

# BUSINESS PLAN 2019-2021





# SECURING THE FUTURE

Our work attracts people into construction and supports the training and development of the construction workforce. This plan outlines some of our impact over the last year and features what is coming next.

Last year we invested levy funds making construction more visible and showcased the possibilities of a career in it. We provided funding to widen the pool of applicants in hard to reach groups and increased support for your investments in apprentices. We used our research and relationships to influence local and national governments and worked with employers to set training standards and qualifications, while making training achievements visible. We also targeted urgent needs, such as mental health training and support for the assessment infrastructure, so that levy funds secure training provision that's of greatest need.

## Tangible progress

But we're not complacent. This plan shows how CITB will make a significant and

measurable difference in site readiness, increase apprenticeship diversity and numbers, improve the conversion rate from learning to employment, and provide even more help to make training simpler for small and micro employers.

I'm also delighted to say that this year we will launch a significant and radical careers campaign, helping break down barriers and change attitudes to construction careers, ensuring you have access to the construction skills your business needs.

Having laid the foundations over the last year, I'm excited for the year ahead. Together we will do great things.

A handwritten signature in black ink that reads 'Sarah'.

Yours,  
**Sarah Beale**  
Chief Executive



## LAYING THE FOUNDATIONS

Our 2018/19 plan set out what we'd deliver throughout the three years it covered. It also included what we'd do to reform CITB to support you better in the future and we've been busy getting on with that. And while we know that this part of the plan focused on how we, as an organisation, are shaped we made many positive changes in the last financial year which are worth noting:

- The new Grants Scheme launched, providing greater support for apprenticeships and qualifications and made construction-specific training a recognised standard. We know we've got more to do to make sure we're supporting the training of greatest need and will address that further in 2019/20.
- Construction Training Directory and Construction Training Register launched. We know they're not working exactly as intended – in 2019/20 we'll address that.
- CPCS sold, and we're on the path to exit the administration of the CSCS and CISRS card schemes, eliminating conflicts of interest and meaning we're able to focus on what we're best placed to do.
- We're on track with the plan to sell our own training provision by early 2020 and will ensure the supply and quality of training is protected when we do.
- We outsourced our back office functions, which gives us the ability to access better systems to support you.
- We've secured our new Head Office in Peterborough. When we move in, later in the year, we will be more accessible and able to deliver a more consistent service through us all being under one roof.
- We addressed concerns over our Governance, and set up whole new Councils in each nation to advise the Board. Along with six new Board Trustees who widen the breadth of experience, we're confident our governance has never been closer to stakeholder views.

A close-up photograph of a Hilti circular saw blade in motion, cutting through a material. The blade is dark grey with the 'HILTI' logo in white. Bright orange sparks are flying off the blade, creating a dynamic and industrial atmosphere. The background is dark and out of focus.

## OUR MISSION:

To attract and support the development of people to construct a better Britain.

We attract people to work in construction then support their training with the skills and qualifications that matter to you. These are our priorities: Careers, Training & Development and Standards & Qualifications.

### We **ATTRACT** people to join construction through our **CAREERS** priority.

Our aim is that you'll see a wider talent pool. We'll improve the way we talk about careers in construction, widen the appeal of joining beyond traditional groups, structure work-ready initiatives, give more support to apprenticeships, and improve the conversion rate from Further Education into employment.

We can't do this alone – employers will need to play their part by promoting their companies and providing the vacancies that convert attraction into employment.

### We **SUPPORT** the development of people to construct a better Britain through our **TRAINING & DEVELOPMENT** and **STANDARDS & QUALIFICATIONS** priorities.

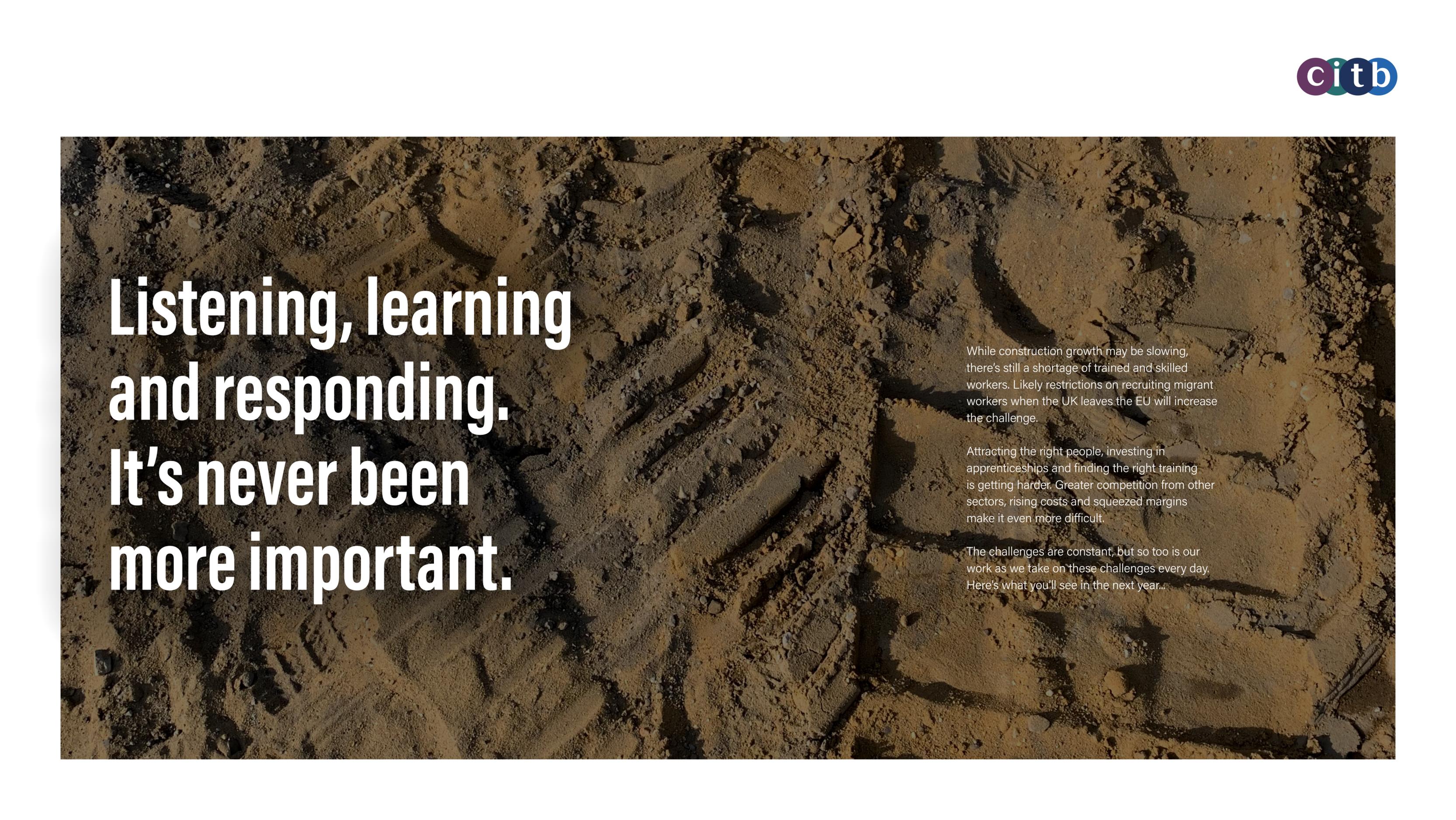
Our role is to ensure method and content of training and assessment meets your needs, so that Standards & Qualifications used in construction training will be consistent and assured.

We'll make sure training is relevant, up-to-date and accessible. The Construction Training Directory will give you access to a network of providers whilst the Construction Training Register will let you see the training your people have.

**Our priorities** are underpinned by our wide-ranging research programme, which deepens our understanding of construction's challenges. Through partnerships with local and national government we help guide investment in construction skills as a priority.

**Our range of funding** supports employers of all sizes to invest in apprenticeships and qualifications; supports smaller employers to invest in company-specific training and invests in industry-wide programmes to address big issues such as careers and training provision.

Through our work, we aim to help British construction have a recognised, world-class, innovative approach to developing its workforce to deliver quality in the built environment.

The background of the entire page is a high-angle, close-up photograph of a construction site. It shows a mix of brown soil, sand, and gravel, with several distinct tire tracks curving across the terrain. The lighting is natural, creating soft shadows and highlighting the textures of the earth.

# Listening, learning and responding. It's never been more important.

While construction growth may be slowing, there's still a shortage of trained and skilled workers. Likely restrictions on recruiting migrant workers when the UK leaves the EU will increase the challenge.

Attracting the right people, investing in apprenticeships and finding the right training is getting harder. Greater competition from other sectors, rising costs and squeezed margins make it even more difficult.

The challenges are constant, but so too is our work as we take on these challenges every day. Here's what you'll see in the next year...

# OUR BIG SIX

The vision 2020 programme is about ensuring we are in the best shape to support you. It lets us tackle your most vital challenges...

## A career destination

In 2018 we raised awareness of construction, reaching over 900,000 young people through social media campaigns, and supported careers events across Britain, promoting construction to over 120,000.

Having laid the groundwork In 2018, in 2019 we will launch a nationwide campaign that will change attitudes to attract and inspire many more recruits. We will launch it in a phased and targeted way and only when all the necessary systems are in place.

## Site-ready workforce

In 2018 we launched the Construction Skills Fund, creating 26 on-site hubs from the UK Government's Construction Skills Fund. We know you need many more work-ready entrants, so, in 2019/20, we will support the creation of 20 more on-site learning hubs across Wales, Scotland and rural England – between them, they will deliver 31,000 work-ready or trained individuals in the next three years.

## Growing apprenticeships

In 2019 we will commence activity that, by 2025, will deliver a 63% increase in the number of apprentices joining construction and a 110% increase in the diversity of applicants. We've already lifted attendance and achievement grant rates and will provide additional help for travel and subsistence from September, as well as launching a pilot to help SMEs take on apprentices.

## Learners into workers

In 2018 our careers campaigning helped more people get on to construction courses but we know more people are trained in our colleges than join the industry. From 2019 we'll work with our education partners to double the flow from just 9,000 now, to 18,000 by 2025.

A Bricklaying Pilot will kickstart this initiative and will improve the employability of learners on bricklaying courses. If successful, we'll widen this to other occupations. We'll also work on other pathways from FE to employment, including T levels in England.

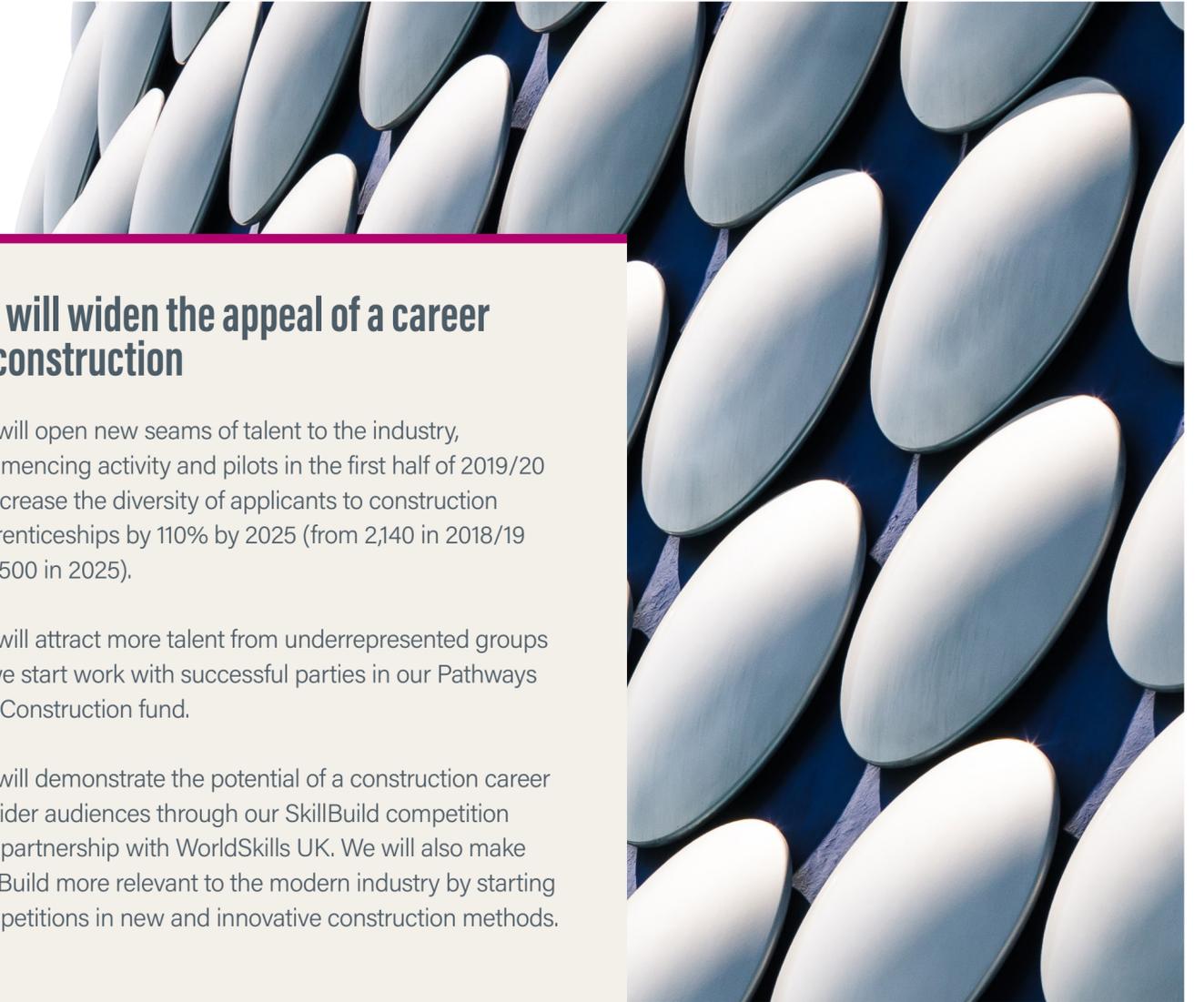
## Helping SMEs

In 2018 we helped over 1,400 small and micro employers to access £6m in training support. In 2019 we'll extend the Skills and Training Fund to help Medium sized firms, those with up to 250 employees, and continue to invest in Small and Micro employers by growing the fund to £8m reaching 1,900 firms.

## Assessors

In 2019/20 our investments will see an additional 220 assessors trained this year, adding capacity to deliver an additional 22,000 vocational qualifications per year. We will also fund the set-up of eight assessment centres, adding further capacity to train assessors.

# IMPROVING IMAGE, CHANGING ATTITUDES AND ATTRACTING MORE PEOPLE INTO CONSTRUCTION THROUGH OUR CAREERS PRIORITY.



## We will attract more people into construction

We'll change attitudes and attract many more new recruits by launching a radical, new, nationwide campaign from August. Launched in a phased way, we will also make sure the systems to support it are right before it begins. We'll also work with you and other partners to make sure there are real opportunities available to support the interest we generate.

We'll keep offering a unique chance to see behind the scenes at major live construction sites, offices, factories and training centres across England, Scotland and Wales through our continued support for Open Doors.

We'll support local careers work, carried out by employers, through regional Training Group funding, providing easy-to-access support for local employer-led careers events.

We'll improve our Construction Ambassador service, ensuring it supports other initiatives already taking place and aiding where nothing else exists.

## We will guide more people to a career in construction

We will increase the flow of work-ready people, creating significant on-site work experience and training opportunities to deliver 31,000 work-ready or trained individuals. This will be done through 26 Construction Skills Fund Learning Hubs and will support a further 20 on-site learning hubs.

We will increase the flow of learners into construction. Working with our partners in education, we intend to double the numbers converting from construction courses into construction jobs. 9,000 make that step now – by 2025 it will be 18,000. We'll start with a pilot for bricklayers, if it works we'll widen it to other occupations.

To support the careers campaign we will continue to refresh Go Construct so it is the one-stop-shop for construction career information in England. And we'll investigate how it works alongside, or in support of My World of Work in Scotland and the Education Business Exchange: Career Wales in Wales.

We'll work closely with our careers guidance partners to ensure their advice is relevant, current and helps construction stand apart from other sectors.

## We will widen the appeal of a career in construction

We will open new seams of talent to the industry, commencing activity and pilots in the first half of 2019/20 to increase the diversity of applicants to construction apprenticeships by 110% by 2025 (from 2,140 in 2018/19 to 4,500 in 2025).

We will attract more talent from underrepresented groups as we start work with successful parties in our Pathways into Construction fund.

We will demonstrate the potential of a construction career to wider audiences through our SkillBuild competition and partnership with WorldSkills UK. We will also make SkillBuild more relevant to the modern industry by starting competitions in new and innovative construction methods.

**We know how important it is to be clear about when we'll deliver our plans. Page 10 shows key delivery dates and page 12 outlines how funds are invested across these priorities and the research, funding and engagement that supports them.**

# ENSURING STANDARDS & QUALIFICATIONS MEET YOUR REQUIREMENTS AND THAT TRAINING & DEVELOPMENT IS AVAILABLE WHEN, WHERE AND HOW EMPLOYERS NEED IT.



## Supporting your investment in apprentices

In 2019 we will increase overall funding rates and run pilots focused on supporting SMEs and increasing diversity. These will deliver a 63% increase in the number of apprentices joining construction and a 110% increase in the diversity of applicants by 2025.

Apprenticeship reforms in England changed the training landscape, but at the start of the year there were only a handful of trailblazer standards ready. We set up a group to change this, with the aim to have at least 50 new trailblazers ready by year end. At the last count we'd achieved 75 in 2019/20.

We'll continue our Apprenticeship Standards work, supporting those most in demand with Quality Assurance and End Point Assessment a key priority.

## Training you can trust

We will create over 1,000 new training standards creating consistent benchmarks, boosting quality and support their availability through the Construction Training Directory.

We'll also ensure that the Construction Training Directory has the coverage, and working systems that will allow us to fully turn on automation by the end of 2019/20.

Even more recognised training will be made available through the Construction Training Directory, through agreements with recognised awarding bodies such as UKATA, IOSH, NOCN and others.

We will continue to support assessment, with further commissions to support Assessment Infrastructure, including an initiative to address an immediate assessor supply issue in Scotland.

## Greater support for smaller employers

Our expansion of The Skills & Training Fund will consolidate on 2018's success with long term training plans to help 1,900 small and micro employers with £8m of funding. In 2020 we will widen the support to Medium sized companies with under 250 employees.

## Addressing specific shortages

We will increase the supply of Site Managers & Supervisors through a commission launching in September.

We will address support for training in Leadership and Management, agreeing the framework by July that will subsequently be added to the grants scheme.

In September we will launch joint action with employers to address a shortage of Plant Mechanics identified by our local research, as well as a commission to address a shortage of Painters and Decorators in Scotland.

## Supporting increased productivity

Last year's research report, 'Unlocking construction's digital future: A skills plan for industry', identified where we could help you to introduce more productive methods of construction, such as offsite or design for manufacture. We'll begin to address it this year, starting with a commission to help leaders get ready for the challenges of introducing modern methods to their business, and then Digital Competence Frameworks.

We will launch a Procurement Practices commission in April to address some of the industry's longstanding procurement challenges.

**We know how important it is to be clear about when we'll deliver our plans. Page 11 shows key delivery dates and page 12 outlines how funds are invested across these priorities and the research, funding and engagement that supports them.**

The background of the entire page is a photograph of industrial machinery, specifically large metal pipes and flanges. The pipes are arranged in a perspective that leads towards the right. The flanges are circular with several bolt holes. The lighting is dramatic, with strong highlights and deep shadows, creating a sense of scale and industrial complexity.

# Understanding challenges better.

**Research is a key part of our activity and crucial in helping to shape the things we do to support employers. Like other sectors we use data to inform our commission funds and guide our priorities. It can help industry to understand what works, builds a compelling evidence to influence partners to support construction, and our local skills reports ensure construction is prioritised in local government spending plans. A timeline of this report is on page 11 and includes:**

**Culture, Behaviours, and Values:** Already underway to explore existing culture and behaviours in the industry and its impact on employers and employees. This will help shape the management framework and site supervisors' commissions we are currently developing.

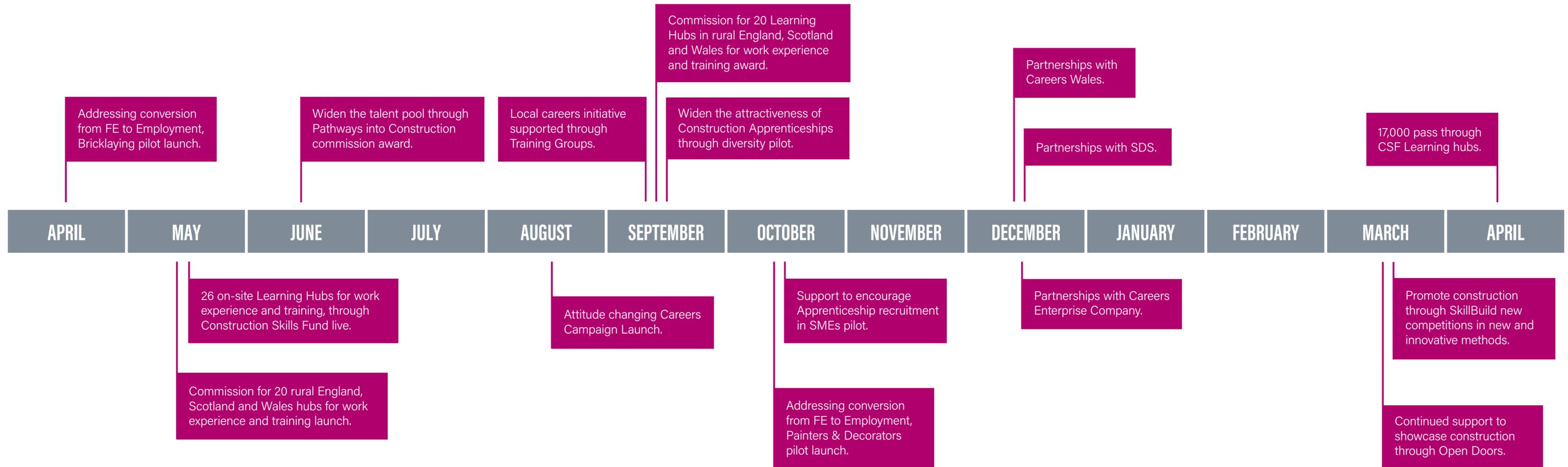
**Migration Study III:** To continue monitoring and understanding the impact Brexit and a more restrictive EU immigration policy could have on recruitment and retention of non-UK nationals in the construction industry.

**Improving Social Mobility through Education:** By evaluating and understanding existing and absent drivers for social mobility in the construction industry and highlight opportunities in the sector to influence and inform policy and careers campaigns.

**Millennial Managers: Developing the Next Generation of Leaders:** This study aims to understand barriers to entry and retention of 20–34-year-olds into construction, as well as the motivations of those in this age bracket.

# DELIVERY HIGHLIGHTS OVER THE NEXT 12 MONTHS – ATTRACT

Timelines for Careers



## CONTINUOUS:

One stop shop for Careers information through Go Construct refreshes. Engagement with FE to support conversion rate challenge and invest further in BL and occupations once impact is known.

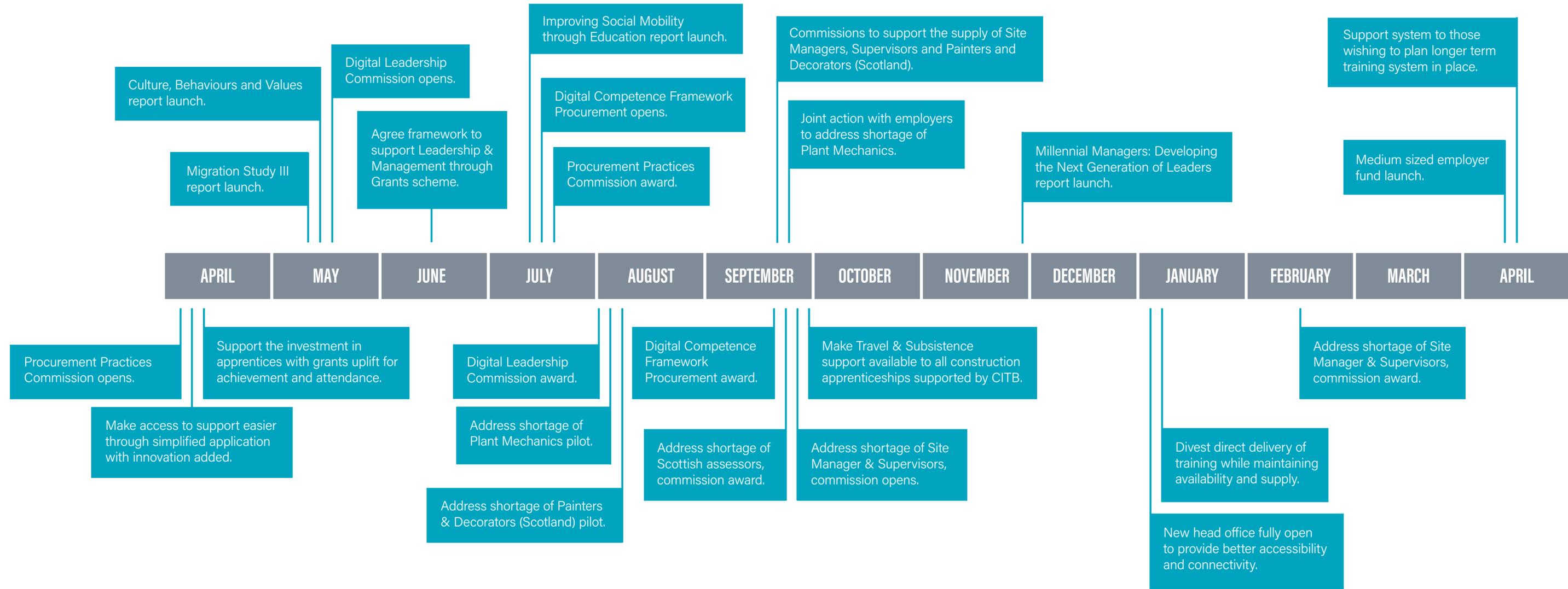
Construction Ambassador Improvements. Partnerships with DWP.

Promote construction through Skill Build improvements.

# DELIVERY HIGHLIGHTS OVER THE NEXT 12 MONTHS – SUPPORT



Timelines for Standards & Qualifications and Training & Development



## CONTINUOUS:

Widen the quantity of standardised training through short duration training standard releases.

Support the availability of training standards through Trailblazer standard releases.

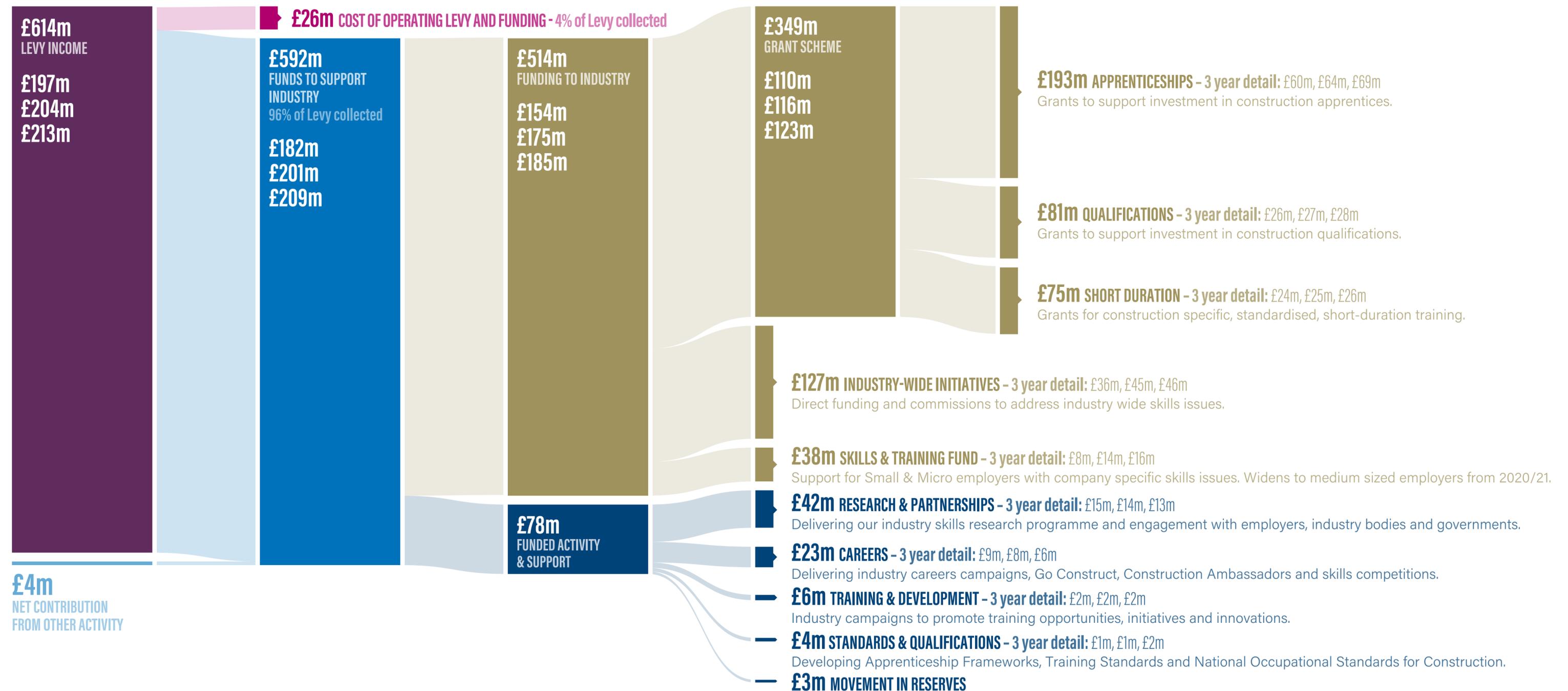
# THE INVESTMENT OF YOUR LEVY: 2019/20 TO 2021/22



LEVY INCOME & NET CONTRIBUTION FROM OTHER ACTIVITY

COST OF OPERATING LEVY & FUNDING SYSTEMS LEAVING FUNDS AVAILABLE TO INDUSTRY

INVESTING THE FUNDS AVAILABLE



# TRACKING OUR IMPACT



	KPI	2019/20	2020/21	2021/22	CUMULATIVE CHANGE 2018/19 TO 2021/22
01	CITB seen as credible and reputable adding value to the Industry	50%+ve 17% -ve 33% net	56%+ve 15% -ve 38% net	56%+ve 13% -ve 43% net	<b>+15% points</b>
02	Familiarity with construction careers campaigns (young people, influencers, educators)	60%	63%	66%	<b>+7% points</b>
03	Favourability with construction as a career (young people, influencers, educators)	66%	68%	70%	<b>+8% points</b>
04	Employers say there is a talent pool sufficient to meet industry's recruitment need	30%	32%	35%	<b>+12% points</b>
05	Employers say they can access the training they need in a timely manner	40%	50%	60%	<b>+24% points</b>
06	Increase in apprenticeship starts in the Construction, Planning and Built Environment Sector (England only - from Sector Plan)	22,000	25,000	30,000	<b>+7,360</b>
07	Employers believe that content and method of training and of assessment reflects industry's need	39%	44%	50%	<b>+14% points</b>
08	Increase in diversity of Sex and Ethnicity apprenticeship starts in the Construction, Planning and Built Environment Sector (England only - from Sector Plan)	S 1,150 (5.2%) E 1,150 (5.2%)	S 1,225 (4.5%) E 1,225 (4.5%)	S 1,300 (4.3%) E 1,300 (4.3%)	<b>S +240 E +220</b>
09	Funding Commissioned targeted to priority areas	50%	80%	80%	<b>+80% points</b>
10	Importance of Employer Funding system in maintaining level & quality of training: for Industry	70%	72%	74%	<b>+7% points</b>
11	Importance of Employer Funding system in maintaining level & quality of training: for My Firm	55%	58%	60%	<b>+7% points</b>
12	CITB is a trusted source of information and enhancing our reputation as an insight-led organisation	55%	60%	65%	<b>+15% points</b>