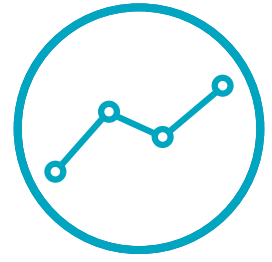

PUBLISHED MAY 2021

Performance Report

2020-21



Executive summary

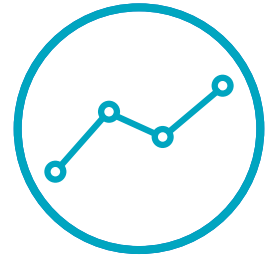
Performance Update April 2020 – March 2021:

The full Performance Report provides detailed progress on the commitments we have made in the Skills Stability Plan to support the industry.

Below is a snapshot of CITB's progress, taken from the full report.

Year-end Performance Year-end Target

<p>We are supporting construction to bring in the skills that it needs by providing careers information, engaging with schools throughout the UK and by investing in onsite hubs to prepare new entrants to join the industry.</p>	<ul style="list-style-type: none"> Go Construct has finished the year exceeding against four out of five targets and 671,656 people visited Go Construct owned channels, which includes platforms like social media. Continued improvements to the website have increased the number of new, organic website visitors to 416,932 – 75% higher than our year-end target. In March alone, over 60,000 people explored the job role pages (compared to 13,560 for the same period in 2020) In February, our National Apprenticeship Week paid social media campaign was seen by over 12 million people, predominately ages 16-24 We have successfully merged our CITB Construction Ambassadors into the larger STEM Ambassador programme, achieving greater exposure and reducing costs. 121 of our 154 active Ambassadors have transferred and despite school closures and restrictions, 50 engagements have been able to go ahead, totalling 250 volunteering hours. Moving into the new business plan, our focus is to grow this community, reaching out to the 6,500 existing STEM Ambassadors to get as many as possible to join the construction and built environment part of the scheme We are delighted with the progress of the Construction Skills Fund. Despite COVID-19 restrictions affecting the running of hubs, the programme has trained 5,984 participants to an employment and site-ready level, only 16 below target. These figures are still being updated, so we believe we will surpass the 6,000 target. The outlook for jobs is also looking very positive, with just under 2,000 job starts and the hubs still have three months (until early July) to place jobs. We are very confident about achieving the 3,000 sustained job outcomes target by the end of September Following the success of the Construction Skills Fund, seven of our onsite experience hubs in England and Wales are now operational, with the remaining six planned to start in May Our mental health project with the Lighthouse Club has trained 236 new instructors and 4,890 mental health first aiders. This project has already enabled over 6,284 people to receive critical mental health support when they need it most. Work also started in March to provide a Mental Health Hub for construction workers to talk about the issues facing them Over 1,660 individuals have registered on the Talent Retention Scheme, and 831 companies have offered 10,223 vacancies through the scheme, with 1,580 vacancies currently live on the site. As we recover from COVID-19, the TRS and accompanying Talent View will focus more on becoming the shop window for industry opportunities. 	<p>New Users to Go Construct</p> <p>Current: 416,932 Target: 237,574</p> <p>Active Ambassadors Transitioned to STEM</p> <p>Current: 121 Target: 154</p> <p>Number of Trained Beneficiaries from the Construction Skills Fund (phase 2)</p> <p>Current: 5,984 Target: 6,000</p>
<p>We are helping companies access and undertake training to keep their workforces skilled and productive, with a specific focus on responding to the immediate challenges of the COVID-19 pandemic.</p>	<ul style="list-style-type: none"> We've maintained direct funding to employers for vital training and skills development through the Skills and Training Fund, and Leadership and Management Fund. Uptake of the micro and small employer Skills and Training Fund has increased significantly, while applications for the medium Skills and Training Fund remain slow. All funds have remained available throughout the year, which has enabled us to support 1,027 employers. COVID-19 has impacted employer uptake in 2020-21 so we are promoting these funds to ensure they support more employers as they emerge from COVID-19: <ul style="list-style-type: none"> Approved 909 applications to the Skills and Training Fund for small employers worth £6.2m, supporting an average of 6,300 employees with skills development Approved 81 applications to the Skills and Training Fund for medium-sized employers worth £1.3m, supporting an average of 2,610 employees with skills development Approved 37 applications to the Leadership and Management Development Fund worth £2.56m, supporting 9,539 employees via Leadership and Management training programmes As few as 248 (2.5%) of CITB apprentices were made redundant during the pandemic, underlining the commitment showed by employers and supported by CITB. We have been able to place more than half of these with alternative employers or get them to completion and we continue to support a further 47 to restart their apprenticeship Apprenticeship grants have supported 23,322 apprentices and 8,883 employers, surpassing our year-end target of 22,130 apprentices.. This grant covers level 1, 2 and 3, as well as higher apprentices Over 2,800 apprentices have also benefited from our travel and subsistence funding, providing financial support to employers for required travel, accommodation and subsistence in hard-to-reach areas We've supported employers of all sizes to upskill their workforce through qualifications and short duration grants, with just under £20m in grants supporting over 8,000 employers At a time when a lot of other programmes were paused, we maintained investment in our Training Groups. £2.4m supported the running of 88 Training Groups and over 2,200 employers to help employers access local training, where and when they need it We immediately responded to help support industry during the pandemic by launching new training and guidance. The free COVID-19 site operating procedures, checklists and risk assessments on our website have been downloaded just under 38,000 times. Our free COVID-19 Site Safety Plus eCourse has now been successfully completed by over 21,800 delegates, ensuring the construction industry can continue to operate safely as we try to return to normal. 	<p>Skills and Training Fund for Small and Micro-Sized Businesses</p> <p>Awarded: £6.2m (£5.7m paid to date) Budget: £8m</p> <p>Skills and Training Fund for Medium-Sized Businesses</p> <p>Awarded: £1.3m (£700k paid to date) Budget: £3.5m</p> <p>Leadership and Management Development Fund</p> <p>Awarded: £2.56m (£1.5m paid to date) Budget: £3m</p>
<p>We are working with industry to define competence and set underlying training standards, whilst supporting employers to determine their own training needs.</p>	<ul style="list-style-type: none"> Work with employers is now complete on the 2020-21 standards development with a total of 414 being added to the published list available through the Training Directory. This is below target, but the remaining 50 standards have been aligned with the National Occupational Standards (NOS) development and are being prioritised in early 2021. This means there are now 1,709 published standards available for grant support The standards underpinning NVQs have been updated to reflect the changing demands of industry and a 5-year plan has been developed to support the ongoing review of NOS Now they are three years old, we are reviewing the first group of published short duration training standards to make sure they are still relevant and suitable for industry. 	<p>Standards Researched, Progressed and Developed</p> <p>Current: 414 Target: 464</p>



2020-21 overview

This performance report is against a plan we reprioritised significantly when the pandemic hit back in March 2020. This included identifying new ways of delivering projects in an unfamiliar, digital-only environment. We will carry both elements; a simpler, more targeted plan and new delivery approaches, into this year's business plan.

Overall, this report shows strong delivery against the Skills Stability Plan, although reduced employer demand for some training did mean the related funding was below forecast.

We are proud to have been part of the industry-wide response to the pandemic, which meant our sector retained more talent and were able to operate to a much larger extent than many.

We reacted quickly to the pandemic. In the first three months, we provided immediate support:

- **Levy holiday** – suspended the Levy assessment and collection for three months, to support businesses across the UK facing critical cash flow challenges
- **Advanced apprenticeship grant** – employers were offered the ability to claim grants for apprentices in advance. This saw £3.4m paid to over 2,000 employers to support them and their apprentices in their time of need
- **E-learning** – introduced a remote learning option for all Site Safety Plus courses, as well as the health and safety awareness course and the new Site Management Environmental Training Scheme course to ensure qualifications weren't a barrier for getting back to work
- **HS&E test** – released temporary LITE Health, Safety and Environment tests to help employers run their own interim testing and give a level of assurance that an employee was safe to work. We also worked with test centres and card scheme providers to agree supporting measures around card renewals while testing capacity is reduced to make sure people can still work safely on site
- **COVID-19 resources** - provided a site operating procedures compliance checklist, a health, safety and environmental risk assessment template, a toolbox talk and weekly checklists to ensure people remained safe on site.

Months 3 to 6:

- **Levy collection** – confirmed a one-year Levy Order for 2021-22 with a 50% reduction applied
- **Talent Retention Scheme** – worked with the Construction Leadership Council to support the Talent Retention Scheme, a website dedicated to supporting the attraction, development and retention of people in the industry, as well as minimising redundancies following the impact of COVID-19
- **Grants Scheme extension** – suspended the requirement to make short duration grant claims within 20 weeks, initially until June and then again until November 2020 to give employers more time to submit their grant claims
- **Apprenticeship travel and subsistence** – introduced support to ensure apprentices can get to work and the required training to complete their apprenticeship.

Months 6 to 12:

- **Talentview** – started to develop Talentview, an accompanying website to the Talent Retention Scheme, which will become the shop window for industry opportunities
- **Direct employer funding** – launched an amended Skills and Training fund for small and micro-sized businesses, the new Skills and Training Fund for medium-sized businesses, as well as the Leadership and Management fund for large businesses
- **Additional grant** – paid £1.2m additional grant to employers as a result of changes to the 20-week rule and manual authorisation process
- **COVID-19 support** – created a free-to-access COVID e-learning course, which has been successfully completed by over 21,800 delegates, and provided guidance to support site operations to ensure the construction industry operated safely.

As well as continuing to provide our core services:

- **Apprenticeships** – supported over 15,000 individuals to achieve their apprenticeship in 2020-21. As few as 248 (2.5%) of CITB apprentices were made redundant during the pandemic, underlining the commitment showed by employers and supported by CITB. We have been able to place more than half of these with alternative employers or get them to completion and we continue to support a further 47 to restart their apprenticeship
- **National Construction Colleges** – adapted our colleges to deliver remote training wherever possible and reopened in-person learning when it was safe to do so. We are pleased to say no outbreaks of COVID-19 have been attributed to NCC or our test centres since reopening
- **Construction Training Directory and Register** - number of quality-assured Approved Training Organisations on the Directory is over 1,900, with approximately 1,500 scheduled courses added every month. There are now 3.2m individuals on the Register, with 12m training achievement records between them. Approximately 30,000 achievements are being added every month.



Finance overview

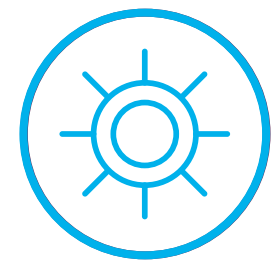
Levy cash collection continued to be stronger than forecast, right up to the end of the financial year, and we received £122.5m. Our Skills Stability Plan was put together at the start of the pandemic with many unknowns about the length and depth of the economic impact. Employers proved to be much more resilient, with industry proving more buoyant than initial projections, so our Levy receipts were significantly higher than we envisaged. The £48.7m excess will be used on the Grants Scheme and funding programmes in 2021-22 when our Levy income will be approximately £96m less than a normal year due to the decision to halve the Levy Assessment in response to the pandemic. Other income was £4.3m above the Skills Stability Plan expectations, as apprenticeship activity has held up better than expected.

Grants and funding expenditure are £5.5m under the Skills Stability Plan. The pandemic impacted the amount of training available, as social distancing reduced class sizes and the lockdown meant training providers closed their doors. Demand for advanced apprenticeship grants held up better than expected. Direct support costs for apprentices were also above plan, by £9.7m, making our overall investment in apprentices £89.3m, £16.7m above plan. This was part-funded by lower than forecast claims of grants and funding (£14.5m) and savings in our operating costs (£4.1m).

NB. All figures are provisional and subject to year-end review and audit. Also, the Levy figures are cash received, all other numbers are accounted for on a standard accruals basis.

SOURCES OF INCOME	FULL YEAR		
	ACTUAL	STABILITY PLAN	VARIANCE
Levy	122.5	73.8	48.7
Construction Skills Fund	12.0	12.4	-0.4
Products and Services Income	46.2	41.5	4.7
Balance (To)/From Reserves	4.4	59.4	-55.0
TOTAL INCOME	185.1	187.1	-2.0
ALLOCATION OF INVESTMENT AND COST	FULL YEAR		
	ACTUAL	STABILITY PLAN	VARIANCE
DIRECT EMPLOYER FUNDING			
Apprenticeship Grants	50.5	43.6	6.9
Qualification Grants	7.2	11.2	-4.0
Short Duration Training Grants	8.4	11.3	-2.9
Skills & Training Fund for Small and Micro Businesses	5.7	8.0	-2.3
Skills & Training Fund for Medium-Sized Businesses	0.7	3.5	-2.8
Leadership & Management Fund for Large Businesses	1.5	3.0	-1.5
Funded Activity	7.3	6.2	1.1
	81.3	86.8	-5.5
OTHER SUPPORT			
Employer Support Services - engagement	4.9	5.4	-0.5
Construction Skills Fund	11.4	12.8	-1.4
Standards, Qualifications and Verification	2.2	2.8	-0.6
Skills and Employment Policy and Research	2.7	2.4	0.3
	21.3	23.4	-2.1
PROVIDING PRODUCTS AND SERVICES			
Direct Training Delivery (NCC)	18.1	18.7	-0.6
Apprenticeships	38.8	29.0	9.7
Other Products and Services	10.1	10.7	-0.6
Cost of Administering Levy, Grants, and Funding Schemes	15.6	18.4	-2.9
	82.5	76.9	5.7
TOTAL EXPENDITURE	185.1	187.1	-1.9

All figures in £m.



Spotlight: Go Construct

Informed decision making:

Drawing on research and feedback from our users, partners and employers, we are improving the Go Construct website as the leading source of careers information, advice and guidance on entering the construction industry. As part of this activity, we are particularly focused on targeting career changers and increasing levels of diversity and inclusion across the industry.

Our commitment to industry:

We have committed to helping those wanting to enter construction through various routes by signposting and improving access to construction careers information via Go Construct.

Delivering on our commitment:

We are meeting our commitment to improving access to careers information by:

- Increasing the site's scope to develop and provide more resources that appeal to modern users
- Making Go Construct more visible to search engines
- Refreshing the look and feel of Go Construct to continue to meet the expectations of users, especially young people
- Reviewing research to extend Go Construct's audience to include career changers, particularly those seeking to enter a new industry with a manufacturing or retail background
- Implementing a new content strategy centred around five key messages to appeal to Go Construct's core audiences and drive consistency across the platform
- Utilising social media campaigning to attract young people to construction, increasing awareness of potential opportunities
- Collaborating with STEM Learning to merge Go Construct Ambassadors with STEM Ambassadors.

Our progress:

In the past 12 months:

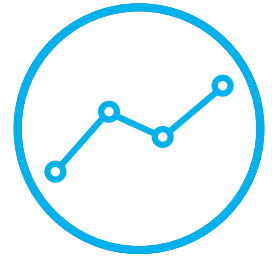
- Improvements to the Go Construct website have attracted a record **416,932 new, organic visitors** (coming from search engines like Google), double last year's total and 75% higher than expected. **671,656 people** visited Go Construct owned channels, which includes platforms like social media. This increase in interest is enabling us to provide construction careers information, advice and guidance at the point of peak interest. We continue to work with partners across industry to generate informative and relatable content which builds Go Construct's offering as a reliable source of information
- Over **70,000 people** took an onward journey to sites like the National Careers Service, UCAS and the Apprenticeship Service, to find out more about construction and how they can join the industry
- There are now **899 different job roles** and core trade keywords that result in Go Construct appearing on the first page of Google, 131% up on the previous year's total and more than double the target for this period. This makes it easier for users to access the valuable information exactly when they're looking for it
- In line with our commitment to streamline our activities, after 20 years of CITB management the **Ambassador programme** was moved to STEM (science, technology, engineering and maths) Learning, which offers the ability to engage with all schools across England, Scotland and Wales and embed construction careers activities in the curriculum. STEM's 6,500 enrolled Ambassadors connect the programme to a wider range of careers influencers, for whom we are currently producing new training and development resources. We have successfully merged our CITB Construction Ambassadors into the larger STEM Ambassador programme, achieving greater exposure and reducing costs. 121 of our 154 active Ambassadors have transferred and despite school closures and restrictions, 50 engagements have been able to go ahead, totalling 250 volunteering hours
- In February, our National Apprenticeship Week paid social media campaign was seen by over **12 million people** across YouTube, Snapchat and Tik Tok, predominately ages 16-24.

Working with industry:

- Go Construct is working in partnership with organisations and employers such as the Department for Work and Pensions and Generation for Change to generate and improve construction careers information, advice and guidance. A new set of toolkits is being developed to support construction employers to partner with Go Construct in developing communications resources for social media, photography, videos, podcasts, blogs and live events.

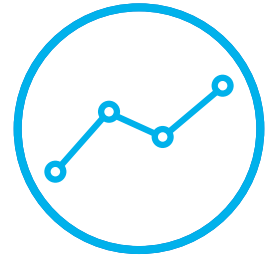
108%
above-target increase in
Google page one rankings
for core keywords

416,932
organic visitors, more
than double the previous
year's total



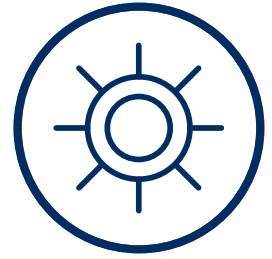
Activities: Table of Careers activities

Activity	Our commitment to industry	Delivering on our commitment	Our progress
<p>Go Construct</p>	<p>Improve the image of the industry to attract talent and help those wanting to enter construction through various routes by improving access to construction careers information.</p>	<p>Investing £300,000 in developing and improving the Go Construct website to deliver more engaging and more visible careers information, advice and guidance. Increasing awareness further through social media campaigning.</p>	<p>Go Construct has finished the year exceeding against four out of five targets and 671,656 people visited Go Construct owned channels, which includes platforms like social media. Continued improvements to the website have increased the number of new website visitors to 416,932 – 75% higher than our year-end target. In March alone, over 60,000 people explored the job role pages (compared to 13,560 for the same period in 2020). This increased visibility and reach means even more people can find the information they need about careers in construction.</p> <p>Website development is underway and due to finish early May. This work might slow down some of the progress we've made to date, but the new platform will enable us to develop and improve the website for many years to come, far beyond what was capable on the old platform. Alongside our ongoing content improvements, this work will improve the user's experience of our website and make the information more accessible.</p> <p>In February, our National Apprenticeship Week paid social media campaign was seen by over 12 million people across YouTube, Snapchat and Tik Tok, predominately ages 16-24. This campaign featured real-life stories from people already working in construction, talking about the benefits of apprenticeships and encouraging people to apply.</p>
<p>Construction Ambassadors</p>		<p>Collaborating with STEM Learning to merge Go Construct Construction Ambassadors with STEM Ambassadors.</p>	<p>78% of the active Ambassadors from our original Ambassador programme have successfully moved over to the new Construction and Built Environment (CBE) scheme established with our partner, STEM Learning. We didn't expect to move 100% of the existing Ambassadors over, but this move has reengaged many individuals with the programme.</p> <p>This new Ambassador community have been busy throughout the most recent national lockdown. Working through these difficulties, to promote and inspire careers in construction to young people, has been a true testament to the resilience of the Ambassadors representing our sector. Between them, they have delivered over 50 engagements and recorded over 250 volunteering hours since the start of January 2021. By adapting and utilising technology to engage with people in different ways, the Ambassadors have continued to showcase the breadth of career opportunities available across our industry.</p> <p>Our immediate focus is to grow this community of CBE Ambassadors, as well as My World of Work Ambassadors in Scotland, and ensure they are equipped with the latest tools, resources and materials to offer a rewarding engagement to the next generation of potential entrants to join our industry.</p>
<p>Construction Skills Fund (phase 1)</p>	<p>Support the delivery of training and experiences onsite for people who are long-term unemployed or making a career change to enter the industry.</p>	<p>Investing £20m of DfE funding and £597,000 of Levy in 26 onsite training hubs.</p>	<p>The Construction Skills Fund is a programme funded by Government that runs in England. The first phase of the programme ran from September 2018 to March 2020. It provided experiences of construction on live construction sites. In the first phase, 13,317 learners passed the training and emerged employment and site-ready, surpassing the target of 13,000. Over 5,000 of these learners are new to construction having previously worked in other sectors, and 7,000 are from groups which have traditionally been under-represented in the industry – including women, disabled people and ethnic minorities.</p> <p>The impact of COVID-19 on the jobs market and restrictions on site has impeded our ability to place these learners into sustained employment (i.e. for at least 3 months/84 days). The programme finishes with 24% of learners in sustained employment, slightly short of our original target of 30%.</p>



Activities: Table of Careers activities

Activity	Our commitment to industry	Delivering on our commitment	Our progress
<p>Construction Skills Fund (phase 2)</p>	<p>Maintain support for onsite training hubs which have been most successful in recruiting people who are long-term unemployed or making a career change to enter the industry.</p>	<p>Investing £7.5m of DfE funding and £300,000 of Levy in continuing support for 14 onsite training hubs.</p>	<p>The programme was extended with funding available from April 2020 up to March 2021. This has trained a further 5,984 participants to a level recognised as employment and site-ready (ESR), only 16 off the 6,000 target. These figures are still being updated, so we are hoping to achieve over the 6,000 target.</p> <p>The outlook for jobs is also looking very positive. Hubs are projecting just under 2,000 job starts by 31 March (with 894 of these already achieving sustained status) and the hubs still have three months (until early July) to place jobs. We are very confident about achieving the 3,000 sustained job outcomes target by the end of September.</p> <p>Despite the challenges COVID-19 has thrown at this project, this is a fantastic outcome and absolute testament to the resilience of the hubs.</p>
<p>Onsite experience hubs</p>	<p>Increase the number of employment-ready and site-ready individuals.</p>	<p>Expand the provision of onsite experience hubs based on the successful model of the Construction Skills Fund hubs.</p>	<p>We are developing the established model of the CSF programme to introduce onsite experience hubs across England and Wales.</p> <p>Seven of the hubs in England and Wales are now operational, with the remaining six planned to start in May. Between now and the end of the programme in mid-2024, these hubs will deliver:</p> <ul style="list-style-type: none"> - Over 8,500 onsite experiences - Over 7,100 people achieving employment and site-ready status - At least 3,800 people achieving sustained employment (i.e. a minimum of 3 months/84 days), 1,200 of whom will be people with protected characteristics.
<p>Mental health</p>	<p>Work with The Lighthouse Club to train mental health first aiders and instructors.</p>	<p>Protecting the £50k Levy investment to deliver practical training and support to increase awareness of mental health best practice within the industry.</p>	<p>Support around mental health is currently in extreme demand and this project has very much been in the right place, at the right time to provide that support to industry. The Building Mental Health project focuses on upskilling people to become mental health first aider instructors, who then pass on that knowledge and train thousands of people to become mental health first aiders to tackle the increasing issue of poor mental health within construction.</p> <p>We have trained 236 new instructors and 4,890 mental health first aiders against cumulative targets of 288 and 2,880 respectively. This project has already enabled over 6,284 people to receive critical mental health support when they need it most.</p> <p>Building on this success, we have also established a new programme in March working with the Samaritans to help make mental health support accessible to workers, particularly those in small firms.</p>



Spotlight: eCourses online training platform

Informed decision making:

Responding to rapidly changing circumstances and the urgent needs of employers suddenly without access to traditional training methods, we accelerated the move to online training.

Our commitment to industry:

As part of our commitment to helping employers access high-quality, easy-to-access training, we are working with partners to modernise training delivery.

Delivering on our commitment:

At the start of the first lockdown, we rapidly released our new eCourses online platform, which has enabled us to expand the availability of e-learning.

We have grown remote delivery of training courses by:

- Implementing an eCourse for our Health and Safety Awareness course to support continued qualification for the CSCS card
- Extending learning around environmental management and legislation through a Site Management Environmental Training Scheme eCourse
- Launching a free H&S eCourse for managers and supervisors about operating a safe construction site during COVID-19.

Our progress:

By the end of March 2021, the platform had achieved:

- **38,414 registered users** on the CITB e-learning platform
- 4,590 successful course completions for the Health and Safety Awareness (HSA) eCourse
- The addition of the Site Management Environmental Training Scheme eCourse
- 21,855 successful course completions of the free **COVID-19 Pandemic Health and Safety eCourse**.

Working with industry:

There was significant demand for the COVID-19 Pandemic H&S course and its development responded to considerable demand from industry. We listened to the requirements of employers and reacted rapidly to deliver an eCourse to keep people safe and keep construction working. The course was written with reference to UK and devolved nation legislation and guidance, and CLC standard operating procedures.

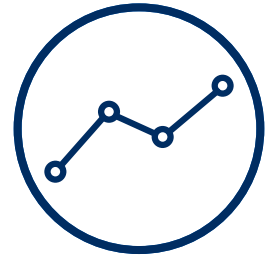
This model of reacting to urgent industry needs saw the prioritisation of the HSA course as a result of the pandemic.

38,414

registered ePlatform users

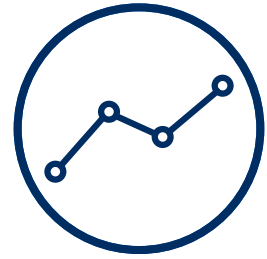
26,351

successful eCourse completions



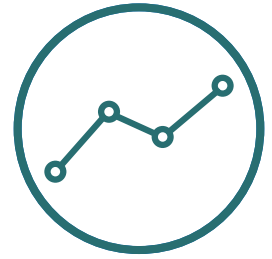
Activities: Table of Training and Development activities

Activity	Our commitment to industry	Delivering on our commitment	Our progress
Skills and Training Fund for micro and small-sized businesses	Support employers through this crisis to meet their training needs, restart activity and adapt to new ways of working.	Protecting £8m investment supporting skills retention and development throughout the supply chain and supporting a wider range of activity.	<p>This year the fund supported a wider range of activity, with a greater emphasis on innovation, and leadership and management training. 909 employers have been supported to the value of £6.2m, exceeding our target of 860 employers. This has enabled 6,300 employees to develop their own skills in areas such as the Site Supervisors' Safety Training Scheme (SSSTS), asbestos awareness, plant operations and working at heights. We have been able to reach a much greater number of employers than planned, although with smaller funding requests as a result of the pandemic.</p> <p>We provided support to help applicants submit their bids following a change to the application process when the fund launched in April 2020.</p>
Skills and Training Fund for medium-sized businesses		Protecting £3.5m investment in the Skills and Training Fund for medium-sized employers, with coverage of management and leadership training.	<p>81 applications have been approved to the value of £1.3m, which is just over half of our original year-end target of 150. This funding will address challenges facing businesses such as moving to a paperless environment, using the latest GPS technology or upskilling a leadership team to confidently lead the workforce through expansion.</p> <p>The impact of COVID-19 has meant that more employers have focused on managing the impact this has had on their business rather than upskilling their employees, so this has resulted in reduced training levels and fewer applications than anticipated. The COVID-19 adaptations were removed in January now the world is slowly getting back to normal.</p> <p>Our Customer Engagement team are contacting all medium-sized businesses in their region to raise awareness of the support available.</p>
Leadership and Management Development Fund for large businesses		Protecting £3m investment in the Leadership and Management Development Fund to support large businesses to specifically increase capabilities in these areas.	<p>From a budget of £3m, funding of £2.56m has been awarded to 37 large construction companies for the development of leadership, management or supervisory skills of their staff. This funding will enable 9,539 employees to participate in and benefit from the Leadership and Management training programmes.</p> <p>The projects support businesses from different sectors across the UK and will test out a broad range of approaches to Leadership and Management development. As well as providing immediate support this year, this programme will enable us to test and establish how we can support training in this area going forward.</p> <p>We are monitoring the impact of all projects and will be able to start reporting on this towards the end of 2021.</p>
Scaffolding training support	Support scaffolding apprenticeship delivery in the north of Scotland and enable industry in Wales and the local area to access accredited scaffolding training.	Investing £70,000 to complete the first CISRS scaffolding training facility in Wales.	<p>Retaining the NCC in Scotland enabled us to provide support for the Scottish scaffolding intervention from in-house resource. This then meant we were able to reinvest funding into the Welsh scaffolding centre based at Swansea to get it up and running quicker and maintain the necessary support for scaffolding training.</p> <p>Courses have been running safely since the beginning of 2021. The number of short, medium and apprenticeship courses running has increased significantly since our last report, from seven to 27, with 186 learners across the three different types of courses. This is more than triple the number of learners benefiting from this facility compared to January's report.</p>
Training Groups	Maximise training spend efficiency at employer Training Groups.	Contributing £2.4m towards the administration of 88 training groups across England, Scotland and Wales.	<p>In total, we have supported 2,290 employers via Training Groups (TGs) across Great Britain and have continued to support TGs throughout the year. At a time when a lot of other programmes were paused, we maintained investment in TGs. As a result of our reduced Levy income, a temporary reduction in the level of funding was made but we also made funding more flexible for the TGs. £2.4m supported the running of 88 Training Groups to help employers access local training, where and when they need it.</p> <p>The provision of this funding allowed the Training Group network to offer advice and guidance to their members throughout the multiple lockdowns and other restrictions we've experienced.</p> <p>The majority of TGs have now accessed funds for training and are supporting members with their immediate training needs. We have exceeded all targets for the number of employers supported via TGs apart from in Scotland. This was largely due to the tighter lockdown restrictions in Scotland over the summer, when construction was unable to operate.</p>



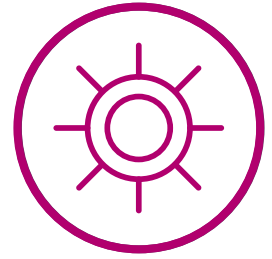
Activities: Table of Training and Development activities

Activity	Our commitment to industry	Delivering on our commitment	Our progress
Apprenticeship travel and subsistence	Support retention and achievement of apprentices travelling greater distances for training.	Investing £3.5m in travel and subsistence for apprenticeships, especially in rural areas and for specialist trades where provision is not in every locality.	We supported over 2,800 apprentices who travel to train and provided financial support to their employers with the cost of their travel, accommodation and subsistence. This support enables us to get more apprentices into the industry and the learners receiving this financial aid continue to demonstrate higher than average achievement rates.
Shared Apprenticeship Scheme	Build capacity for more apprenticeship placements and increase retention by supporting non-grant-eligible employers to take on apprentices short-term.	Investing £1m (of Welsh Government funding, Skills Development Scotland apprenticeship income, Education Skills and Funding Agency funding and Levy) in supporting apprentices to complete their entire programme with more than one employer, reducing pressure on existing employers and building more capacity should it be required for displaced apprentices.	<p>Achievements for year-end are lower than expected, but the multiple lockdowns have impacted many achievement dates so we may see these complete later in the year. In addition, the success we have had in retaining apprentices through the mainstream route has reduced the need for shared apprenticeships. Across England, Scotland and Wales there were 95 total achievements with 323 apprentices still currently supported through this scheme.</p> <p>In total, 193 employers utilised Shared Apprenticeship Schemes to support additional and displaced apprentices. An increase in employers using this scheme reduces the pressure on existing employers and builds capacity for more placements, which has enabled us to keep more apprentices in the industry following the effects of the coronavirus pandemic.</p>
SAP / ESP (specialist course payments)	Increase new entrants in specialist occupations where apprenticeship standards do not exist.	Investing up to £900,000 in 32 structured training programmes, designed in conjunction with the relevant industry sectors, for new entrants to become competent workers.	<p>303 SVQ/NVQ specialist qualifications were achieved by industry employees this year. This has almost doubled since January, but unfortunately falls short of our 420 target. Activity dropped significantly in December; the demand for this training was heavily impacted by the lockdowns and further COVID-19 restrictions. We worked with providers to discuss alternative, virtual delivery methods and get us as close as possible to the year end target, despite the challenging circumstances.</p> <p>Following initial funding cuts in 2020, our Strategic Plan confirms these commissions will continue to be supported in 2021 and beyond.</p>



Activities: Grants Scheme

Activity	Our commitment to industry	Delivering on our commitment	Our progress
Apprenticeship grants	Maintaining current apprenticeship grant rates and provide targeted travel and subsistence support to apprentices to improve completion rates.	Investing £52m in direct employer funding through apprenticeships, including £3.4m in advanced grant payments for industry to support the retention of employees.	<p>Apprenticeship grants have supported 23,322 apprentices through 8,883 employers, surpassing our year-end target of 22,130 apprentices. This grant covers level 1, 2 and 3, as well as higher apprentices.</p> <p>Apprenticeship grants were £6.9m overspent against the Skills Stability Plan, totalling £50.5m, but savings from across the business mitigated this difference and enabled us to direct more funding where employers needed it most.</p>
Qualification grants	Encouraging employers to upskill their workforce.	Investing £11.2m in working collaboratively with key stakeholders to support the access to approved short-period qualifications.	<p>Both qualification and short duration training grants have seen a reduction in claims this year. This is mainly because of the multiple lockdowns and national restrictions throughout the year, which have made it difficult to complete training courses. Training organisations across the country have delivered remote training where possible, which has been very successful and enabled training to continue, but a lot of construction-related training is only viable in person.</p> <p>We end the year on 12,712 qualification grant claims paid to 1,920 employers, which is below the forecast of 16,940 claims, reflecting a lower than expected volume of eligible training. Despite being under forecast, this is still an investment of £7.2m into people's skills.</p>
Short duration training grants	Encouraging employers to improve knowledge and skills within their business.	Investing £11.3m in supporting employers to undertake short duration training aligned to approved construction-related standards.	<p>As stated above, this type of grant has suffered significantly from COVID-19 restrictions. Less people have completed the relevant training this year, which means less grant has been claimed.</p> <p>6,528 employers have claimed financial support worth £8.4m for over 195,284 achievements. This has exceeded our year-end target of supporting 4,600 employers with short duration grants, although the number of achievements claimed is about 30,000 below our forecast. Even though the number of achievements is less than we predicted, it's positive that we have been able to support more employers through this grant.</p>



Spotlight: Introducing standards to fill skills gaps

Informed decision making:

Drawing on our research and informed by ongoing consultations with stakeholders, we have evaluated measurement and management of competence and are acting on its recommendations to develop competence frameworks.

Our commitment to industry:

Having completed a full review of routes to competence this year to help the industry understand the competencies that are needed, we are working through consultations with stakeholders to develop frameworks which best support industry's focus on delivering a competent and adaptable workforce.

Delivering on our commitment:

We are meeting our commitment to support the achievement of more effective and continuous competence assurance by:

- Continuing engagement with Nation Councils, Government, UK NOS Governance Group and awarding organisations to develop our thinking
- Collating recommendations for a future industry process for developing and recording components of competence
- Developing an overarching framework that could help identify what contributes towards a healthy, safe and productive workplace.

Working with industry:

Future activities will be developed with the aims of:

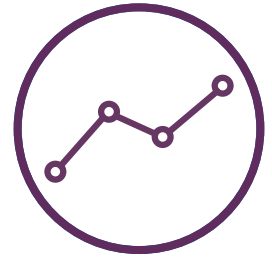
- Increasing employers' use of existing training and competence assessment products to support ongoing competence
- Increasing employers' awareness of potential changes to Government and industry attitudes to competence
- Improving recognition amongst employers of the importance of a continuous, managed approach to competence
- Improving confidence amongst employers that their direct and indirect workforce continue to be competent.

Our progress:

Since the publication of the Skills Stability Plan in June:

- Work is now complete on the 2020-21 standards development with a total of 414 being added to the published list available through the Training Directory. Employer engagement was difficult through the summer due to COVID-19 and created a delay in the short duration standard development. As a result, the remaining 50 standards have been aligned with the National Occupational Standards (NOS) development and are being prioritised in early 2021. This means there are now **1,709 published standards** available for grant support, with 83% of these standards already having a grant claim against them. For the remaining 17%, we will review why these standards haven't been claimed for and see if they're still relevant
- The **standards underpinning NVQs** have been updated to reflect the changing demands of industry. A 5-year plan has been developed to support the ongoing review of NOS, with the plan delivering a construction suite that is no older than 5 years without review
- Our work to support the sector to implement the enhanced competence regime described in **'Setting the Bar' report** includes the below:
 - We have contributed to the third draft of the BSI Flex standard 'Built environment – Core criteria for building safety in competence frameworks – Code of practice'. This is expected to be finalised in April to enable the development of sector-specific competence frameworks
 - Contribution to working group 2 on 'Installers', beginning the task of preparing competence frameworks for those Installer Roles where CITB is the standard setting body e.g. Carpentry and Joinery
 - A final draft of the training standard 'Understanding Fire in Buildings' has now been agreed. Our technical experts are developing a training syllabus and a plan for creating online training resources, as well as integrating the content into existing assessment mechanisms e.g. Health and Safety Test.
- Now they are three years old, we are **reviewing the first group of published short duration training standards** to make sure they are still relevant and suitable for industry. We are utilising existing working groups to increase efficiency and ensure these standards remain fit for purpose.

414
standards have been researched, progressed and finalised, to enable quality-assured training that is recognised and transferable



Activities: Other

Activity	Our commitment to industry	Delivering on our commitment	Our progress
<p>CITB Apprenticeship starts and achievements</p>	<p>Retain new entrants through CITB Apprenticeships.</p>	<p>Using new vacancies for displaced apprentices to retain new entrants and supporting all apprentices frequently through remote contact.</p>	<p>The lockdowns have delayed apprentice achievements. Whilst the same number of apprentices will achieve, there are delays which will impact on measured achievement rates, but we are working with colleges and training providers to get end-point assessments done as quickly as we can to secure achievements.</p> <p>We have also seen a positive increase in new starts in 2021, only 35% lower than pre-pandemic forecasts compared to 50% back in December. Scotland and Wales are performing better, with apprenticeship starts only around 10% lower than usual. This is a step in the right direction, as we ease out of lockdown and return to normal.</p>
<p>Displaced apprenticeships project</p>	<p>Retain new entrants during period of increased disruption.</p>	<p>Support a dedicated team within CITB Apprenticeships to find new employment for displaced apprentices at an individual level.</p>	<p>We supported over 11,000 CITB apprentices and their employers throughout the pandemic. 248 (2.5%) of CITB apprentices were made redundant during the pandemic, a very small proportion considering over 80% were furloughed. We have been able to place 135 of these with alternative employers or get them to completion and we continue to support a further 47 to restart their apprenticeship. Considering the challenges COVID-19 has thrown at our industry, this is a fantastic achievement and shows the resilience and dedication from all involved – the employers, our apprenticeship team and of course, the apprentices themselves.</p> <p>If apprentices did lose their original placement, we have worked hard to find them new opportunities. Utilising Shared Apprenticeship Schemes, established programmes with Skills Development Scotland, Welsh Government and the ESFA, as well as the Talent Retention Scheme has enabled us to retain much needed talent in the industry.</p>
<p>Talent Retention Scheme</p>	<p>Work with partners to support the retention of skills in the industry.</p>	<p>Support the Construction Leadership Council's Talent Retention Scheme, helping displaced individuals to match to vacancies and showcase their experience and expertise.</p>	<p>This scheme is helping to keep trained, skilled workers in the industry following redundancies and job losses caused by COVID-19. Over 1,691 individuals have been registered to date and 842 companies have offered 10,223 vacancies through the scheme, with 1,228 vacancies currently live on the site (currently 89% in England, 6% in Scotland and 4% in Wales).</p> <p>We continue to work with our network to raise awareness of the Talent Retention Scheme (TRS) and direct people (where appropriate) to the portal from other activities.</p> <p>As we recover from the effects of COVID-19, the TRS and accompanying Talentview will focus less on redundancies and more on becoming the shop window for industry opportunities. The schemes only started last year, so are expected to play an increasing role in years to come in securing industry skills and attracting a more diverse workforce, with a simple route to the range of opportunities on offer.</p>