

Minutes of the CITB Board meeting held at 9am on 5 June 2025 at Radisson Red, Glasgow and remotely via Microsoft Teams

FOI Notice

Where asterisks (*) appear, these sections have been excluded from the minutes before placing on the website as the subject under discussion falls within one or more of the exemptions contained in Part II of the Freedom of Information Act 2000 and can be reasonably withheld.

PRESENT

Peter Lauener	Board Chair
Owain Jones	Board Trustee
Kevin McLoughlin	Board Trustee
Holly Price	Board Trustee – <i>remote from 11.06am</i>
Nikki Davis	Board Trustee
Julia Heap	Board Trustee – <i>remote</i>
Herman Kok	Board Trustee
Sophie Seddon	Board Trustee – <i>remote</i>

STAFF INVITEES

Tim Balcon	CEO
Adrian Beckingham	Executive Director, Strategy & Policy
Kirsty Evans	Executive Principal for NCC & CITB Apprenticeships Scotland
Nick Payne	Chief Financial Officer – <i>remote – items 5 & 6</i>
Martina Doyle-Turner	People Director
Angela Alabi	Head of Corporate Governance and Board Secretary
Deborah Madden	Executive Director, Nations Engagement
Nadine Pemberton Jn Baptiste	Executive Director, Legal, Governance & Compliance
Adedoyin Fajemisin	Corporate Governance Manager – <i>remote</i>

STAFF INVITEES FOR SPECIFIC AGENDA ITEMS

Rachael Baker	Head of Business Planning & Performance – <i>remote – item 5</i>
Paul Foreman	Head of Audit & Risk – <i>remote – item 5</i>
Daniel Durrant	Head of Financial Planning & Analysis – <i>remote – items 5 and 6</i>
Colin Chaplin	Head of Levy Strategy, Review & Consensus – <i>remote – items 8 and 10</i>

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IN ATTENDANCE

Angela Forbes	Scotland Nation Council Chair
Ron Hill	Stone King
Rachel Robson	Stone King

GOVERNMENT OBSERVERS

Gladys Mugugu	Department of Education (DfE) – <i>remote</i>
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APOLOGIES

Michael Green	Board Trustee
Stephen Gray	Board Trustee
Rachael Cunningham	Board Trustee

ITEM 1: WELCOME AND APOLOGIES

1.1 Peter Lauener (PL) welcomed all to the meeting. PL introduced Ron Hill and Rachel Robson from Stone King. He explained that they would be observing the meeting as they were conducting an external governance review. It was explained that discussions would be recorded to aid minute-taking only, and the recording would be deleted once these minutes had been approved. All attendees were comfortable with this arrangement.

1.2 Apologies were received and accepted from Michael Green, Stephen Gray and Rachael Cunningham. It was noted that Holly Price would be joining the meeting late.

1.3 PL provided an update on the Board Dinner held the previous evening. Trustees and Scotland Nation Council Members had been joined by Richard Lochhead MSP, Minister for Business and Chair of the Construction Leadership Forum, and Peter Reekie, Co-Chair of the Transformation Board. Discussions were engaging and highlighted the many challenges faced by Industry. There were discussions on the Low Carbon Passport Programme and a sobering presentation on the Suicide Prevention Programme, which aimed to tackle a major problem facing the construction industry.

ITEM 2: DECLARATIONS OF INTEREST

2.1 Sophie Seddon (SS) shared that she had been appointed Chair of Business in the Community's Northwest Regional Board. This would be recorded in the Board's Register of Interests. The Chair congratulated SS on behalf of the Board. There were no further declarations of interest made in addition to those already recorded in the Board's Register of Interests.

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2.3 PL announced that Martina Doyle Turner (MDT) had been appointed as a Member of the Executive following a panel interview. Trustees congratulated MDT on her appointment.

ITEM 3: MINUTES FROM PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

3.1 The minutes of the Board meeting held on 27 February 2025 were reviewed and approved as an accurate record of the meeting.

3.2 The minutes of the Extraordinary Board meeting held on 13 May 2025 were reviewed and approved as an accurate record of the meeting.

3.3 It was highlighted that confidential aspects of the Board minutes would be redacted before being published on the CITB website.

3.4 Trustees reviewed the Summary of Board Actions. It was noted that the following actions from the meeting held on 26 November 2024 had been completed: 5.8 and 10.3. The following actions from the meeting held on 27 February 2025 had also been completed: 1.4, 3.2, 5.5, 5.9, 5.13, 6.3, 6.4, 6.6, 6.13, 7.5, 7.7, 8.4, 9.4, 11.6, 11.8, 11.9, 12.3, 12.9, 15.2 and action 8.5 was on track.

ITEM 4: KEY AIMS OF THE MEETING

4.1 PL gave an overview of the key aims of the meeting's agenda items.

4.2 PL suggested that Trustees hold a Strategy Workshop in October. Following discussion Angela Alabi (AA) agreed to circulate potential dates for an October workshop.

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ITEM 5: CEO REPORT, PERFORMANCE & STRATEGIC RISKS Q3

5.1. Trustees noted the supporting reports.

CEO Report

5.2 Tim Balcon (TB) delivered a presentation on the Construction Skills Mission Board (Mission Board) which he explained was aligned to CITB's planned strategies. The Mission Board was comprised of representatives from Government, Industry and Training Bodies with meetings scheduled to take place every six weeks. Trustees noted that the first meeting was scheduled to take place within the next month. It was anticipated that a government minister would attend the first meeting.

5.3 TB focused mainly on the Government's target to build 1.5m homes over the course of the Parliament, while highlighting that there were also priorities on infrastructure and net zero which would require a skills response. The new Mission Board would focus on delivering the skilled workforce required to meet Government's priorities. On housing, a 30% increase in the workforce was required. This was against the backdrop of some employers moving away from traditional training routes as they were unable to see the return on Investment (ROI).

5.4 It was noted that the Construction Workforce Delivery Plan would be delivered in two phases. The first phase would be to scope out and understand the key challenges to pinpoint the Mission Board's priorities. Phase two would be focussed on Working Groups' delivery of implementation plans.

5.5 Trustees noted that the Mission Board was focussed on England and was set against the backdrop of the Government's recently announced review of all Arm's Length Bodies (ALBs).

5.6 Trustees highlighted the issue of retention in the sector and the high proportion of those joining the industry leaving within six months. Improving retention could make a contribution to the skills challenge as such people had already been trained and possessed the requisite skills.

5.7 Trustees further queried the extent to which the Training Bodies on the Mission Board could represent the interests of small and micro businesses.

5.8 Trustees discussed the planning difficulties experienced by several projects and the impact that this would have on the 1.5m homes target. It was noted that there were examples of projects building in a year's delay into their delivery timeline.

5.9 Trustees stressed the need for a skills system that worked for employers including small businesses and discussed the role of competence and the time it takes for competence to be achieved during which time productivity would be low resulting in a short-term financial pressure on businesses.

5.10 Gladys Mugugu (GM) assured Trustees that Ministers were aware of the bottlenecks within the planning process and the need for these to be tackled and had already started to work with Industry to address the challenges.

5.11 On other matters in the CEO report, PL shared that the Lease for the Head Office in Peterborough had been signed *

5.12 Trustees noted that the Consensus results pointed to a positive change in the trajectory of support with an increase in volume and value when compared with the 2021 result. Furthermore, customer engagement sentiment had improved over the last year.

Performance Report

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5.14 The Board received an update on performance in the delivery of the Business Plan which was measured against three KPIs. It was noted that all three KPIs had achieved 'Better' performance using

the Government's delivery framework which the CITB had adopted. Actions taken to address underperforming interventions or advance over-performing interventions were noted by the Board.

5.15 The Board congratulated the Executive on CITB's performance noting that the stretch targets set for 2024/25 were exceeded.

Strategic and Key Operational Risks Update

5.16 PF provided the Board with an update. The Board noted the following Strategic Risks currently assessed as above the tolerance levels set by the Board:

- Changes to the Skills System and funding in England may not provide the anticipated funding for additional pathways
- Capacity and capability to implement change at the pace required to deliver the Strategic Plan
- Ineffective crisis management and business continuity should an interruption incident occur
- Safeguarding

5.17 PF explained that while the position was one of stability there was also a focus on where risks may be changing and emerging.

5.18 The Board considered the actions in progress to bringing the risks to within or towards tolerance, and took assurance that risks were being managed.

RB, PF, AH, DD and JR left the meeting.

ITEM 6: ANNUAL EFFICIENCY REPORT

6.1 Trustees received an update on the efficiencies delivered in 2024-25 as measured against the new Government Efficiency Framework. It was noted that for 2024-25 CITB had delivered £12.3m in efficiency savings. This was equivalent to an efficiency gain of 4.6%.

6.2 The Board noted the efficiency savings achieved with the expectation that there would be further efficiency savings generated over the next 2-3 years, taking into account the transition away from SSCL. The Board further noted that a culture of efficiency was being embedded within CITB with ongoing conversations taking place within Leadership Forums.

6.3 Trustees queried whether there were any efficiencies that were not included, that might otherwise have been, due to the application of specific metrics. Nick Payne (NP) confirmed in response that the methodology was quite expansive and had allowed for the inclusion of all identifiable efficiencies.

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ITEM 7: GOVERNMENT POLICY UPDATE

7.1 PL welcomed IW to the meeting. IW provided an overview of the key skills policies in England to guide CITB's Strategic Plan review for 2025.

7.2 The Board noted that Skills England had officially launched and replaced IFATE as of 1 June. The Government had also announced New Foundations Apprenticeships with a commencement date of 1 August 2026. There was also mention by Government of increased flexibility in the funding of apprenticeships.

7.3 The Board noted that the dialogue between CITB, DfE and Industry including the work on the construction skills package was held in high regard. IW explained that CITB's efforts with DfE and Industry was to ensure the package led to successful job outcomes and more targeted interventions.

7.4 Trustees discussed the issue of retention highlighting the significant number of apprentices that leave the industry after their first year.

7.5 Trustees queried the figures presented in the report with reference made to the statement that England's construction skills pipeline haemorrhages 59,000 trained individuals annually. IW clarified that the figure referred to those not moving directly from an Apprenticeship or from FE training into a job. Trustees highlighted the need to understand the differing journeys and individual contexts and the differences between Level 1 and Level 2; Level 2 providing a better insight as Level 1 was essentially used as an entry point for unskilled employment and further development.

Holly Price (HP) joined the meeting remotely.

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ITEM 8: ITB REVIEW REPORT

8.1 RG presented an update on the implementation of the recommendations from the ITB Review including the ECITB/CITB Strategic Collaboration Plan and the Cross Governmental Steering Group (Steering Group).

8.2 RG provided an overview of the Steering Group which had been established to provide guidance to the ITB Review recommendations. The Group was expected to provide a report to Government within the next 12 months. It was noted that the membership of the Steering Group included those from across Government and the Devolved Nations.

8.3 Trustees noted that CITB and ECITB had submitted a joint collaboration plan together with individual implementation plans setting out the milestones for delivery.

8.4 PL invited GM to share her reflections from the Government's perspective. GM advised that progress had been slower than anticipated which was further complicated by the ALB review. She pointed out that the extent of collaboration with ECITB was welcome news to DfE colleagues.

8.5 Trustees asked about the collaborative activities with ECITB. In response to queries, Adrian Beckingham (AB) provided an update on activities and advised that updates on collaborative projects were also being shared with the Steering Group.

8.6 The Board thanked RG for the update and asked for a further update on the CITB and ECITB collaboration at the next Board meeting.

8.7 ACTION: Update on ITB Review to be provided at the next Board meeting.

8.8 ACTION: Update on CITB & ECITB collaboration to be provided at the next Board meeting.

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ITEM 9. STRATEGIC PLAN

9.1 GB opened the discussion on the Strategic Plan Review for 2025, providing an overview of the annual review process. She highlighted the consideration to be given to political and economic factors, as well as workforce planning and performance data to inform horizon scanning and the annual review process.

9.2 GB provided an update on the outcome of the SWOT analysis showing possible new and emerging opportunities. Trustees discussed the following potential opportunities:

- Productivity
- Retention
- Apprenticeship Grants

- Combined Authorities
- Counter Fraud

9.3 Trustees stressed the need to stem the number of people leaving the construction industry. It was agreed that a clearer understanding behind the reasons why people leave needed to be analysed to address the underlying issues of retention in the industry.

9.4 Trustees queried whether any research had been conducted into the voice of the young person emphasising the importance in the young person's voice being heard. GB explained that research into attraction and what encourages a young person to enter the construction industry had been undertaken. Research had also been undertaken into identifying the barriers that prevented people joining the construction industry.

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9.6 Following extensive discussion into the different opportunities PL invited Trustees to indicate via a show of hands which of the opportunities they felt should be the focus for CITB and the Strategy Team moving forward. The outcome of the vote on the top three priorities was as follows:

- Productivity
- Retention
- Apprenticeship Grants

The Board therefore encouraged the Strategy Team to explore the potential opportunities relating to these factors.

9.7 The Board requested that an update on the proposals be presented at either a future Board meeting or Board workshop.

9.8 ACTION: The proposals on Productivity, Retention, and the Apprenticeship Review to be presented to the Board at either a Board meeting or a Board workshop.

GB left the meeting, and CC joined the meeting.

ITEM 10: LEVY VISION

10.1 CC provided an update on the ongoing work to develop a Levy Vision, Strategy and Strategy Plan including the outcome of the SWOT and PESTLE analysis.

10.2 CC outlined the draft vision which he explained involved a system which was employer focussed, efficient, equitable and easy to administer. He also emphasised the need for quality data that would encourage employer contributions and lead to an outcome where there was a willingness on the part of employers to contribute, and for the Levy to be seen as a gateway to a skilled and competent workforce.

10.3 Trustees highlighted the restrictions of the current legislation and queried the extent to which it was possible to make changes.

10.4 Trustees spoke to some of the issues within the industry and the importance for the Levy to be perceived by Industry as offering value for money.

10.5 DECISION: The Board supported the strategy and the proposed way ahead.

CC left the meeting.

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ITEM 11: TRAINING PROVIDER NETWORKS

11.1 SG provided Trustees with an update on the CITB Training Provider Network (TPN).

11.2 Trustees noted the progress on the TPN development. SG highlighted the collaborative approach and the importance of understanding training provision in the market and the role of TPN in providing data.

11.3 Trustees noted that TPN was scheduled to be launched towards the end of July 2026.

11.4 Trustees emphasised the need for small training providers to be included in the process. SG and Deborah Madden (DM) responded that this had been considered and was reflected in the membership of the Leadership Group.

11.5 Trustees spoke about the relationship between the TPN and the Employer Networks and the importance of trust between the two.

11.6 In response to queries on the quality assurance process, SG assured Trustees that there was a recognition of the need for this to be robust and was a key focus of the Leadership Group.

11.7 DECISION: The Board supported the launch of the Training Provider Network.

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ITEM 12: INDUSTRY COMMUNICATION STRATEGY

12.1 MK provided an update on the formulation of a marketing strategy to engage industry and support the Strategic Plan.

12.2 Trustees noted that the focus of the Communications department was on personalising communications, targeted communications, and data and insight driven marketing.

12.3 Trustees highlighted the success of the Apprenticeships Campaign emphasising the importance and impact of effective marketing and communications.

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ITEM 13: HEALTH, SAFETY & WELLBEING ANNUAL REPORT

13.1 AS provided an overview of performance and actions to manage Health, Safety and Wellbeing across CITB.

13.2 Trustees discussed the prevalence of drugs in the construction industry. In response to questions AS explained that the CITB's colleges conducted random testing. Those testing positive were offered help and support.

13.3 Trustees discussed CITB's role in embedding and promoting a positive healthy culture highlighting the need to address the issues of drugs and ensure there is adequate support for those experiencing mental health issues.

13.4 Trustees suggested that the National Construction Colleges & Apprenticeship Committee (NCC&AC) receive a report on drug testing of apprentices with a report back to Board at a future meeting.

13.5 ACTION: Drug testing for apprentices to be discussed at the NCC&AC, with a further update at a future Board meeting.

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ITEM 14: POLICY APPROVAL – HEALTH, SAFETY & WELLBEING POLICY

14.1 DECISION: The Board approved the Health, Safety & Wellbeing Policy.

ITEM 15: NATION COUNCILS – UPDATE REPORTS AND BOARD CONSOLIDATED RESPONSES

15.1 It was agreed that PL would make final amendments to the proposed responses to Nation Councils' feedback before the responses were shared with the Nation Council Chairs.

15.2 Angela Forbes (AF) provided an update on the recent Scotland Nation Council meeting. The Board noted that Nation Council members had covered the following:

- Scottish Plant Powers Association Update
- Apprenticeships
- Retention

15.3 Kevin McLoughlin (KM) provided an update on the recent England Nation Council meeting. The Board noted that Nation Council members had covered the following:

- CITB's role in supporting competence in the construction industry
- Levy Strategy and Strategic Aims

15.4 Owain Jones (OJ) provided an update on the recent Wales Nation Council meeting. The Board noted that Nation Council members had covered the following:

- Apprenticeships update
- GCSE and A Level uptake by schools
- Levy Strategy and Strategic Aims
- ITB Review

15.5 The Board reviewed the Terms of Reference for the Nation Councils.

15.6 DECISION: The Board approved the Nation Councils' Terms of Reference as recommended by the three Nation Councils.

16: COMMITTEE CHAIRS' REPORTS

16.1 Nikki Davis (ND) provided an update on the recent Nomination, Appointments and Remuneration Committee (NARCO) meeting. The Board noted that the meeting had covered the following areas:

- MDT's appointment as a Member of the Executive Team
- Chair's assessment of the CEO's performance for 2024/25 and the setting of objectives for 2025/26
- Update on the recent Colleague Ambassadors meeting
- People Strategy Update
- Total Reward Framework Review
- The transition of HR services back in-house

16.2 Kirsty Evans (KE) provided an update on the recent National Construction College and Apprenticeship Committee (NCC&AC) meeting in the absence of the Committee Chair. The Board noted that the meeting had covered the following areas:

- Training Provider Network Update
- Safeguarding Update
- Health & Safety Update
- Business Plans for NCC
- Estates Update

- Committee Terms of Reference Review
- Performance – achievement rates above average

16.3 DECISION: The Board approved the revised NCC&AC Terms of Reference.

16.4 DECISION: The Board approved the appointment of Nicola Bird and Jawahar Hingorani to the NCC&AC Committee.

16.5 AB provided an update on the recent Industry Funding Committee meeting in the absence of the Committee Chair. The Board noted that the meeting had covered the following areas:

- NEXUS
- Strategic Plan Refresh
- Employer Network Funding
- Evaluation and Impact Measurement

16.6 The Board noted that Levy Strategy Committee meeting had covered the following areas:

- Marketing and Communications
- Levy Avoidance
- Consensus Process
- ITB Review

16.7 DECISION: The Board approved the appointment of Craig Bruce to the Levy Strategy Committee.

16.8 PL provided an update on the recent Audit & Risk Committee (ARC) meeting, since he had chaired the previous ARC meeting in the absence of the Committee Chair. The Board noted that the meeting had covered the following areas:

- Review of Risks
- Quarterly Health & Safety Wellbeing Policy
- Senior Risk Officer's Interim Report
- Draft Annual Report
- Internal Audit Update
- National Audit Office (NAO) discussion – 2024/25 planning, resourcing concerns and request for fee to be reviewed
- Recruitment of an Independent Committee Member

17. GOVERNANCE MATTERS

Use of the Board Seal

17.1 Trustees noted that the Board Seal had been used on the 12 May 2025 to sign the lease for the new office in Peterborough.

Forward Work Plan

17.2 Trustees reviewed and noted the Forward Work Plan.

ITEM 18: MEETING EVALUATION

18.1 It was agreed that the meeting had covered all its key aims, with some very useful discussions.

ITEM 19: CHAIR'S ANY OTHER BUSINESS

19.1 It was confirmed that the next Board meeting would be held on Thursday 18 September in Cardiff, with a Board dinner the evening before as usual.

ITEM 20: TRUSTEE ONLY CLOSED SESSION

20.1 The Board noted the assessment of the CEO's performance and reviewed the recommendation to approve NARCO's recommendation of the proposed bonus.

20.2 DECISION: The Board approved NARCO's recommendation of the proposed bonus.