes it difficult to form any solid conclusions.
- **Sustained Jobs for Under-represented Groups:** The project achieved 70 sustained jobs for under-represented groups against a profiled 79. This represents a smaller shortfall than in the case of non under-represented groups.

In-depth Review of Project

The following section aims to provide a detailed view of the project over its lifecycle focusing on areas including aspects that worked well, issues encountered and the overall success of the project. Lessons learned are provided as well as an appreciation of what could have been differently with the benefit of hindsight.

What Worked:

- **Beneficiary screening:** The introduction of scripted telephone pre-screening, personal statements on project referral forms and rigorous mock CSCS testing before funding training significantly improved the quality and commitment of candidates, reducing attrition rates.

- **Optimised delivery & engagement methods:** Remodelling the engagement and training process to reduce time lapses between interventions was highly effective in maintaining beneficiary engagement. Shorter, sharper interventions proved more beneficial in ensuring that beneficiaries remained engaged with the programme.
- **Dedicated Employer Liaison Officer and Social Change Officer support to the project team:** The addition of capable, opportunity-focused resources was instrumental in fostering robust, sustained relationships with employers, significantly increasing onsite experience and employment opportunities for beneficiaries.
- **Efficient evidence-gathering processes:** An overhaul of evidence tracking processes and clearer definition of team roles, coupled with the Employer Liaison Officer's work, led to better capture of sustained outcomes. The intensive final quarter effort to gather sustained employment evidence was particularly successful.
- **Regional delivery & regional partnerships:** Delivering 'satellite' courses and forging partnerships with diverse organisations expanded the project's reach and impact beyond Cardiff, although initiatives delivered further afield in the region ultimately proved to offer mixed benefits for the project as detailed.
- **Adaptability:** The team demonstrated significant adaptability in navigating challenges like the COVID-19 pandemic, periods of industry downturn, and staff absences, by reviewing operations and innovating delivery.
- **Social Value partnerships with some contractors:** Several tier one contractors in the project's network were experienced in social value delivery and partnered with the project on programmes that leveraged employment and skills targets to create robust pathways into the industry. These included a week-long supported renovation project for a cohort of beneficiaries with Sacyr in the project's final year resulting in a 100% employment outcome rate for a cohort of 8, and a rolling programme of onsite experience opportunities with CMB/BESL taking fresh cohorts on a weekly basis for most of the final year. Beneficiaries were supported to register with recruitment agencies whilst in placement which allowed agency representatives to gauge their abilities whilst on site and this resulted in a good conversion rate from onsite experience to subsequent employment. In a further example, a fully-funded CCDO Demolition training and experience programme was delivered in partnership with CCR Energy at the Aberthaw Power Plant in the final year of the project which resulted in all 6 beneficiaries achieving employment upon completion.

What Did Not Work:

- **Initial beneficiary/referral quality:** Early in the project, lower quality referrals impacted on achieving KPIs. This was mitigated through improvements to beneficiary quality screening in the life of the project. This was mitigated somewhat through the intervention of DWP's Ann Pavey during the first contract at the request of CITB, resulting in closer working with regional JCP contacts to promote the Onsite Construction Academy to Work Coaches. This increased both the volume and quality of benefit claimants referred to the project.

- **Engagement with colleges:** Attempts to engage with regional FE institutions proved difficult despite dedicating time and resource to the piece. The diploma-student related KPI was discontinued by CITB within the project cycle.
- **Block-booking set training courses with third-party providers.** Beneficiary attrition, an inevitable risk when working with disadvantaged cohorts, proved costly when bought-in training was not attended. This was mitigated by negotiating more flexible terms with training providers offering value for money for the project.
- **Contractor Apathy/Communication:** At times, contractors' apathy or lack of communication resulted in unfulfilled onsite experience and employment opportunities. The addition of contractor-focused resource brought tenacity and diligence to the team, greatly reducing this frustration as the project continued.
- **Linking into social value opportunities for major projects**: Initially seeming to offer a route to pipelines of efficient, high-volume opportunity pathways, the team invested a considerable amount of effort in building relationships with tier one contractors delivering Cardiff Council and other local authority contracts in the second half of its life cycle. Success was mixed owing to factors including low employment and skills targets on high value developments and in some cases, a lack of familiarity with social value delivery on the part of contractors resulting in significant process delays and failure to deliver on specified targets. In the relatively few cases where social value was delivered effectively, the project team were able to set up rolling onsite experience programmes with contractors which involved recruitment agency participation, yielding strong employment outcomes.
- **Project eligibility change in final year**: As mentioned, this resulted in a shift to supporting more beneficiaries with complex employability requirements and personal circumstances and ultimately impacted somewhat on outcomes delivery at the end of the project.

Overall Project Performance

Despite being faced with the issues detailed in this report and the inherent challenges felt by contractors in the UK construction sector, the project can be considered to have performed well even given its inability to achieve to profile overall ultimately. The Council's Onsite Construction Academy South East Wales programme can be considered to have made a significant impact to the lives of many its beneficiaries through not only providing routes into employment in the sector but supporting people to access wider support to improve their circumstances also. The team has built enduring relationships with contractors of all sizes across the region which will continue to provide experience and employment opportunities for job seekers as the programme continues under Cardiff Council control solely.

Its ability to adapt its delivery model, build strong partnerships, and continuously improve beneficiary quality demonstrates its effectiveness and the dedication of the team. The project's positive reputation among referral and industry partners is a testament to its success.

Lessons Learned Over the Life of the Project:

- **Beneficiary quality is paramount:** Investing time and resources in robust beneficiary assessment and commitment testing at the early stages leads to higher conversion

rates and better outcomes, reducing redundancy in effort on funding wastage for unsuitable referrals.

- **Dedicated resource for contractor engagement is critical:** Vital for building and maintaining strong relationships with employers, which directly translates to increased employment opportunities and improved data collection for sustained outcomes.
- **Streamlined processes reduce attrition:** Minimising gaps in support delivery and ensuring continuous engagement with beneficiaries throughout the beneficiary journey helps maintain motivation and reduces drop-out rates.
- **Efficient data management:** Clearly defined roles and systematic processes for tracking and collecting evidence, especially for sustained employment, are essential. Proactive follow-ups with both beneficiaries and employers are necessary to capture all achievements.
- **Flexibility and adaptability:** Being able to quickly identify challenges and adapt the delivery model is key to maintaining momentum and achieving targets.

Possible Alternative Approaches to Project Delivery

- Implement the refined beneficiary screening and engagement processes (personal statements, mock CSCS testing, streamlined contact points) from day one to optimise beneficiary quality and reduce early attrition.
- Establish dedicated contractor engagement resource from the project's outset to build employer networks and facilitate sustained employment tracking more effectively from the beginning.
- Develop and embed robust, proactive sustained employment evidence gathering processes with dedicated resources from the very start of the project to minimise retrospective data collection challenges.
- Consider strategies for mitigating the impact of industry-wide downturns earlier, such as a diversified approach to employer engagement targeting a wider range of contractor sizes.

6. Recommendations

Based on the Onsite Construction Academy's delivery experience, the following recommendations are made, particularly for maximising retention rates for any future funding opportunities:

- **Prioritise sustained employment tracking:** Continue to refine and resource the sustained employment tracking process, perhaps by integrating automated follow-ups where feasible, or by continuing to dedicate specific team resource to this vital outcome. The intensive exercise in Y4Q3/Q4 demonstrated the possibility of significantly improving this KPI when focused resources are applied.
- **Maintain and Enhance Employer Relationships:** Continue to foster strong, collaborative relationships with a diverse range of contractors, from Tier 1 to local SMEs. Leverage social value commitments on large developments as a primary driver for work experience and employment opportunities.

- **Sustain high beneficiary quality:** Perpetuate the refined induction and screening processes, including the personal statement requirement and controlled mock CSCS testing, to ensure that only committed and suitable candidates progress through the programme, thereby maximising success rates and value for money.
- **Explore progression pathways:** Continue developing pathways into apprenticeships for younger beneficiaries, as initiated with Y Prentys. Further explore partnerships with HE institutions for progression students.
- **Optimise geographic reach:** Continue to run "satellite" courses and promotional activities across the wider South East Wales region to ensure accessibility and attract a diverse pool of candidates, moving beyond the perception of a Cardiff-only project.
- **Strategic adaptability:** Maintain the project's capacity for strategic review and adaptation in response to industry fluctuations or new challenges, drawing on the successful proactive measures undertaken during periods of market depression.
- **Unlocking social value benefits:** Social value employment and skills opportunities afforded through contracts on large-scale developments offer a wealth of opportunities intended to support some of the most disadvantaged people into sustainable careers in the industry. Delivered effectively, this presents a win-win situation for both job seekers and contractors in terms of addressing the industry skills gap. Delivery on the ground however is often hampered by poor terms in contracts, which can be considered the fault of the contract awarder, and in some cases an inability to deliver on the part of the contractor either through lack of prioritisation or a lack of preparedness for the work needed to support under-represented groups. At various points in the project's life cycle, the project team were called upon to lead contractors in effective social value delivery and were in some cases used to guide whole social value programmes linked to particular contracts. With the well-publicised issues in national employment access and take-up currently, there can be considered a need for an industry-wide levelling-up approach to delivering social value effectively to fully realise its benefits, bringing together industry stakeholders and government and public sector commissioning leads to leverage its potential across the UK.

Acknowledgements

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Special thanks are extended to the **CITB Commissioning Team**, particularly Rohan Cheriyan, Sharon Johnson, and Julie Garrido, for their ongoing support, patience, professionalism, and trust throughout the life of the project. Their guidance and belief in the Onsite Construction Academy project team have been integral to its success.

We also acknowledge the valuable contributions of the **regional CITB representatives** for their efforts in promoting the project and general networking on its behalf.

Immense praise is due to past and present **Onsite Construction Academy project team members** for their unwavering commitment, professionalism, day-to-day care, and regard for project beneficiaries and partners alike. Their dedication has been a key factor in the project's continuing success. This acknowledgement extends to the **Into Work Manager** who has supported the team with invaluable advice and guidance throughout the majority of the project.

Further thanks are extended to our key contractor partners including **Wates Group**, **Hale Group**, **CMB/BESL**, **Tilbury Douglas, CCR Energy** and **Sacyr**, and key referral and support partners **DWP**, **Careers Wales** and local authority employability counterparts in the region for their crucial collaboration and support in delivering the project's objectives. This thanks extends to **ARCo (ARC) Training Ltd,** our valued training provider partner throughout the project's life cycle.

Finally, we are grateful to **supply chain contractors and construction recruitment agencies,** in particular **Involve Recruitment, Acorn Recruitment and Bluewater Recruitment** who have provided invaluable onsite experience, work trials, and employment opportunities for our beneficiaries, enabling them to launch successful careers in construction.

Feedback to CITB for Improvement

What could CITB have done differently at project tender stage?

The team at Cardiff Council were adequately supported by CITB's Onsite Experience Commissioning Team throughout the tendering process.

What could CITB have done to support Cardiff Council better throughout the project?

The support provided by the Commissioning Team both project staff and regional representatives was consistently appreciated and integral to the project's success.

Specifically appreciated was the patience and professionalism in dealing with early data protection queries and the unwavering belief in the efforts of the project team to resolve issues and strive for success. The increased efforts to improve relationships with DWP in the area were also highly valued throughout the life of the project.