



# Business Plan

2025-26





The success of the British construction industry impacts all of us. It determines the homes, workplaces, and leisure facilities we enjoy and develops the infrastructure designed to drive growth and prosperity.

To thrive, the industry needs the right skills at the right time. Our Strategic Plan 2025-29, which we launched earlier this year, sets out how CITB will support employers to recruit, train and retain the workforce they need, now and in the future. This Business Plan brings that strategy to life, outlining the practical steps we will take to:

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

This Business Plan provides a clear, straightforward approach to how we will work over the coming year to address the skills challenges facing the industry. Through local Employer Networks, we will empower employers to identify the skills and training priorities that matter to them and fund training. We are also working with sector leaders to develop Sector Skills Plans to address their specific needs. These Plans are owned and shaped by industry and financially supported by CITB. They outline clear actions and interventions to address the skills challenges in each sector.



Our New Entrant Support Team (NEST) will continue to simplify access to the funding and skills system, making it easier for employers to recruit and train new employees. Alongside that, we will work to ensure construction is represented in the development of the broader skills system. Developing Competence Frameworks and additional pathways that link into existing qualifications will set out clearly the skills, knowledge, experience and behaviours the industry needs from a competent worker across all construction occupations.

We remain committed to listening and responding to industry and Government needs. The UK Government has pledged to build 1.5 million new homes over five years, investing £600m to train 60,000 more skilled construction workers. We are supporting this with a £32m contribution, which will fund over 40,000 industry placements each year for all Level 2 and Level 3 learners, those studying NVQs, BTECs, T Levels, and advanced apprenticeships. We will also double the size of our NEST programme to support SMEs in recruiting, engaging and retaining apprentices. The UK Government will also be delivering a new ten-year infrastructure strategy to drive economic growth and meet net zero targets. Our work will focus on making sure the construction industry has the right people and the right skills.

Now, more than ever, collaboration is central to success. This Plan embeds partnership working into everything we do. The industry’s evolving landscape demands it, and we will continue to work closely with national Governments, the Construction Leadership Council (CLC), the newly established CLC Mission Board, Prescribed Organisations, Federations, and our Nation Councils to tailor our interventions and meet the unique needs of employers and learners in England, Scotland and Wales. We will also work across industry and with ECITB on strategic workforce planning, addressing the trainer and assessor shortage, exploring competence models, and considering registration solutions like skills passports.

I am looking forward to delivering this Business Plan, marking the first year of our Strategic Plan, and supporting more employers and workers in gaining the skills they



**TIM BALCON**  
Chief Executive



**Through local Employer Networks, we will empower employers to identify the skills and training priorities that matter to them and fund training.**





Inspire and enable diverse and skilled people into construction

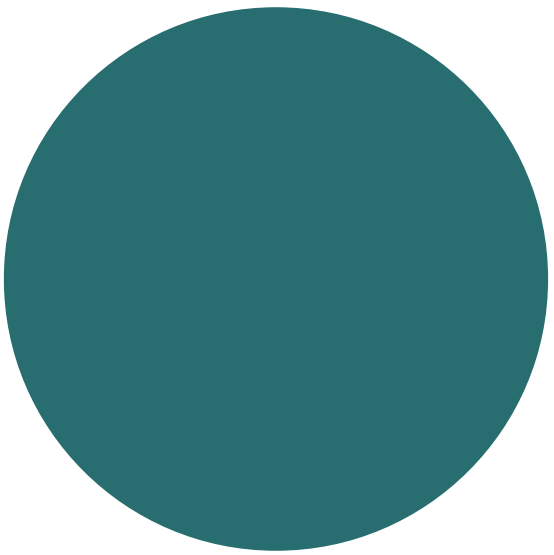
Develop a training and skills system to meet current and future needs

Support the industry to train, develop and retain its workforce

# Who we are

The Construction Industry Training Board (CITB) is the employer-led and funded skills and standards body for the construction industry in Great Britain, established in 1964.

We are a statutory corporation, registered charity and non-departmental public body, sponsored by the Department for Education. Our work supports industry to attract, develop and retain the construction workforce it needs, today and tomorrow. We maintain construction training standards and keep Britain building safely.





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# Making our vision a reality

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

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

**Our vision is simple:** To deliver a competent and productive workforce (eradicate the skills gap). We know that to achieve this we must change the skills and training system. But we cannot do this alone; we need industry and key stakeholders to play their part.

CITB holds a unique position to help achieve this, listening to employers, working with Governments, and effectively using the resources provided by the industry Levy to lead the transformation.

To achieve our vision, we need to be focused and adaptable, ready to respond to industry challenges and opportunities. Our core values help us create the future we want to experience.

## OUR CORE VALUES

**COLLABORATIVE**

We listen and work together to deliver for industry.

**CONSISTENT**

We understand employers' priorities and remain focused on their delivery.

**ACCOUNTABLE**

We deliver what we say we are going to deliver.

**INCLUSIVE**

We don't leave anyone behind and include all groups.





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# Overcoming industry challenges, together

## Collaboration is essential to solving the industry’s skills and training challenges.

Construction needs to attract and retain more talent, and it needs to be able to tap into modern working practices that ensure the industry is more productive, whilst also operating safely and effectively. The Government’s commitment to growth, as well as reform of the skills and training system, offers the industry the opportunity to collaborate. CITB will work with Governments and employers across the UK to drive meaningful change.

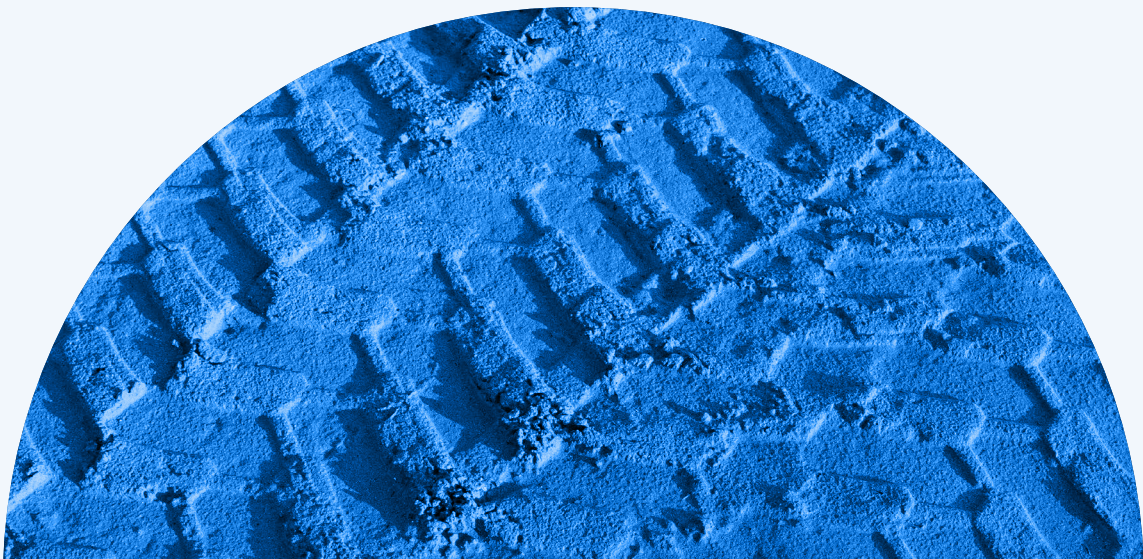


### EMPOWERING EMPLOYERS

Employers should be at the heart of decisions about their skills needs. That’s why our Board includes industry representatives from businesses of all sizes. Our Nation Councils for England, Scotland and Wales meet every quarter to ensure we hear directly how training needs are evolving in each nation and sector. We have also grown employer and industry representation on our Councils and Board sub-committees.

Our Customer Engagement teams operate in every region and nation of Great Britain. They support all employers – from SMEs to large employers – to access products and services, as well as understanding what their needs are and if they are being met.

CITB funds 33 Employer Networks to give employers a straightforward way to access training and funding. They also enable employers to have their say about funding for training to address immediate and future skills needs in their region, so that training and financial support is targeted to the specific needs of a geographic region.





# Overcoming industry challenges, together

## LISTENING AND RESPONDING TO THE NEEDS OF CONSTRUCTION SECTORS

Our 14 Prescribed Organisations represent the views of employers and sectors in construction, ensuring we hear what matters most. We collaborate with industry-wide groups, such as the Construction Leadership Council, so that we can quickly identify emerging skills and training needs.

Through Sector Skills Plans, developed in partnership with industry, we create tailored solutions to address each sector’s challenges. CITB funds the interventions needed to make a real difference.

## WORKING WITH THE UK AND NATIONAL GOVERNMENTS

Our work will strive to meet the UK Government’s priorities, including its commitment to build 1.5 million homes across this Parliament. CITB is working alongside the UK Government and the National House Building Council (NHBC) to establish new Homebuilding Skills hubs, delivering targeted training in critical trades such as groundwork, site carpentry and bricklaying – where 26,000 more workers are urgently needed. In addition to this we have committed another £32m to fund over 40,000 industry placements each year for all Level 2 and Level 3 learners, those studying NVQs, BTECs, T Levels, and advanced apprenticeships.

Our annual Nation Plans complement this Business Plan. They are supported by our Nation Councils and include specific interventions and projects for each nation in line with our three priorities. They also include further detail on our work with national Governments to respond to differing construction skills and training needs and challenges in each nation.

## PARTNERING WITH ECITB

Construction and engineering construction share some similar challenges and are both vital industries for the development and delivery of major infrastructure projects – a key catalyst for growth in Britain. Our expanded partnership working over the course of the coming year will include five key areas:

- **Infrastructure pipeline** – we share a common interest in securing the pipeline of skilled people to complete major infrastructure projects. This alliance will be strengthened to address the needs of the sector and support the delivery of the Government’s National Infrastructure Pipeline on a project-by-project basis
- **Workforce planning** – we will compare methodologies and identify the best approach to develop a more comprehensive strategic workforce plan to address the challenges of retention and utilisation across our sectors, identifying where a combined approach would be beneficial

- **Competence models** – CITB and ECITB are both working on development of a competence-based system that will enable better career pathways and skill acquisition across our sectors. As part of this we will explore the opportunity for individuals to obtain competence across construction and engineering construction to facilitate better skills utilisation on projects. This work could form the basis of a skills passport system
- **Trainers and assessors** – in addition to our commitment to the DfE Dual Professional Pilot we will continue to explore the challenge, share research, evaluation and insights and identify further opportunities for co-ordinated pilots
- **Green skills** – we will build on our work with the Department for Energy Security and Net Zero (DESNZ) and ECITB’s experience of building ‘green skills’ into individual occupations, determining how we move beyond forecasting new skills required.



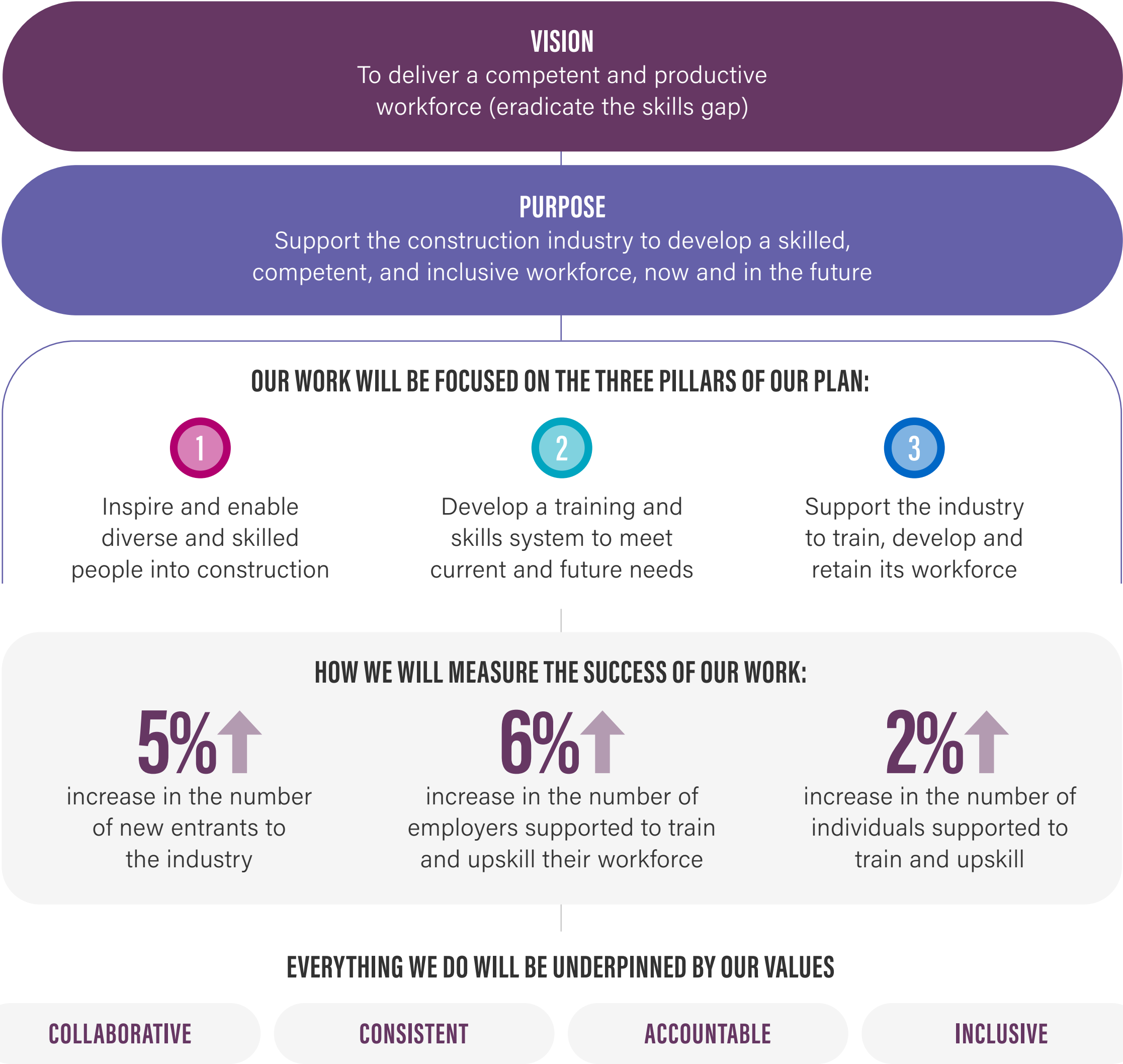
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# The three pillars

## This year is the first year of our new Strategic Plan 2025-29.

The Strategic Plan sets out our strategic approach and how CITB, in collaboration with industry and national Governments, will support construction skills and training needs for the next four years. All activity set out in this Business Plan for the coming year links to our strategic approach for each of the pillars.

We have listened to construction employers, training providers and stakeholders as part of our Strategic Plan, and this Business Plan sets out how we will respond to address their needs in 2025-26. The three pillars of the Plan have been developed to address the top priorities industry want CITB to focus on: getting more trained people into industry; making sure good quality, relevant training is available at the right time and place; and improving the skills of the current workforce.





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PILLAR ONE

# Inspire and enable diverse and skilled people into construction

The construction industry needs to attract and retain more new entrants to reduce the skills gap.

However, competition for talent is increasing across all industries, making it more challenging to recruit the skilled workforce needed to meet Britain's construction demands.

Our Plan focuses on attracting a wider range of new entrants, increasing the recruitment pool, and ensuring learners can progress from college courses into work. We will place further emphasis on further education in line with Government’s priorities and investment, working in partnership with Government, colleges and industry to ensure new entrants have the skills and experience to make them site ready and employable.

Our activities for this year aim to remove the barriers to attracting new talent and provide more direct help to employers to recruit and retain the people they need.



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# Our activities for 2025-26

## APPRENTICESHIP GRANTS

Maintain **apprenticeship grants** for new entrants, including quarterly attendance grants and an achievement grant on completion.



## INTO WORK GRANT

The Into Work grant, which pays employers **£500 for learners completing work experience** on further education (FE) courses, and a further £1,000 if they secure at least three months of sustained employment, will be initially **extended until November 2025.**

## TRAVEL TO TRAIN

The Travel to Train grant will continue to support learners and employers with the **cost of accommodation and travel.**

## ASSESS AND ADAPT

Encourage training and develop grant incentives to support the introduction of **additional training pathways.**

## INDUSTRY PLACEMENTS

Fund **over 40,000** industry placements each year for all Level 2 and Level 3 learners, those studying NVQs, BTECs, T Levels, and advanced apprenticeships.

## EXPAND NEST

Operate and expand NEST across GB to support employers to **recruit new entrants**, help access grants and secure suitable training. They will also continue to support employers to retain new entrants until they achieve their qualification.

## ONSITE EXPERIENCE HUBS

Continue to support the existing nine CITB hubs across GB, which provide a **one-stop recruitment solution**, linking employers, training providers, local authorities and other partners to support adults to complete training and enter sustained employment.

## Homebuilding Hubs

Launch up to 32 new Homebuilding hubs with NHBC to address peaks in demand generated by the **expected growth in homebuilding** in England in the coming years.





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# Our activities for 2025-26

## NEW HUBS

Develop bespoke hubs to meet the needs of a sector or major project in areas where training supply **cannot meet demand.**

## CAREERS INFORMATION

Continue to provide free, self-service digital careers information through our **Go Construct website**, offering guidance and inspiration to those considering careers in construction and the built environment.

## MAKE CONNECTIONS

Go Construct will be expanded by adding a service that links people directly to local **support and training opportunities.**



## ENGAGE YOUNG PEOPLE

Enhance the SkillBuild and Go Construct STEM Ambassador programmes by piloting improvements and developing materials to **engage young people.** This includes creating teaching and assessment materials tailored to a diverse range of entrants.

## WORKING IN PARTNERSHIP

Closer working with STEM Ambassadors, colleges and local network partners to improve the reach and effectiveness of **construction careers promotion.**

## TRAINING PROVIDERS

Trial new ways of working with FE providers and employers, primarily through our **new Training Provider Network and Sector Skills Advisory Groups**, which will be led by industry.

## NEW APPROACHES

Build on new agreements with partner organisations, such as DWP, to create pathways and connect individuals from **diverse backgrounds** with suitable opportunities, expanding the pool of potential entrants.

## ADDITIONAL PATHWAYS

Conduct further consultation and design work to underpin the first set of 37 additional pathways. These will comprise structured training and assessment programmes that will sit alongside apprenticeships to bring additional and more diverse new entrants to a **transferable level of competence.**





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PILLAR TWO

# Develop a training and skills system to meet current and future needs

The skills system does not always work for many construction employers.

They often tell us that it is complex and difficult to navigate. It has few alternative routes and is not agile enough to respond to the increasing demand for skills and training.

We will strengthen our relationships with training providers and help them address barriers to training delivery.

We will work with national Governments to ensure that construction skills are prioritised in new policies and initiatives. We are also increasing the size of our New Entrant Support Team to help employers secure their pipeline of talent to keep their business growing. In addition to this, Employer Networks and Sector Skills Plans will empower employers to make funding decisions for training, based on industry needs.



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# Our activities for 2025-26

## SUPPORTING GOVERNMENT

Work with the UK, Scottish and Welsh Governments to evolve their **skills and training systems**, with a focus on FE college funding and construction training provision.

## TRAINING PROVIDER NETWORK

Launch a new **Training Provider Network** in the summer, developing working practices and promoting the benefits of the Network with providers, stakeholders and employers.

## CPD

Offer **continuous professional development (CPD)** and support to trainers and assessors via the Training Provider Network.

## NEW FRAMEWORKS

Develop industry-designed **Competence Frameworks** and 37 additional pathways.



## SKILLS ENGLAND

Support the establishment of **Skills England** to ensure changes to the wider skills and training system identify and increase the number of entrants to construction.

## COLLABORATION

Grow the membership of our **33 Employer Networks and Training Groups** across GB, ensuring funding is directed at a local level.

## PARTNERSHIPS

Partner with the Department for Education and ECITB to explore new projects and **strengthen ties between industry and the education sector.**

## MINIMISE BARRIERS

Identify effective training and assessment methodologies that **reduce barriers for learners** and employers while addressing trainer and assessor shortages.





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# Our activities for 2025-26

## HOMEBUILDING

Work with the **Homebuilding Sector Skills Partnership** to implement the skills and training priorities the sector has identified in their Sector Skills Plan, including expansion of Homebuilding hubs and supporting the supply of flexible apprenticeships.

## INFRASTRUCTURE

The **Infrastructure Sector Skills Plan**, expected to launch spring 2025, will start work to meet the skills needs of employers in the infrastructure sector.

## NEW SECTOR SKILLS PLANS

Support new **Sector Skills Plans** for the repair, maintenance and improvement (RMI) sector, as well as the commercial, public non-housing, industrial and high-rise residential (CPIH) sector.





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PILLAR THREE

# Support the industry to train, develop and retain its workforce

Competence of the whole construction workforce, from the largest to the smallest companies, must be our primary goal.

It is needed to ensure the industry is operating safely, effectively and is ready for the future.

The skills challenges will not be solved by new entrants alone – we must ensure we retain more of the construction workforce. By balancing the training needs of new entrants with workforce development and productivity improvements, we can secure the future of the construction sector while maximising the potential of its existing talent.



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# Our activities for 2025-26

## COMPETENCE FRAMEWORKS

Expand Competence Frameworks to cover additional occupations, defining the skills, knowledge, experience and behaviours required for **industry-standard competence**.

## PATHWAYS

Develop **37 pathways** within the built environment and pilot five previously developed pathways.

## TRAINING ALIGNMENT

Engage with Skills England, Medr and Skills Development Scotland to explore **aligning apprenticeships and qualifications** with Competence Frameworks.

## STANDARDS AND QUALIFICATIONS

As the Standards Setting Body, we will ensure all National Occupational Standards, Short Duration Standards, NVQs/SVQs and apprenticeships in Scotland and Wales are **up to date and fit for purpose**. This work will be aligned, wherever possible, to the development of Competence Frameworks.

## ENTRY ROUTES

Collaborate with stakeholders to ensure entry routes **develop the skills industry needs**.

## TRAINING MAPS

Publish and maintain qualification and training maps for priority occupations, including bricklaying and insulation and building treatments. This will allow employers and individuals to **identify progression opportunities and competence requirements** for specific roles.

## GRANT INCENTIVES

Consult with industry to **develop grant incentives** that support the introduction of additional pathways. This will include an employer grant incentive (as with apprenticeships) and a contribution to the cost of competence related training, and be introduced when additional pathways are in place.

## PLANT STANDARDS

Continue to develop training standards which will support the plant sector by **increasing its access to training** with additional support from CITB.





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# Our activities for 2025-26

## INDUSTRY IMPACT FUND

Support employers to deliver impactful projects addressing themes such as productivity and net zero via the Industry Impact Fund. Led by Levy-registered companies, the Fund aims to achieve **scalable and sustainable interventions** to increase productivity across the industry.

## IMPROVING PRODUCTIVITY

Support the **Get It Right Initiative (GIRI)** alongside major contractors to improve productivity by reducing waste and error rates on site.



## RESOURCES

Expand support for **free-to-access training** for employers on fairness, inclusion and respect (FIR) by developing materials focused on micro, small- and medium-sized construction companies.

## MEET DEMAND

Monitor long-term industry needs and **ensure that training is in place** to meet demand in areas such as net zero and in-scope modern methods of construction.

## GET ALIGNED

Work closely with national Governments to make sure their funding is aligned to industry's **skills and training needs.**





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# Addressing the trainer and assessor challenge

Recruiting and retaining skilled trainers and assessors with the right aptitudes and attitudes for the role is a critical challenge for the construction and education sectors.

The challenge is multi-faceted and to work to address it we will:

- Collaborate with the construction industry and training providers to develop recruitment and training opportunities needed to reduce trainer and assessor shortages
- Work with ECITB and DfE to pilot the Dual Professional Model project which will encourage the development of closer strategic relationships between training providers and construction companies and support with the cost of training and the costs of releasing construction professionals and trades people to contribute to education settings
- Support existing trainers and assessors with continuous professional development opportunities
- Invest in innovative approaches to address the trainer and assessor challenge through Industry Impact Fund financial support. Projects will be funded up to £500,000 each and can cover any aspect of the challenge including activities to boost retention or productivity in the skills system
- Develop a project to support those who are considering a career change or portfolio career at an early stage in their construction careers
- Continue to train assessors in specialist areas via the National Specialist Accredited Centre (NSAC).





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# Investment and growth

Our vision for the National Construction College (NCC) is to generate significant value for the construction industry by expanding our training offer, delivering high-quality teaching and learner support, as well as collaborating with the wider industry to maximise our impact.

To achieve this, we are investing in expanding our training provision across the College’s three sites, delivering an increase in the range and volume of apprenticeship and commercial training opportunities to industry. Our apprenticeship achievement rates are already very high and significantly above the national average. In Scotland, we finished the 2024-25 contract year with 77% and in England for 2023-24, the last full contractual year, we achieved 80.2%.

This year, we will invest over £15m in our NCC estate, with sustainability at the heart of improving the Colleges’ infrastructure. Work will commence this year on our site in Erith, including demolitions and preparatory work for a planned full rebuild of the site. This capital investment, alongside our ongoing investment in our capability - our people, our delivery

processes and our technology - will improve the experience of learners and apprentices and better enable us to meet industry’s skills needs.

Whilst investing in our training estate, we will continue to:

- **Maintain direct provision in a range of areas, including groundworks, plant, drylining, scaffolding, and access**
- **Manage apprenticeship contracts in Scotland through Scottish providers and the NCC**
- **Support industry by delivering an expanded range of quality apprenticeships and other training programmes at NCC in areas of greatest need.**





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# Aligning to our Strategic Plan

We will measure our delivery of this Business Plan against a series of performance measures aligned to the three pillars in our Strategic Plan.

This measurement system will provide the ability to track progress against our vision and purpose and will identify where we need to adjust our plans to improve our performance to deliver for the construction industry.

Our measures are aligned with industry’s priorities of:

- 1

Getting more trained people into industry (which is the main priority for CITB)
- 2

Making sure that good quality, relevant training is available at the right time and place

- 3

Improving the skills of those already in the workforce.

All our activities and interventions will contribute towards the achievement of at least one of the three measures\* below:

- 5%

increase in the number of new entrants to the industry
- 6%

increase in the number of employers supported to train and upskill their workforce
- 2%

increase in the number of individuals supported to train and upskill

\* These measures are underpinned by robust performance management and a more detailed impact measurement framework.



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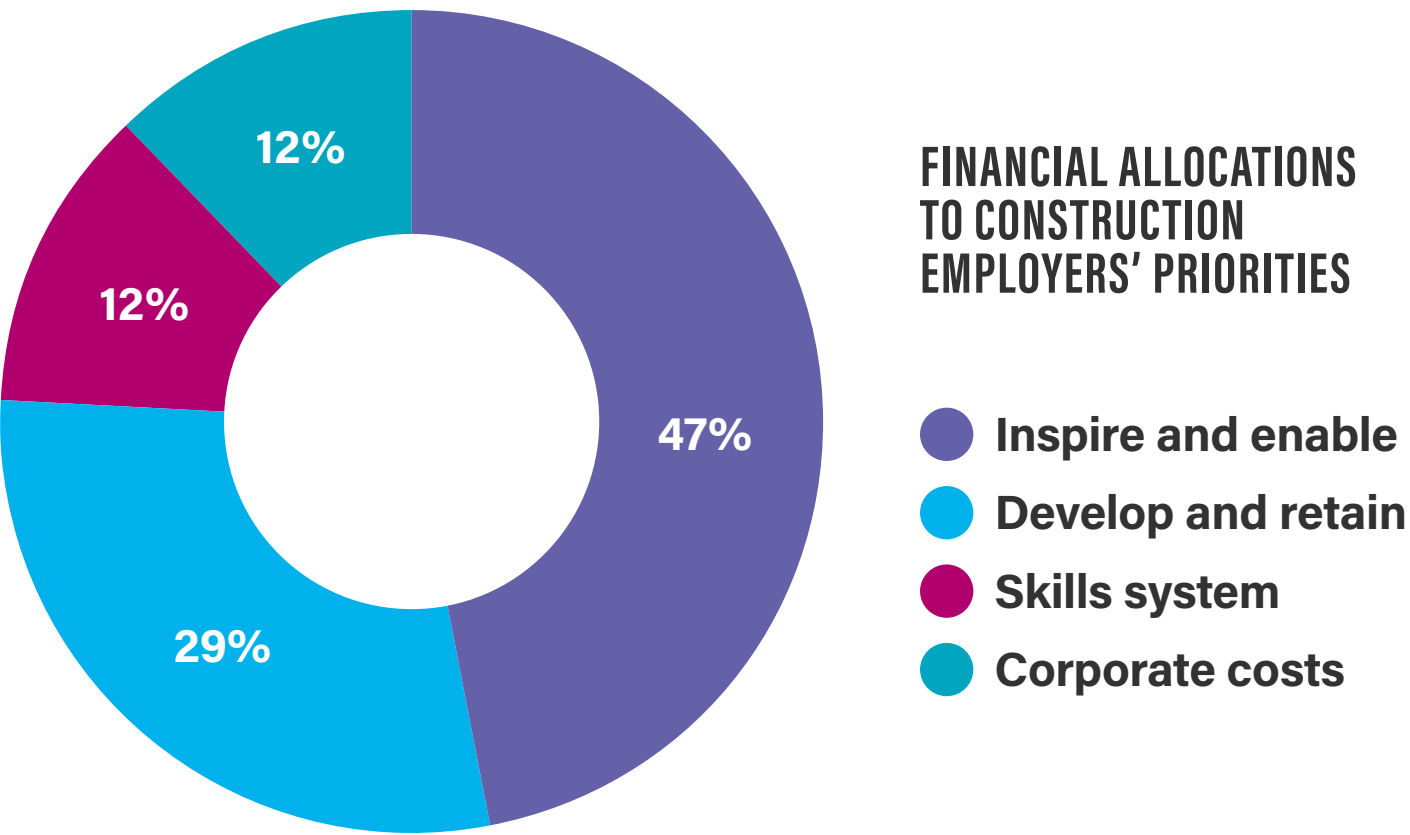
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# Priority investments

Our financial strategy is aligned with the priorities construction employers have asked us to deliver.

The largest proportion of investment is in the ‘inspire and enable diverse and skilled people into construction’ pillar, which includes the apprenticeship grant that is paid out. This is the area that employers have told us is most important to them.

Consistent with previous years, we plan to deliver our support to industry in the most cost effective and efficient manner including, as recommended in the ITB Review, delivering a minimum of 5% in annual efficiency gains until the next Review.



LEVY	2024-25 (£m)	2025-26 (£m)	2026-27 (£m)	2027-28 (£m)	2028-29 (£m)
Levy income	215.3	225.3	235.0	242.1	253.2
Non-levy income	51.6	45.6	47.5	49.5	50.3
Use of reserves	13.3	18.3	(5.8)	(10.8)	(16.5)
Total income	280.2	289.1	276.8	280.8	287.0
GRANTS					
Apprenticeships	75.7	70.9	75.4	84.6	90.2
Qualifications	18.6	18.8	17.3	19.0	19.0
Short courses	28.9	28.2	21.0	18.0	17.9
Total	123.2	117.9	113.7	121.5	127.0
EMPLOYER FUNDING					
Employer and industry support funding	15.3	10.4	4.0	4.0	4.0
Funded interventions	25.9	32.1	31.1	27.1	21.3
Total	164.5	160.4	148.8	152.7	152.3
NON-FUNDING EXPENDITURE					
Engagement team	13.0	14.7	15.2	14.7	15.2
Product management	19.9	21.8	24.0	24.2	24.3
NCC	23.2	28.5	27.4	28.1	28.7
Apprenticeships	21.8	22.1	22.7	23.3	23.8
Strategy and policy	5.4	5.9	6.2	6.2	6.3
Running the business	32.4	35.8	32.5	31.6	36.3
Total	115.8	128.7	128.0	128.2	134.7
Total expenditure					
	280.2	289.1	276.8	280.8	287.0