



# Business Plan

2026-27



## Foreword from the Chief Executive

Construction is facing a sustained and significant skills challenge. Demand for trained workers is high and likely to increase; the workforce is ageing, and too many people who begin training do not progress into sustained employment.

Meeting the skills challenge is dependent on a better performing skills system but demand can no longer be met by training alone. Productivity of the workforce is key and this places a greater need for a more competent workforce.

The funding decisions we made in December 2025 were necessary to concentrate investment where it delivers the greatest impact and to better meet the challenges mentioned above. This Plan explains those decisions, including the difficult ones. We will report progress quarterly, including where we fall short.

We are publishing this Plan in the context of significant change, and we want to be direct about what that means. Furthermore, we must acknowledge that the Levy cannot pay for all training employers seek.

Our own Employer Tracker, conducted between January and March 2026, shows that industry-level confidence in the Levy and grant system has fallen to 64%, and business-level importance has dropped to 47%. Company satisfaction has declined to 34%. Large employers have seen the sharpest fall in perceived Levy importance, dropping 23 percentage points since November 2025. These are not comfortable figures, and we are not publishing them to manage expectations — we are publishing them because employers deserve to know what we know, and because rebuilding confidence requires honesty about where we currently stand, what we are doing and why.



The tracker also tells us something important about why confidence has fallen. The most common reasons employers give for doubting the Levy's value are that it delivers no perceivable benefit to their business, that it feels like an unnecessary expense, and that it is difficult to access. That feedback points directly to a problem we intend to fix: too much of what CITB has historically funded has not shown a demonstrable impact on the capability of the workforce. For example, compliance and mandatory training are important but, on their own, will not address the issues facing the construction workforce. Going forward we have to question the balance of Levy resources against other competing priorities. That said the availability and delivery of training is not all reliant on Levy funding. Our influence with the local and national governments to create a skills system that better responds to the needs of construction is equally as important. Government's £600m investment in construction skills is a direct response to the influence of CITB and the Construction Leadership Council (CLC) and serves as an example of the value CITB creates over and above grant funding.

This Plan marks a deliberate shift in how we invest. Going forward, we will prioritise training that creates impact — improving performance, safety, productivity and long-term workforce capability. Our aim is straightforward: more training that makes a real difference to employers and to the industry.

The tracker also shows what works. Where CITB is seen as directly useful — helping employers access training, navigate routes and develop their people — confidence is higher. Employers' confidence in the quality and accessibility of construction training itself remains strong, at 82% and 81% respectively. Around half of employers agree that without a statutory body like CITB, levels of training, apprenticeship take-up and competence across the industry would worsen. That is the case we need to make stronger, particularly to the smaller businesses who see the strategic work we do as being distant from their day-to-day operational activities. Our aim is to increase the capability of the workforce and this is subject to our engagement with every business, large or small.

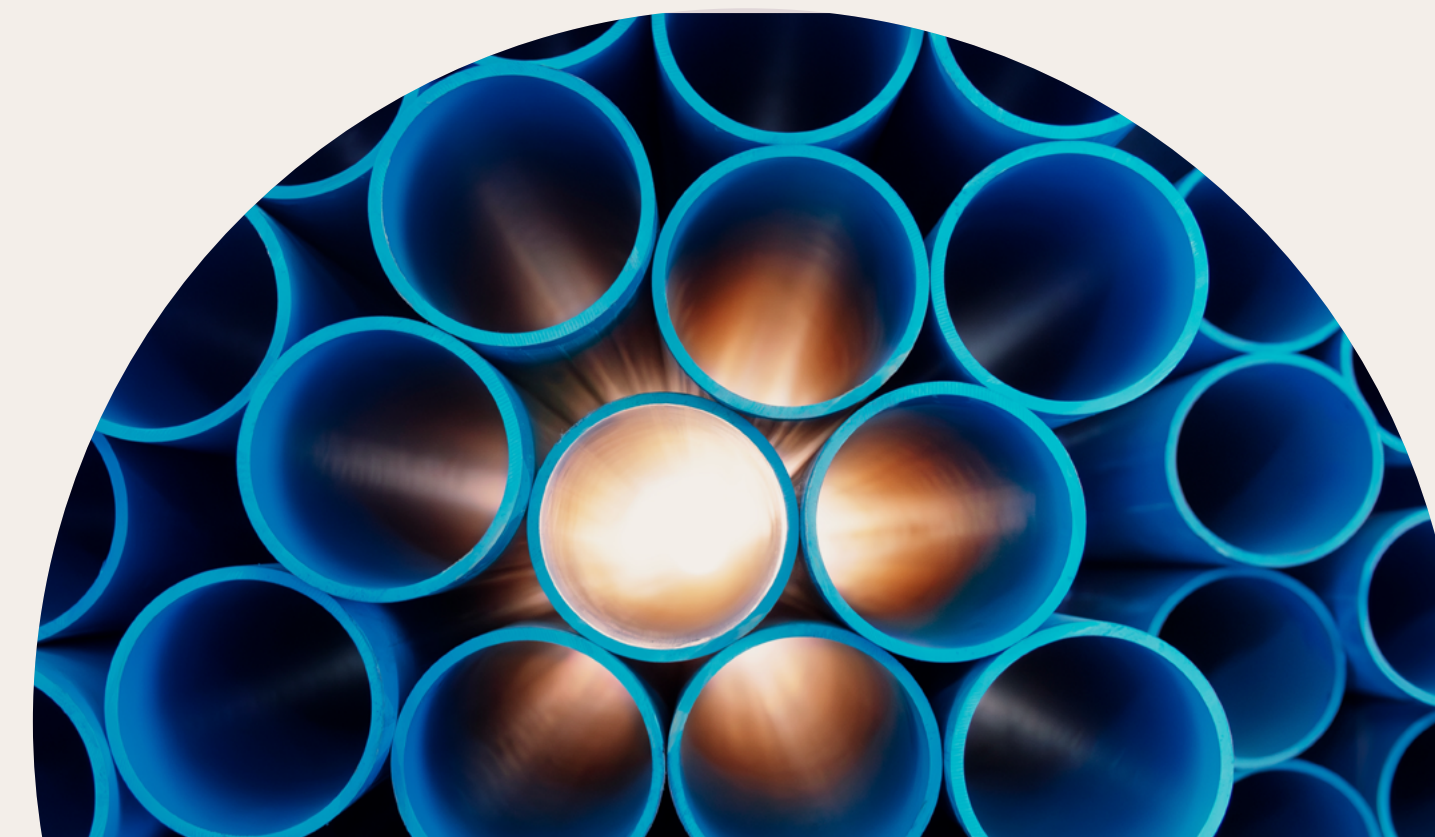
Construction needs a skilled, competent workforce to deliver on both national and industry ambitions. CITB's job is to make that happen. This Plan is our commitment to doing exactly that.



**TIM BALCON**  
Chief Executive, CITB



**This Plan marks a deliberate shift in how we invest. Going forward, we will prioritise training that creates impact — improving performance, safety, productivity and long-term workforce capability.**



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# CITB and ITB reform: A note to readers

This Plan is published during the UK Government's active consultation on merging CITB and the Engineering Construction Industry Training Board (ECITB) into a single Industry Training Board. The consultation opened in March 2026 and we are participating in it fully and constructively.

We believe the best case CITB can make — whether as a standalone organisation or as part of a reformed body — is through the quality of what it delivers. That is what this Plan is focused on.

The Plan sets out CITB's investment priorities on the basis of our current structure. We will keep Levy payers, employers and stakeholders informed as the reform process develops. We are committed to ensuring that any transition, if one is required, protects the investment and relationships that the industry depends on.

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ITB

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# Our Plan and how it fits into our wider strategy

This is the second year of our Strategic Plan 2025–29. That Plan sets out our four-year approach, working with employers, national governments, training providers and other partners to address the construction skills challenge. This Business Plan sets out specifically what we will do and invest in 2026–27 to deliver against that strategy.

Everything in this Plan links to one of three strategic pillars developed through direct consultation with the industry:

- 1 Inspire and Enable**  
Inspire and enable diverse and skilled people into construction
- 2 Develop and Retain**  
Develop a training and skills system to meet current and future needs
- 3 Skills System**  
Support the industry to train, develop and retain its workforce

Employers told us their three top priorities: getting more trained people into the industry; making sure good-quality, relevant training is available; and improving the skills of the current workforce. This Plan is built around those three things.

## OUR VISION

A construction industry with a competent, productive and inclusive workforce.

## OUR PURPOSE

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

## OUR WORK WILL BE FOCUSED ON THE THREE PILLARS OF OUR PLAN:

- 1**  
Inspire and enable diverse and skilled people into construction
- 2**  
Develop a training and skills system to meet current and future needs
- 3**  
Support the industry to train, develop and retain its workforce

## HOW WE WILL MEASURE THE SUCCESS OF OUR WORK:

- 8%↑**  
Increase in the number of new entrants to the industry
- 5%↑**  
Increase in the number of employers supported to train and upskill their workforce
- 9%↑**  
Increase in the number of individuals supported to train and upskill

## EVERYTHING WE DO WILL BE UNDERPINNED BY OUR VALUES

COLLABORATIVE

CONSISTENT

INCLUSIVE

ACCOUNTABLE

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## How this year's Plan is different

Following the funding changes announced in December 2025, we have set this Plan out differently. We want Levy-paying employers to be able to read this document and understand clearly what CITB is doing, why, and what it costs. That means:

Setting out the  
strategic rationale for  
our investment  
decisions, not just the  
decisions themselves

Explaining difficult  
choices honestly, including  
where we have  
changed direction

Providing clear  
financial information  
in the body of the plan,  
supported by a full  
financial annex

Being specific about  
what we expect our  
investments to achieve, so  
that the industry can hold  
us to account

### Our key commitments for 2026-27

By the end of this year, we are committed to:

# SUPPORTING

# 8%

more new entrants into the industry, compared to our rebased 2025-26 baseline



# HELPING 5%

# MORE EMPLOYERS

## TO TRAIN AND UPSKILL THEIR WORKFORCE

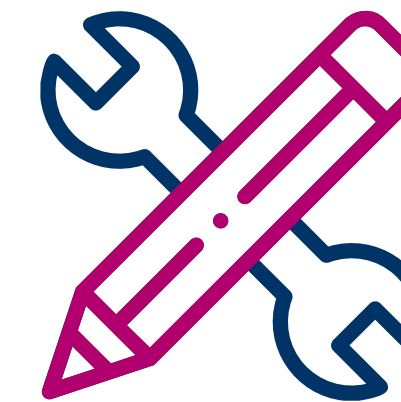


# LAUNCHING

## TWO NEW SECTOR SKILLS PLANS

Covering

Repair, Maintenance and Improvement; and Commercial, Public Non-Housing, Industrial and High-Rise Residential



## PUBLISHING CLEAR PROGRESS REPORTING

against ALL commitments on a quarterly basis

## LAUNCHING THE NEW SPECIALIST UPSKILLING PROGRAMME

Replacing the support previously provided through Training Groups

## PILOTING THE ACCELERATED HOMEBUILDING APPRENTICESHIP THROUGH CITB-SUPPORTED HUBS



# SUPPORT 9% MORE individuals to train and upskill

A full set of Key Performance Indicators is set out on page 25 and in the Financial Annex.

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# Where your Levy goes: The financial picture

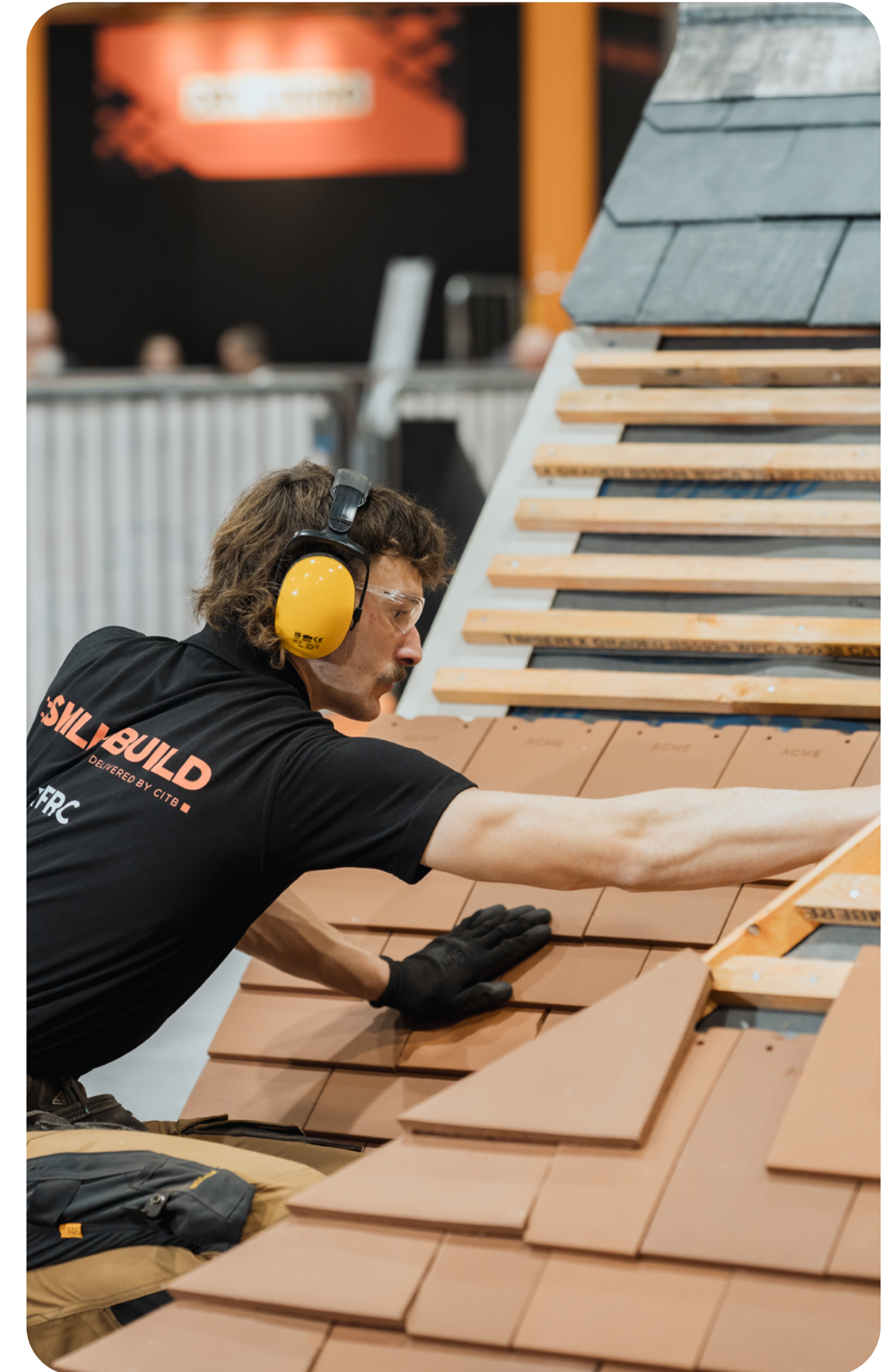
CITB's income comes primarily from the Levy paid by construction employers, supplemented by income from our traded services — including the Health, Safety and Environment test, Site Safety Plus courses, and National Construction College commercial training.

	2025-26 (FORECAST)	2026-27	2027-28	2028-29
	£m	£m	£m	£m
<b>Income</b>				
Levy raised	220.3	230.0	240.0	248.2
Non-Levy income	28.0	27.9	28.6	28.7
<b>Total income</b>	<b>248.3</b>	<b>257.9</b>	<b>268.6</b>	<b>276.9</b>

All figures are forecasts based on December 2025 projections. 2025-26 figures are unaudited year-end forecasts.

Levy income for 2026-27 is forecast at £230m, reflecting the wages paid by employers in 2024-25. The forecast is slightly lower than previous projections due to a slowdown in construction output and employment, partially offset by continued wage growth.

It is worth being clear about what the Levy is and how it is set. The Levy rate is not determined by CITB alone — it is fixed through a formal Consensus process, requiring the support of a majority of employers in the industry by both number and wage bill before it can be confirmed by Parliament. The current three-year Levy Order, which sets the rate through to 2028-29, was agreed on that basis. This is industry money, set by industry agreement, invested back into industry. CITB's role is to steward it effectively and account for how it is used.



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To strengthen this, we are bringing Levy collection back in-house from September 2026. This will improve collection rates, reduce outstanding debt and ensure the register more accurately reflects the industry. Employers who are currently outside the system will be identified and brought into it. That is not a punitive measure; it is a commitment to every Levy-paying business that their contribution will be matched by others who are equally obliged.

### How total expenditure is allocated

Total expenditure in 2026–27 is budgeted at £259.9m. This is higher than income, reflecting a planned deficit of £2m as we manage the transition costs associated with bringing back-office services in-house.

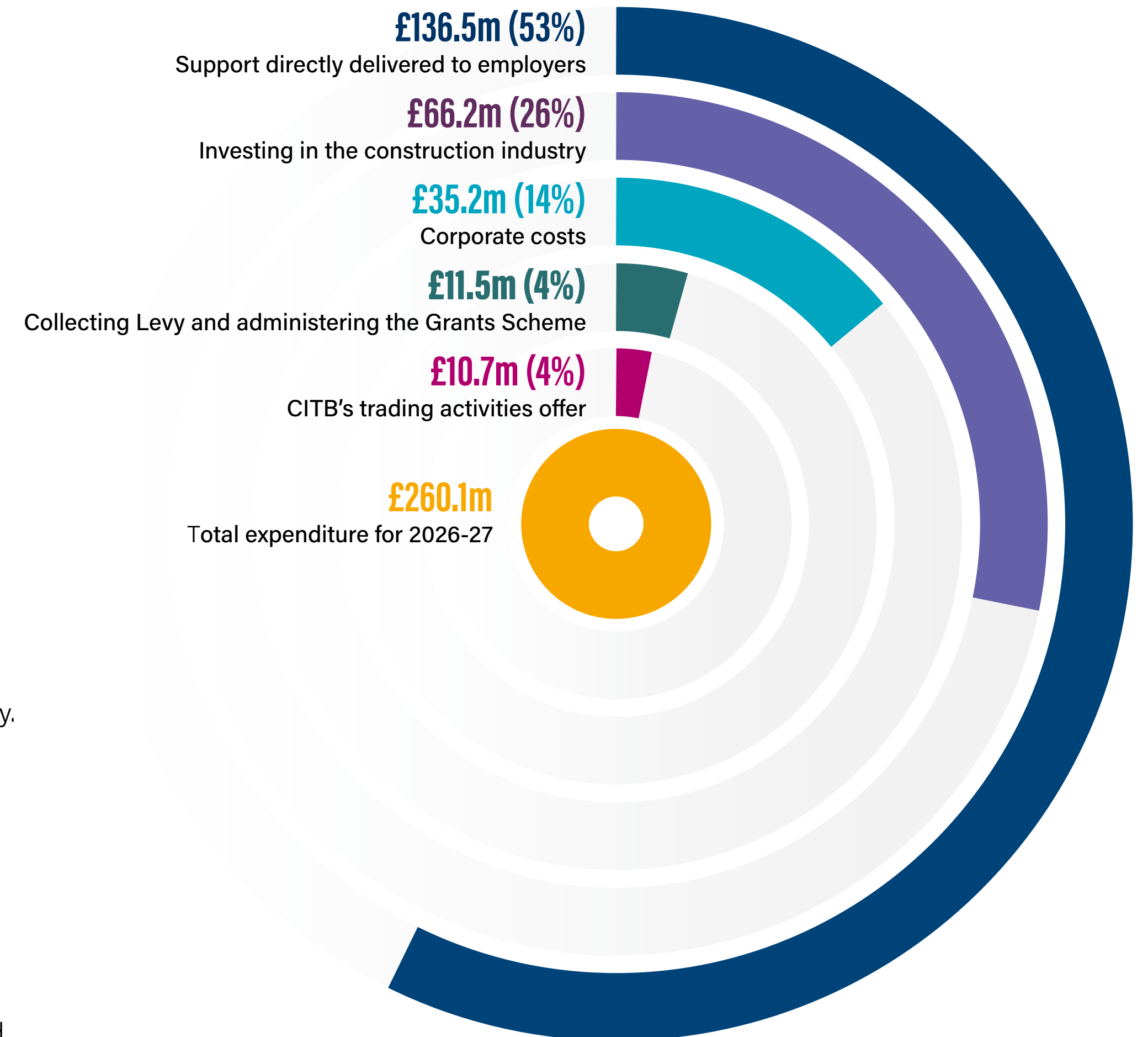
A full income and expenditure breakdown is provided in the financial annex.

### Corporate costs: what they cover and why

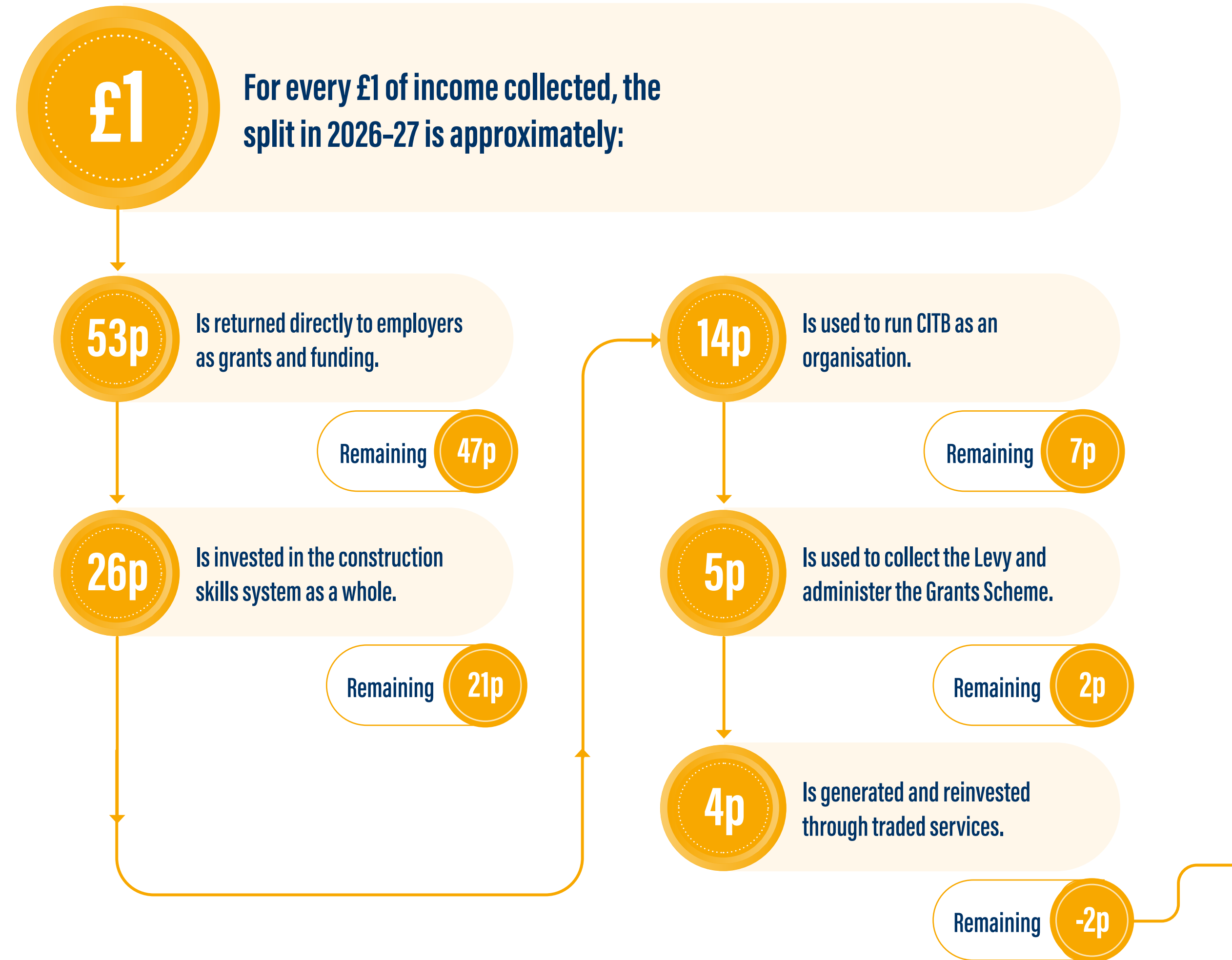
Delivering our investment priorities requires CITB to operate as an effective organisation. Our corporate costs — covering the people, systems and infrastructure that make our employer-facing work possible — represent 14% of total income, or £35.2m in 2026–27. This is higher than our normal run rate, and we want to explain why.

In 2026-27 a range of back office services will be returning in-house from our third-party provider SSCL. This involves a period of dual-running costs as we make the transition, including fixed-term contracts and one-off termination costs. This is a deliberate investment in our own operational capability that will reduce our cost base from 2027–28, when corporate costs are forecast to fall to 12% of total income.

There will be further planned reductions in specific project resource across the life of the Plan that will create further efficiencies. Running the organisation well is not separate from our mission — it is what makes delivery possible, and we are committed to managing it efficiently.



## The Levy: where it goes and what it does



### Value and the Levy model

We recognise that a large Levy payer doing a straightforward calculation — comparing what they pay in against what they can claim back directly — may conclude that the return does not justify the cost.

The Levy model is not designed to return all Levy income to individual employers. It is designed to fund the parts of the skills system that no individual employer would fund alone: the training infrastructure, productivity, future workforce needs, the standards and Competence Frameworks, the pipeline of new entrants, and training where there is little demand. Employers benefit from that infrastructure even when they do not claim it directly through grants. We believe that is the right model, but we also recognise the obligation to demonstrate its value — and this Plan is our commitment to doing that.

**This year we are spending more than we expect to receive in income. To support this expenditure we will utilise our reserves.**

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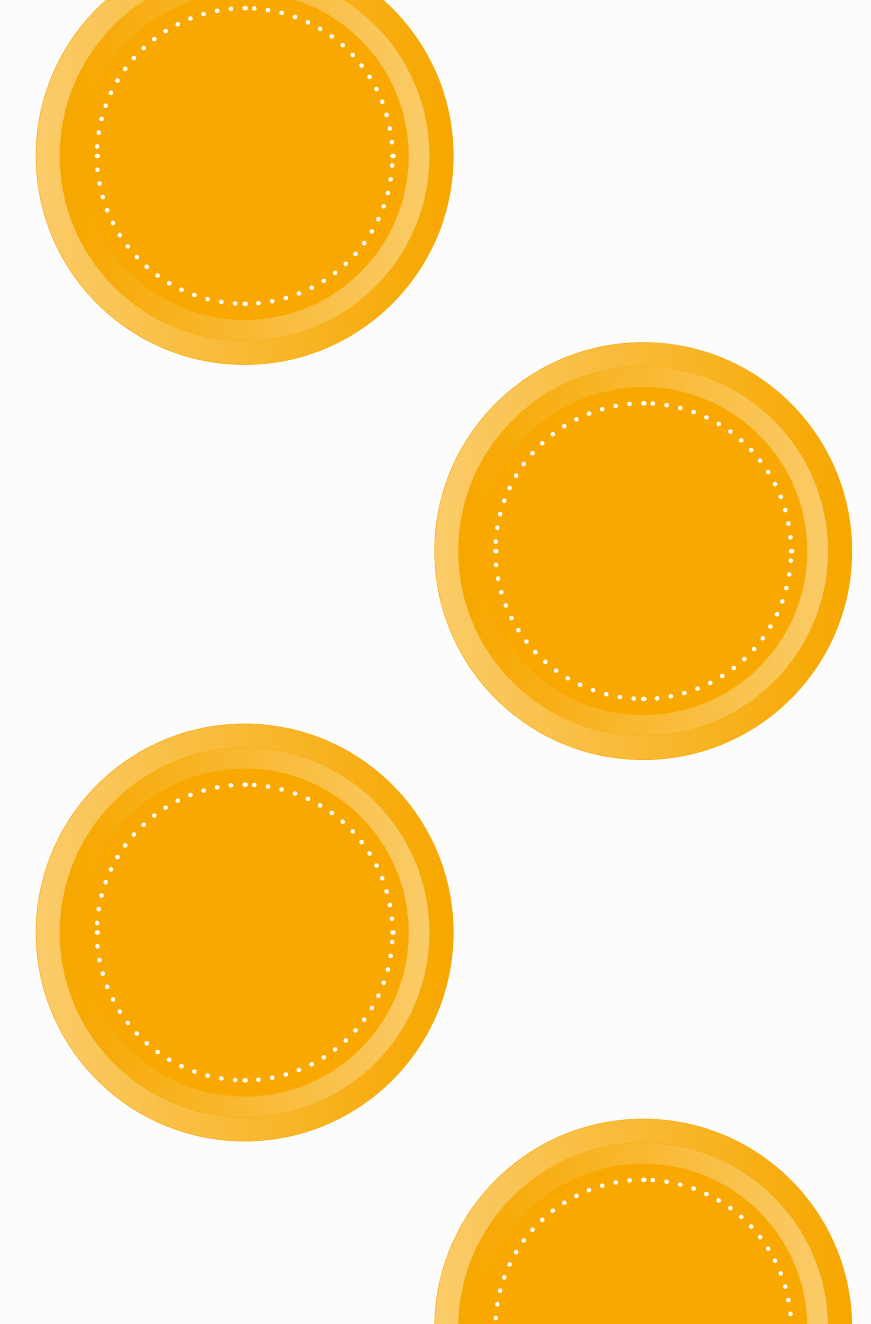
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## Part one:

# Direct financial support to employers

Direct financial support to employers — grants, funding and Employer Networks — **accounts for 53% of total expenditure in 2026-27, at £136.5m.**

This section explains what that support covers, how it has changed, and why.



# 53%

of Levy income provides direct financial support to companies investing in workforce training and development.

## Supporting new entrants: Apprenticeship and Travel to Train grants

Our largest single investment is in new entrants to the industry. In 2026-27, we will invest:



This will help employers recruit, train and retain the next generation of construction workers.

The Apprenticeship Grant supports employers taking on apprentices at every level, and the increase from £71.8m in 2025-26 reflects growth in apprenticeship achievement rates, improved employer awareness through our New Entrant Support Team, and an increase in higher apprenticeships.

We will undertake a full review of our approach to new entrant funding during 2026-27. The current grant model funds apprenticeship routes well, but we know it does not work equally well for all employers or all routes into the industry. We want to ensure our investment in new entrants reaches further and works for businesses of all sizes, however they choose to bring people in.

We will consult widely with employers — large and small, across all sectors and nations — before bringing any proposals forward. Their experience of what works, what doesn't, and what the industry needs from new entrant funding will shape whatever changes we make. We are not starting from a predetermined answer.

## Supporting workforce development: grants for training and upskilling

We know that training does not end when someone enters the industry. Keeping the existing workforce skilled and ready for the demands of modern construction requires continuous investment.

**Qualification Grants (£15.2m in 2026-27)** support employers funding qualifications linked directly to occupational competence, from short courses through to NVQs and HNCs. These are achievement grants — what matters is not the length of the training but whether completing it demonstrates that a worker has achieved a recognised level of competence as defined in CITB's Competence Frameworks, the industry's own agreed definition of what good looks like.

Funding competence achievement matters because recognised, transferable skills give employers greater confidence that work will be carried out safely, consistently and to the required standard. That matters even more in the context of the Building Safety Act, which has reinforced the need for a demonstrably competent workforce. It also matters commercially:

when workers are properly trained and able to evidence their competence, they are more productive, more adaptable across roles and employers, and less likely to make errors that lead to delay, defects and rework. Funding competence achievement therefore helps employers build a workforce that is safer, more mobile and more efficient.

We have focused this grant more tightly on qualifications that contribute directly to those outcomes, removing Level 7 qualifications and attendance-only grants that were not delivering against this standard.

**Short Duration Grants (£8.3m in 2026-27)** represent a significant reduction from £23.1m in 2025-26. This was one of the most significant and contested decisions in our December 2025 funding review, and it deserves a clear explanation.

The evidence we gathered showed that a substantial proportion of this investment was not sufficiently aligned to the industry's priority skills needs or the competence outcomes defined in our frameworks. This does not mean the training it supported is without value — much of it remains important, and employers can continue to access a fixed level of support through Employer Networks and the Grants Scheme. The decision reflects a deliberate choice to concentrate Levy investment where it contributes most directly to the industry's skills priorities: building occupational competence, addressing genuine market failure, and supporting workers to progress to full capability in their roles.

## Employer Networks

£11.5m will be available to SMEs through Employer Networks in 2026-27. Employer Networks operate across Great Britain, connecting employers of all sizes with training providers and with each other, enabling coordinated approaches to local and regional training challenges that individual employers cannot address alone.

Employer Networks give employers a direct voice in shaping training provision in their area. They are designed to be flexible, responsive to local needs, and focused on driving genuine skills improvement — not simply on processing training bookings.

Without a clear focus on developing skills, Employer Networks' activity could drift towards high volume provision that reflects existing training patterns, rather than the industry's competence needs. CITB's role is not to direct those decisions, but to support Employer Networks, ensuring quality, setting expectations for providers and maintaining focus on industry priorities. This year, we are investing £2.2m in the Training Provider Network to help deliver that — supporting employer-led priorities while ensuring both the Employer Networks and Training Provider Network drive genuine skills system improvements. We will report publicly on how well this is working.



## Our decision on Training Groups

Training Groups have been valued by many employers, particularly in specialist sectors and more remote parts of Great Britain, and we are grateful to everyone who contributed to them. The evidence we gathered showed, however, that the model was not consistently delivering the scale and impact of training outcomes that justify the level of investment, and that variation in quality and impact between Groups had become difficult to manage at scale. Since 2023, we have established Employer Networks across Great Britain as a more flexible and effective vehicle for the local support function that Training Groups served.

We know this change has been felt acutely in some parts of the industry. That is precisely why we are investing in the new Specialist Upskilling Programme (£600,000 in 2026-27), which is specifically designed to ensure that some of the support Training Groups provided — particularly in remote areas and specialist sectors — is replaced with provision that can deliver more consistent outcomes. We will be transparent about how that programme performs and will report against it quarterly.

## The Interim Large Employer Fund

£4.6m is allocated to the Interim Large Employer Fund in 2026–27. This replaces the previous arrangement where large employers could access grants through Employer Networks, and it represents a simpler, more direct approach to supporting large employers' training investment.

Eligible large Levy payers can claim up to £18,000 towards training costs, paid twice yearly on submission of a training plan or evidence of training activity.

We are also working with large employers to design a more comprehensive and ambitious way of working together for April 2027 onwards. A new strategic solution will be scoped with large employers and federations that places large employers within a key influencing and leadership position within the skills system.

Large employers bring something that cannot be replicated through funding alone: sector expertise, site-level knowledge, and the ability to influence the quality and direction of training at a regional level. Their participation makes Employer Networks more effective for SMEs and the wider industry.

We are conscious that this asks something of large employers without a direct financial return through the Employer Networks. We are committed to making the value of that participation visible — through meaningful influence over Sector Skills Plans, access to CITB's industry intelligence and forecasting, and a direct voice in shaping investment priorities. We will keep this

under review and welcome direct feedback from large employers about whether it is working in practice.

## Specialist Applied-skills Programmes

£2.4m is invested in Specialist Applied-skills Programmes (SAPs) in 2026–27. Where formal apprenticeships do not exist, SAPs provide high-quality, structured training interventions for specialist skills. This investment ensures that employers in niche sectors can access the training they need even where the market does not provide it.

## Meeting employer demand: supporting the homebuilding skills pipeline

The UK Government's target to build 1.5 million new homes will create significant demand for construction skills. Employers across the homebuilding sector will need to recruit, train and develop large numbers of new workers — and CITB is investing now to make sure that support is in place when they need it.

The government is investing £100m as a part of the £600m Construction Skills Package to increase the flow of new entrants into the industry. CITB is co-investing £2.9m in 2026–27, scaling to £9.7m by 2028–29, to support the employers who will provide the jobs and development opportunities that make this possible.

Our focus is on the transition from further education into sustained employment. Too many construction learners complete courses without progressing into real jobs. Through the Homebuilding Fast Track Training programme and expanded industry placements, we are working with employers to create clear, practical pathways from further education into site-based careers — so that young people who want to work in construction can find employers ready to take them on, and employers facing demand peaks can access a pipeline of work-ready recruits.

We are also piloting an Accelerated Homebuilding Apprenticeship through CITB-supported hubs, backed by up to £40m of UK Government investment across 32 hubs nationally. This pilot will test whether accelerated models can deliver competent workers more quickly — with lessons that could benefit other parts of construction beyond homebuilding.

The New Entrant Support Team (NEST) is being developed to meet growing demand, providing hands-on support to smaller employers who want to take on new entrants but need practical help to do so.

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## Part two:

# Investing in the construction industry

A further **26% of expenditure — £66.2m in 2026-27** — is invested in the construction skills system as a whole, rather than in direct support to individual employers. This includes training at our National Construction Colleges, developing standards and Competence Frameworks, industry intelligence, and empowering employers to lead their own skills solutions.

Income

26% of our total income will be invested in the construction industry and the wider skills system, to help achieve the three priorities employers told us to focus on.

26%

## Our National Construction Colleges: training today, building for tomorrow

Our National Construction Colleges (NCC) at Bircham Newton, Erith and Inchinnan are among the most significant assets in the GB construction skills system. They deliver hands-on, specialist training across a range of construction occupations — from apprenticeships for new entrants to courses for experienced professionals — and they provide training in areas where market provision does not exist, such as lightning protection. That role has long been essential to the industry, particularly in shortage and specialist occupations where no commercial alternative exists.

**In 2026-27, £8.8m is invested  
in the NCC, supporting delivery  
across the sites.**

We believe the colleges have the potential to play a stronger role in tackling the industry's skills challenge — not just delivering existing training, but helping to develop and test new approaches where they are needed most. Realising that potential will require investment in the physical estate and curriculum, and our financial plan includes provision for capital investment across both sites over the period of this Plan, with £4.6m earmarked in 2026-27 and further investment planned in subsequent years subject to consultation and business case development.

We want to be clear that the scale and timing of that investment will be determined through engagement with employers and partners, not decided in advance. Over the coming year, we will consult with industry on the future role of NCC — exploring where greater investment could have the greatest impact, what gaps in provision the colleges are best placed to fill, and how their offer should evolve to reflect the demands of modern construction.

We will set out a clear direction based on that consultation during 2026-27 and report on progress against it.

### CITB apprenticeships (£22.2m in 2026-27)

CITB directly delivers apprenticeships in two distinct contexts where market provision alone is insufficient: specialist occupations through NCC, and apprenticeship delivery across Scotland through our Skills Development Scotland contract.

In Scotland, CITB plays a particularly significant role. Unlike in England and Wales, where apprenticeship funding flows primarily through employer-facing grants, CITB directly supports apprenticeship delivery throughout Scotland in partnership with Skills Development Scotland. This reflects the different funding landscape north of the border and means CITB acts as an active delivery partner for Scottish employers, not just a grant administrator.

At the NCC, CITB-delivered apprenticeships cover specialist and shortage occupations where commercial providers do not offer viable alternatives – ensuring that employers needing these skills retain access to high-quality, structured training routes regardless of where provision might otherwise be uneconomic.

Across both contexts, CITB apprenticeships address genuine market failure. They are not in competition with private providers but complement them, filling gaps that would otherwise leave employers without viable training routes and individuals without clear pathways into skilled careers.

We are committed to maintaining and expanding CITB apprenticeships and our investment will grow from £20.1m (2025-26) to £23.1m (2028-29) across the Strategic Plan.

## Empowering employers to lead skills solutions

We want employers to play a stronger role in designing the solutions that meet their specific training needs. This year, two mechanisms are central to that ambition.

**Sector Skills Plans** (£3.8m in 2026–27) are industry-owned action plans that address the specific skills challenges in different sectors within construction. We currently have live plans for Homebuilding and Infrastructure. This year, we will work with industry to launch two further plans: Repair, Maintenance and Improvement; and Commercial, Public Non-Housing, Industrial and High-Rise Residential. These plans are owned and driven by industry stakeholders — CITB's role is to resource and support them, not to direct them.

Not every answer to the construction skills challenge sits with CITB. Employers are closest to the problem — they understand what's holding back productivity, why workers leave, where training gaps persist, and what would genuinely make a difference on site. The **Industry Impact Fund** (£2.3m in 2026–27) exists to back those ideas.

Rather than CITB designing solutions centrally, the Fund invests in employer-led initiatives that tackle the skills challenge from the ground up. Employers bring the ideas, the industry knowledge and the ownership; CITB provides the funding and the platform to scale what works. Projects must be practical, scalable and capable of making a lasting difference — not just to the businesses involved, but to the wider industry.

Since its launch in 2023, the Fund has supported employer-led work on productivity, equality, diversity and inclusion, net zero, trainer and assessor shortage, digital skills and retention. We are continuing that investment in 2026–27 and will report openly on what funded projects have achieved.

## Standards and Competence Frameworks (£2.4m in 2026-27)

Construction industry standards are developed and owned by industry. CITB's role is to support and facilitate that process — convening industry practitioners, coordinating the development of Competence Frameworks, and ensuring the resulting standards are accessible, maintained, and embedded into training and assessment practice. This investment of £2.4m funds facilitation work across 2026-27.

21 Competence Frameworks are now established, with a further 20 under development. Each is shaped by working groups of sector practitioners who define the skills, knowledge, experience and behaviours required to work safely and competently in their occupation. Because these frameworks are industry-agreed rather than externally imposed, they carry genuine credibility across employers, training providers and the supply chain.

That credibility has practical commercial value. Employers who recruit and train against a shared, recognised framework can do so with greater confidence, assess capability more consistently, and reduce the risk of costly errors, rework and safety incidents. Workers who achieve competence against a recognised framework are more productive and more adaptable across employers. Clients and contractors throughout the supply chain gain a more reliable basis for trusting that work will be carried out by people with the right skills.

As the Building Safety Act comes into full effect, that shared framework becomes even more critical - not simply as a regulatory reference point, but as foundational infrastructure for a more competent, productive and reliable industry. CITB's investment here benefits the whole industry, not just individual Levy-registered employers claiming direct funding for their very specific training needs.

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## Improving the training system

CITB invests in improving the quality, accessibility and relevance of construction training as a system, not just in individual training products.

The **Training Provider Network** (£2.2m in 2026–27, rising to £2.8m by 2028–29) connects CITB with approved, quality-assured providers across England, Scotland and Wales. The Training Provider Network is more than a quality assurance mechanism: it is the infrastructure through which CITB helps the training system respond to sector priorities, regional demand and emerging skills gaps. Working through a provider leadership group and drawing on shared employer intelligence, the Training Provider Network identifies where provision is missing or misaligned and works with providers to develop better, more relevant training offers where they are needed most.

This makes the Training Provider Network a key lever for converting employer demand and industry insight into practical training improvement – ensuring that what providers offer reflects what employers actually need on site, not simply what is easiest or most profitable to deliver. Active management of this Training Provider Network is critical to ensuring Employer Networks drive genuine skills improvement rather than simply facilitating existing training activity.

## Towards a digital skills passport for construction

One of the most significant long-term improvements CITB can help deliver for construction employers is a simple, trusted way to verify what a worker knows, what they have achieved, and what they are qualified to do. A digital skills passport would give employers confidence when recruiting, reduce duplication of training workers have already completed, and give individuals a portable record of their competence that follows them throughout their career.

This year we are investing £800,000 to support development with industry partners, CSCS and other stakeholders to explore what a digital skills passport for construction could look like, how it would interact with card schemes and Competence Frameworks, and what governance would be needed to make it trusted and useful in practice. We will set out a clearer direction on this during 2026–27, informed by that engagement.

## Quality and fraud work

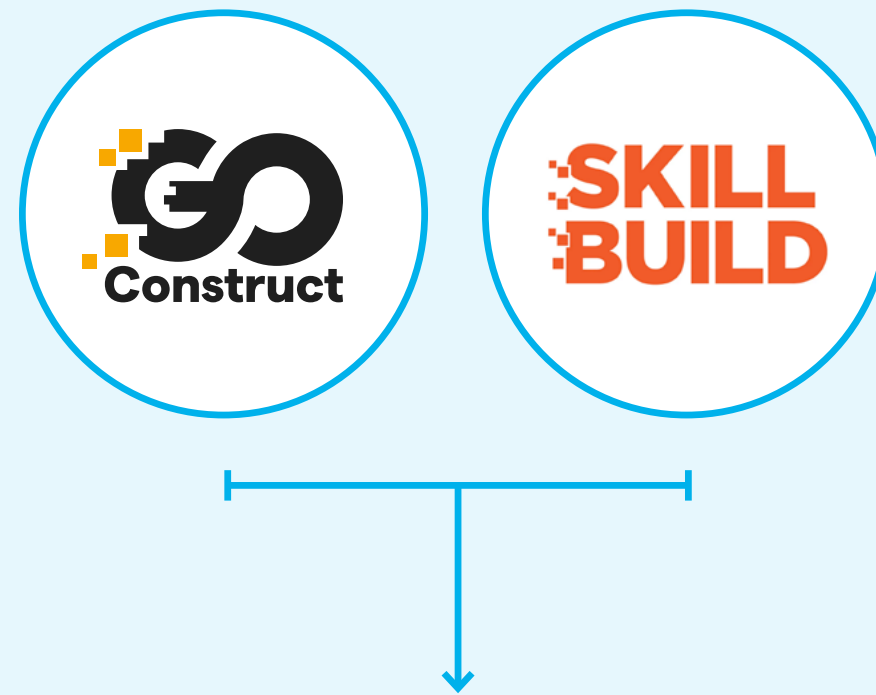
Our quality and fraud work (£2.1m in 2026–27) protects the integrity of the Grants Scheme, ensuring that Levy investment reaches genuine training rather than fraudulent or low-quality claims. This is not optional expenditure.

## Industry insights and analysis

£2.3m will be invested in industry analysis and forecasting in 2026–27. This work turns labour market data into clear, accessible intelligence about the construction workforce: where the shortages are, where demand is heading, and where investment will have the greatest impact. It is used by employers, training providers, national governments and CITB itself to make better decisions about skills investment.

The ITB Review confirmed that this function is one of the most valued things CITB provides. We will continue to publish our Construction Workforce Outlook, our Industry Picture, and targeted regional and sectoral analysis.





## Supporting careers into construction

We invest in promoting construction as a career and ensuring that potential new entrants — including from under-represented groups — have the information, inspiration and practical support they need to choose construction and succeed in it.

**Go Construct** (£400,000) is our free digital platform connecting people considering a construction career with employers, training opportunities and practical guidance. **SkillBuild** (£1.2m) is our national skills competition programme, showcasing the breadth of construction trades and supporting young people to develop and demonstrate their skills. Our **Ambassadors and Careers Support** programme (£800,000) recruits and trains construction professionals to go into schools and colleges, bringing the reality of a construction career to life for young people.

## Practical support for employers recruiting new entrants

Small and micro employers make up the great majority of the construction sector, but they often lack the time, confidence and capacity to navigate recruitment, apprenticeship administration and early pastoral support on their own. This is one of construction's most persistent market failures: demand for new entrants exists, but the practical barriers to acting on it are too high for many smaller businesses to overcome without support.

**NEST** — our New Entrant Support Team — exists to remove those barriers at scale. With a £2.7m investment in 2026-27, growing to £3.4m by 2028-29, NEST provides end-to-end practical support: helping employers identify suitable candidates, navigate apprenticeship administration, access grants and funding, and provide pastoral support to new starters in those critical early months when drop-out risk is highest.

The results demonstrate why this matters. In 2023-24, NEST supported 2,329 apprenticeship starts and 2,850 employers. By 2024-25 this had grown to 3,600 starts and 3,891 employers, with retention remaining above 90%. In 2025-26, NEST supported 5,913 apprenticeship starts — a 43% increase on the previous year — while engaging 20,579 employers on recruitment needs.

NEST is therefore more than a helpful service offer. It is one of CITB's most direct mechanisms for converting SME and micro-employer demand into real jobs and apprenticeships, and for ensuring that the industry's growth ambitions are not constrained by the practical barriers smaller employers face in taking on new people.

In Wales, CITB's **Shared Apprenticeship Services** (£0.5m in 2026-27) provide a flexible route into the industry for new entrants who work across multiple employers. This is particularly valuable in Wales where smaller employer sizes and project-based working patterns mean many businesses cannot support a full apprenticeship independently. The programme allows apprentices to rotate between host employers, gaining broad site experience while completing their qualification, with CITB coordinating placements and pastoral support throughout. Investment continues at £0.5m in 2026-27, reducing to £0.4m in 2027-28 and £0.35m in 2028-29 as the programme matures and employer-hosted capacity grows.

**Onsite Hubs** (£2.5m) provide an entry pathway for people not yet ready for a full apprenticeship, offering a supported route into the industry in partnership with training providers. As we develop Competence Pathways with industry to be delivered by the Training Provider Network, we will transition away from this model for new provision, while maintaining high-performing existing hubs as we transition.

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## Part three:

# How CITB collects the Levy and administers grants

**£11.5m — 4% of total expenditure** — is spent on collecting the Levy and administering the Grants Scheme. This covers the direct cost of Levy assessment, billing and collection, grant processing and fraud prevention.

We are bringing Levy collection back in-house from September 2026, ending our contract with SSCL. We'll take a more active and transparent approach to making sure all employers meet their obligations while helping those who need support to do so. Improving collection is essential to maintaining fairness and sustaining our investment in skills.



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## Part four:

# Traded services

£10.7m — 4% of total expenditure — is invested in CITB's traded services, which generate £27.9m that supplements our Levy income and helps fund our wider work.

The **Health, Safety and Environment Test** is the most widely used of these services, forming a core part of the CSCS card requirement and providing assurance to employers that their workers have a baseline understanding of on-site safety. **Site Safety Plus** courses provide a suite of health, safety and environmental awareness and career development training from operative to senior management level. Our **NCC commercial training** and **eLearning** products complete our offer.

Surplus income from traded services is reinvested into CITB's broader work. We are committed to growing commercial income over the Plan period — by 3% year on year — as the NCC estate investment is realised and opens up new commercial opportunities.



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# What we will achieve: Outcomes and measures of success

A Business Plan is not transparent enough if it lists investments without explaining what they are meant to achieve. This section highlights the expected outcomes of our 2026-27 funding and how progress will be measured.

We will measure performance against three headline KPIs:

8% ↑

Increase in the number of new entrants to the industry

5% ↑

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

9% ↑

Increase in the number of individuals supported to train and upskill

Beyond these headline figures, we will track a set of outcome indicators designed to show not just what CITB has funded, but what has changed as a result:

- Proportion of apprentices who complete their apprenticeship and progress into sustained construction employment
- Employer satisfaction with CITB products and services
- Proportion of Levy payers who agree that CITB's investment reflects the needs of their business
- Take-up of new products including the Specialist Upskilling Programme, the Large Employer Fund and the Sector Skills Plans
- Progress against NCC estate investment milestones.

Given the Employer Tracker findings, we are also committing to publish annually: employer satisfaction with CITB's service to their business (current baseline: 34%); perceived importance of the Levy to their business (current baseline: 47%); and the proportion of employers who agree the Levy system should continue (current baseline: 68%). We want these numbers to improve and will report honestly when they do not.

Quarterly progress reports will be published on the CITB website. A formal annual reputation survey will be conducted with Levy payers and results published externally.

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# Managing our finances responsibly

## The financial position

In 2026–27, CITB is budgeting for a deficit of approximately £2m — total income of £257.9m against total expenditure of £259.9m. This is a deliberate and planned position, reflecting the one-off costs of bringing back-office services in-house. We forecast a return to surplus from 2027–28, with cash position recovering to £71.3m by March 2029 against a policy floor of £50m. This will provide some protection from unforeseen shocks. But this additional cash position is a temporary measure and it will return back to minimum levels by the end of the Strategic Plan period.

Our cash position at the start of 2026–27 is forecast at £52.4m — above the policy floor, but lower than we would like. Maintaining financial stability while continuing to invest in the skills system is the central financial management challenge of this Plan.

## Capital investment

We are investing £11.9m in capital expenditure in 2026–27, rising to £36m in 2027–28. The majority of this is concentrated in the NCC estate — £4.6m in 2026–27, rising to £27.5m in 2027–28 — alongside investment in digital and technology systems (£3.4m in 2026–27) and plant, machinery and equipment for NCC training delivery.

This level of capital investment will reduce cash reserves in the short term. Our minimum working capital requirement is £23.1m, and our cash position at its lowest point (forecast 2027–28) remains above this level. The ITB pension fund will return approximately £18m to CITB in March 2027, which provides an important buffer.



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# Working with our partners

## A strategic partner in the UK Government's construction skills agenda.

Construction is central to the UK Government's ambitions for housing, infrastructure and economic growth. The scale of those ambitions — 1.5 million new homes, major infrastructure programmes, and net zero commitments — requires a construction workforce that simply does not yet exist at the necessary scale. That is the challenge CITB exists to help solve.

Working alongside the Construction Leadership Council, CITB has helped make the case to government that workforce capacity is now a delivery constraint on national priorities. That advocacy contributed directly to the government's March 2025 announcement of more than £600 million to train up to 60,000 additional construction workers by 2029 — funding new college capacity, Skills Bootcamps, foundation apprenticeships, and over 40,000 industry placements annually. This is industry's case, made by industry, backed by CITB.

CITB's role is not simply to welcome that investment — it is to help convert it into real workforce growth. We have decided how to deploy our own resources alongside government funding to maximise skills impact

for the industry, not to fulfil government contracts. Our commitments — £32m for industry placements and a doubled New Entrant Support Team — reflect our own judgement about where CITB investment will generate the greatest return for employers and learners.

### Construction Skills Mission Board

CITB is a trusted partner and active influencer of the Construction Skills Mission Board (CSMB), helping shape its priorities and commitments as well as delivering against them. We work to ensure the CSMB's agenda reflects employer realities — particularly for SMEs — and that its commitments translate into practical support rather than policy statements. CITB's role on the CSMB positions us at the centre of the national conversation about construction skills, and we will continue to use that position to advocate for investment that reaches employers where it is needed most.

### Government commitments: how we are investing

Two significant programmes are underway in 2026–27, with CITB making active investment decisions within each:

The Construction Skills Package includes CITB's £7m investment in industry placements for further education learners in 2026–27, scaling to £8.4m in 2027–28, alongside plans to double the impact of the New Entrant Support Team. Both commitments are profiled against current employer demand and will scale if take-up increases. These are CITB choices about where Levy investment will have most impact in bridging the gap between FE and employment.

The Homebuilding programme sees CITB co-investing in a network of 32 homebuilding hubs alongside the government's £40m commitment. Our 2026–27 pilot of the Accelerated Homebuilding Apprenticeship will test the model and generate learning for wider rollout — and will inform whether accelerated apprenticeship approaches could benefit other construction sectors.

### Working with national governments

CITB operates across England, Scotland and Wales. We work closely with the Scottish and Welsh governments on skills policy and investment, and our Engagement Teams in each nation provide local support tailored to employers' needs. In England, we are actively engaged with the Skills England agenda, ensuring construction's workforce priorities are represented in national skills policy discussions.

### Working with ECITB

CITB and ECITB continue to collaborate on shared standards, joint employer engagement, and aligned approaches to Competence Frameworks. The government's ITB reform consultation may lead to a more formal structural relationship between the two bodies. We are engaged constructively in that process and will keep the industry informed of developments as they emerge.

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# Financial Annex

Full income and expenditure tables for 2026-27 to 2028-29 can be found on the following pages.

All figures in this annex have been rounded to one decimal place.

	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m
<b>Levy raised</b>	220.3	230.0	240.0	248.2
<b>Non-Levy income</b>	28.0	27.9	28.6	28.7
<b>Total income</b>	248.3	257.9	268.6	276.9

	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m
<b>Cost of collecting Levy and administering the Grants Scheme</b>				
<b>Direct cost of administering Grants and Levy</b> – To assess, bill, collect and administer the Levy and process grant claims, including fraud prevention.	9.9	10.6	8.3	8.3
<b>Employer Networks - operational support</b> – To fund the operational infrastructure of Employer Networks across Great Britain, including network management and employer engagement support.	0.8	0.9	0.9	0.9
<b>Subtotal</b>	10.7	11.5	9.2	9.2
<b>% of Total income</b>	4%	4%	3%	3%

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Direct funded support to employers</b>					
<b>Apprenticeship Grants</b> – To incentivise employers to recruit and develop competent construction apprentices.	<b>Inspire and Enable</b>	71.8	77.2	77.2	77.2
<b>Travel to Train</b> – To address travel barriers where employers and apprentices cannot access apprenticeship training locally.	<b>Inspire and Enable</b>	7.8	8.2	8.2	8.2
<b>Qualification Grants</b> – To support employers to fund qualifications that demonstrate occupational competence aligned to industry Competence Frameworks.	<b>Develop and Retain</b>	23.4	15.2	13.8	14.1
<b>Short Duration Grants</b> – To fund short-course training aligned to industry priority skills needs and occupational competence outcomes, in sectors where this remains the primary available training route.	<b>Develop and Retain</b>	23.1	8.4	7.8	7.9
<b>Employer Networks</b> – To give employers direct access to funded training, connect them with local providers, and drive coordinated responses to regional skills challenges.	<b>Develop and Retain</b>	13.2	11.5	11.8	12.0
<b>Large employer fund</b> – To provide direct funding support for large Levy-paying employers to invest in workforce training, replacing previous grant access through Employer Networks.	<b>Develop and Retain</b>	2.9	8.3	5.6	5.6

Table continued overleaf →

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Specialist upskilling</b> – To maintain access to targeted training support for employers in specialist sectors and remote areas following the closure of Training Groups.	Develop and Retain	0.0	0.6	0.6	0.0
<b>Specialist Applied-skills Programmes SAPS / ESPS</b> – To address gaps in new entrant provision.	Develop and Retain	2.2	2.4	2.5	2.5
<b>Homebuilding fast track training</b> – To support the construction workforce pipeline needed to meet housebuilding targets, co-investing alongside the UK Government's Construction Skills Package.	Inspire and Enable	0.2	2.9	5.8	9.7
<b>FE to employer placement</b> – To convert further education construction learners into sustained site-based employment, bridging the gap between training and competent practice.	Inspire and Enable	0.0	0.0	7.0	8.4
<b>Additional routes to Competence Pathways</b> – Upskilling - To expand entry routes to meet current and future demand for new skilled workers.	Develop and Retain	0.0	0.0	0.0	1.5
<b>Legacy funded support to employers</b> – Committed or contractual spend on programmes now closed to new investment, reducing to zero over the plan period.	Develop and Retain	10.3	1.8	0.1	0.2
<b>Subtotal</b>		<b>155.0</b>	<b>136.5</b>	<b>140.4</b>	<b>147.3</b>
<b>% of Total income</b>		<b>62%</b>	<b>53%</b>	<b>52%</b>	<b>53%</b>

### Investment into the construction industry

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Industry-led CITB funded support to industry</b>					
<b>Industry Impact Fund</b> – To back employer-led projects that develop innovative solutions to construction skills challenges, supporting scalable approaches that benefit the wider industry.	Develop and Retain	1.7	2.3	2.0	1.0
<b>Sector Skills Plans</b> – To resource and support industry-owned action plans addressing the specific skills challenges of different construction sectors.	Skills System	1.8	3.8	6.0	1.3
<b>Indirect funded support to industry - business support and IAG</b>					
<b>Engagement Team</b> – To provide employers with direct, practical support in accessing CITB products and funding, and to work with local industry to address regional skills challenges.		9.7	8.9	8.3	8.5

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		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Indirect funded support to industry - Inspiring and Enabling new entrants</b>					
<b>NEST</b> – To make it easier for small employers to take on and retain new entrants.	Inspire and Enable	2.7	2.7	3.1	3.4
<b>Go Construct</b> – To provide digital careers information and inspiration, supporting industry efforts to attract a more diverse pipeline of new entrants.	Inspire and Enable	0.8	0.4	0.5	0.5
<b>Ambassadors and careers support</b> – To fund industry ambassadors and careers engagement activities that inspire young people and career changers to consider construction.	Inspire and Enable	0.9	0.8	0.8	0.8
<b>SkillBuild</b> – To celebrate construction skills through national competition, raising the profile of the industry as a skilled and aspirational career choice.	Inspire and Enable	1.4	1.2	1.4	1.4
<b>Shared apprenticeships</b> – To provide flexible apprenticeship routes for new entrants in Wales by enabling learners to work across multiple employers, supporting smaller firms that cannot offer a full apprenticeship independently.	Inspire and Enable	0.8	0.5	0.4	0.4
<b>Onsite hubs</b> – To support adults to enter their first roles and stay in construction careers.	Inspire and Enable	5.1	2.5	0.6	0.0

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Indirect funded support to industry - quality training provision and improving the Skills System</b>					
<b>Skills passports development support</b> – Supporting the development needed to give employers a trusted, simple way to verify worker competence.	Skills System	0.7	0.8	2.5	2.5
<b>Quality and fraud work</b> – To ensure the maintenance and enhancement of training standards and to identify and tackle fraud which could undermine the integrity of the system.	Skills System	1.9	2.1	2.1	2.2
<b>Influence government's funding policies</b> – To represent construction employers' interests in national skills policy discussions, ensuring government funding and reform priorities reflect industry needs.	Skills System	0.2	0.2	0.2	0.3
<b>Training provider network</b> – To translate employer demand and industry intelligence into better training provision, working with approved providers to develop relevant, responsive courses and address gaps in regional and specialist supply.	Skills System	1.6	2.2	2.7	2.8

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		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Standards, Competence Frameworks and Pathways</b> – To facilitate the development of industry-owned Competence Frameworks that define the skills, knowledge, experience and behaviours required for safe, competent work across construction occupations.	Develop and Retain	1.8	2.4	2.5	1.5
<b>Trainer and assessor shortages</b> – To address structural shortages of qualified trainers and assessors that constrain the capacity of the construction training system.	Skills System	0.0	0.3	0.0	0.0

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Indirect funded support to industry – direct training and market failure protection</b>					
<b>NSAC</b> – To maintain the National Construction Skills Assessment Centre, providing independent assessment services supporting competence verification across the industry.	Develop and Retain	0.3	0.3	0.3	0.3
<b>NCC</b> – To deliver specialist and shortage-occupation training at CITB's National Construction Colleges, filling market gaps where commercial provision is unavailable or unviable.	Skills System	6.6	8.8	6.7	6.5
<b>CITB apprenticeships</b> – To deliver apprenticeships in specialist occupations and shortage trades where commercial provision is insufficient, and to provide direct apprenticeship delivery in Scotland through the Skills Development Scotland contract.	Inspire and Enable	21.0	22.2	22.8	23.1

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Indirect funded Support to industry – strategic workforce and skills planning</b>					
<b>Industry analysis and forecasting</b> – To provide employers, training providers, governments and other partners with reliable data on workforce trends, skills shortages and future demand, supporting better planning across the construction skills system.	Skills System	2.3	2.3	2.3	2.4
<b>Strategy and evaluation</b> – To set the skills strategy, prioritise funding and evaluate our impact.	Skills System	1.6	1.5	1.4	1.5
<b>Subtotal</b>		<b>62.9</b>	<b>66.2</b>	<b>66.6</b>	<b>60.4</b>
<b>% of Total income</b>		<b>25%</b>	<b>26%</b>	<b>25%</b>	<b>22%</b>

Financial Annex continued overleaf →

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Traded services to support industry</b>					
<b>Training and assessment</b> – To provide employer-facing training and assessment services meeting core construction industry needs.		0.1	0.2	0.2	0.2
<b>SSP</b> – To deliver a suite of health, safety and environmental awareness and career development courses, equipping workers at every level with the skills to work and progress safely.	Skills System	2.0	2.3	1.8	1.8
<b>H&amp;S Test</b> – To provide industry-standard health, safety and environment test, giving employers assurance of workforce safety knowledge and supporting CSCS card requirements.	Skills System	5.6	6.1	6.8	7.2
<b>CITB-accredited learning</b> – To provide accredited online learning, publications and revision resources supporting a diverse range of learners and learning needs across the industry.	Skills System	2.0	2.1	2.2	2.2
<b>Subtotal</b>		<b>9.7</b>	<b>10.7</b>	<b>11.0</b>	<b>11.4</b>
<b>% of Total income</b>		<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>

		2025-26	2026-27	2027-28	2028-29
		£m	£m	£m	£m
<b>Corporate operating costs</b>					
<b>Chief Executive and corporate support</b> – Executive team and various corporate support functions such as business continuity and sustainability.		1.5	2.1	2.2	2.2
<b>Corporate vacancy management</b> – Budgeted vacancy savings reflecting planned headcount management and efficiency targets across corporate functions.		0.0	-4.3	-1.9	-1.9
<b>Legal and governance</b> – Legal services, regulatory compliance, Board governance, and risk management.		2.4	3.0	3.1	3.1
<b>HR, organisational development and learning</b> – People management, workforce development, and organisational change support.		3.9	4.0	3.7	3.7
<b>Marketing, communications and construction career promotion</b> – Employer communications, brand, digital channels, and careers promotion activity including Go Construct.		5.9	5.9	5.2	5.3
<b>Contracts and commissioning</b> – Procurement, supplier management, and commissioning of externally delivered programmes and services.		2.6	2.5	1.7	1.7

Financial Annex continued overleaf →

	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m
<b>Finance</b> – Financial planning, reporting, treasury management, and payroll.	2.8	2.9	2.6	2.6
<b>Outsourcing termination payment</b> – One-off payment to terminate the back-office services contract as part of insourcing.	3.2	0.0	0.0	0.0
<b>Policy and government relations</b> – Engagement with government, parliamentary stakeholders, and policy development across England, Scotland and Wales.	1.0	1.0	1.0	1.0
<b>Insourcing redundancy costs</b> – One-off redundancy costs associated with bringing back-office services in-house.	0.0	1.2	0.0	0.0
<b>IT depreciation and other</b> – Depreciation of existing IT assets and associated costs.	0.5	0.9	0.8	0.8
<b>Digital, Data and Technology (DDaT) Service costs</b> – Running costs of digital, data and technology services during the transition from outsourced to in-house provision. Falls significantly from 2027-28 as insourcing completes.	8.4	4.6	4.7	4.7
<b>DDaT telecoms and data comms</b> – Network infrastructure, connectivity, and data communications across all CITB sites.	2.1	3.1	2.8	2.9
<b>DDaT software licences and maintenance</b> – Core business software licences, system maintenance, and security.	2.3	3.3	3.4	3.5
<b>Transformation and system development</b> – Investment in new systems and processes associated with Programme DAWN, supporting transition to in-house operations.	0.0	2.0	1.0	1.0
<b>Change project management office</b> – Programme management capacity overseeing CITB's transformation portfolio, including insourcing and digital change.	2.2	2.7	2.5	2.5
<b>Research and development</b> – Pilot testing of new approaches to productivity, retention, and trainer and assessor supply.	0.0	0.3	0.3	0.3
<b>Subtotal</b>	<b>38.7</b>	<b>35.2</b>	<b>32.9</b>	<b>33.6</b>
<b>% of Total income</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>	<b>12%</b>
<b>Total percentage of total income allocated for expenditure</b>	<b>111%</b>	<b>101%</b>	<b>96%</b>	<b>94%</b>
<b>Total allocated to be spent</b>				
<b>Balance</b>	<b>-28.9</b>	<b>-2.2</b>	<b>8.6</b>	<b>14.9</b>