

The 7th meeting (2017) of the Board was held at 08:30 on Thursday 20th July 2017 at Goodenough College, Mecklenburgh Square, London WC1N 2AB.

PRESENT

James Wates (**Chair**) : Board Trustee
Maureen Douglas : Board Trustee
Diana Garnham : Board Trustee
David Harris : Board Trustee
Karen Jones : Board Trustee
Maria Pilfold : Board Trustee
Frances Wadsworth : Board Trustee
Ray Wilson : Board Trustee

GOVERNMENT OBSERVERS

Dan Foster : Government Observer
Darryn Lewis : Government Observer

STAFF IN ATTENDANCE

Sarah Beale : Interim Chief Executive Officer
Chris Brooks : Interim Chief Financial Officer & Corporate Performance Director
Mark Noonan : Industry Relations Director
Sally Spink : Board Secretary

APOLOGIES: Sarah Griffiths (Government Observer).

ITEM 1: APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

1.1. Apologies for absence no declarations of interest noted.

ITEM 2: TO APPROVE THE MINUTES OF THE PREVIOUS MEETINGS HELD ON 17 May, 15 June 2017.

2.1. The minutes of the above meetings were approved by the Board and signed as a true and correct record.

2.2 **ACTIONS:** Point 3.5 –Skills Test - CITB will continue to cover the travel and accommodation costs, approximately £450,000 will be freed up;

[REDACTED]

Legally Privileged

Follow up for inclusion in September 2017 the Policy Map.

2.3. ACTION: Policy Map to be included in September Board Meeting (SS)

ITEM 3: CEO REPORT

3.1. Sarah Beale (SB) presented the CEO report. It was highlighted that CITB were having ongoing discussions with Scottish Government in respect of the Scottish Skills Test and Apprenticeship Framework. SB had attended the Construction Leadership Council (CLC) event on 11th July; it had been extremely informative and showed alignment with CITB plans. Further discussions are underway seeking to offer formal membership to the group.

3.2. Following the Ministerial support in terms of the ITB Review findings SB provided the Board with an update. It highlighted the desire for representation from SME's within the Council membership together with a greater number of senior executives. Further clarity is sought as to how the Council and Nations work with the Board.

3.3. ACTION: For the September Board Meeting confirmation of the current status regarding the

organisations Board Committee Structure together with an engagement proposal. SS/MN

3.4. Dan Foster advised the Board that there may be the opportunity for a slot to consider Primary Legislation amendments in the future, could CITB therefore present a wish list/plan for success including the Scope Order for discussion with DfE. Discussions have been underway concerning the ability for CITB to share HMRC data as to identify the full CITB levy reach.

3.5. ACTION: CITB wish list/plan for success including Scope Order for discussion with DfE. SB/DF

3.6. T levels – a stakeholder group is being set up to look at the practicalities of delivery including a work place element. Members where appropriate, requested involvement within this element as to assist in improving FE capacity and requested that the 7 strands of the digital strategy should be referenced. The Board highlighted involvement of a working group which was considering inclusivity and the need not to duplicate work.

3.7. ACTION: Liaise with members concerning T-Levels and the new stakeholder group. SB

3.8. The Board noted the current status in respect of the consensus process and this is being backed up with the weekly reports as to provide members with a real time picture of where we are. To date 500 employer surveys have been completed, various scenario planning has been undertaken, at this stage it is too early to indicate which way the vote may go.

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3.9. ACTION: the tables presented require inclusion of Wales. SB

ITEM 4: CFO PERFORMANCE REPORT

4.1. Chris Brooks (CB) presented the Performance Report to the Members; the papers reflect a change to the CITB year-end moving to 31 March 2018 (15 months). Operational costs are on track but there are some concerns in respect of the dependency on contractors, this risk is recognised therefore will be managed, and the Board will be informed in the event it becomes an amber level warning.

4.2. ACTION: In the event the concerns around the use of Contractors hits amber level, this will be highlighted to the Board CB

4.3. The Board noted that the Board Outcomes remain largely unchanged over the last quarter; progress has been maintained across all areas. The Board asked for the value of the amount of unclaimed grant levy payers could obtain, this would be communicated to the Board following the meeting.

4.4. ACTION The diagram presented showing a proportion of unclaimed grant by levy payers needs to show what value this represents and this then communicated to the Board. CB

4.5. The Board discussed recent commissioned projects, namely CWIC and ASET. In respect of the former, not all contractual objectives are being met within the detailed milestones. The Board therefore requested that a Deep Dive be undertaken to get a clearer understanding of the situation and this should be reported back to the Board.

4.6. ACTION: Deep Dive into CWIC and ASET in respect of grant payments, delivery and milestones achievements. To be circulated off line to the Board. SB/MN

ITEM 5: FUTURE OPERATING MODEL

[Redacted]

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[Redacted]

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5.3. Frances Wadsworth highlighted the need to ensure that the FOM includes reference and action in relation to the Digital Strategy.

5.4. ACTION FOM to include reference to the Digital Strategy (AB)

[Redacted]

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[Redacted]

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[REDACTED]

Legally Privileged

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Legally Privileged

ITEM 6: COMMUNICATIONS STRATEGY

6.1. Mark Noonan (MN) entered the meeting at this point to present the Communications Strategy to the members. The Communications Calendar was making a positive impact in harnessing the single message with employers. Areas for improvement have been highlighted in particular it has been recognised that Levy and Grant messages were not working, this has prompted a new project to look at bringing these together and then using a segmented approach when sending out communications and ensuring they are sent at the appropriate time.

6.2. Other methods such as the 'Nudge Theory' are being utilised for instance '85% of your competitors have responded, have you?'

6.3. People and operations, change is still underway moving away from qualitative target setting to outcomes and working to achieve the best out of employees. Further work is required in respect of the organisations communication between committees and the Board, MN advised he is reviewing the engagement within area as to ensure there is genuine representation.

6.4. ACTION: Newsletters to be produced to support at a national and regional level with bottom up stories, details of successful funding partnerships with Federations. MN

6.5. The members noted MN's proposal to identify (together with the list of events attached to the paper) occasions such as roundtable events and forums which would be beneficial for a CITB Trustees to attend based on their specialisms and geographic location. Members will be briefed in advance by the team.

6.6. ACTION: Frances Wadsworth willing to act as the trial in respect of the proposed communications action/events plan. Contact to be made with FW. MN

ITEM 7: BOARD COMMITTEE UPDATES

7.1. Audit and Risk – Diana Garnham updated the Board on the last Audit and Risk meeting in addition to the summary attached in the Board Pack. Steve Hearty had provided a comprehensive overview of the changes made to the Apprenticeship process; CCTV review resulted in further steps being implemented following an audit report identifying areas lacking operational controls; the committee recommended the need for an external assurance mechanism in respect of research outputs as to support quality and robust outputs. It was identified that Audit and Risk should consider the need for robust contract management in respect of any future outsourcing arrangements in light of the CCTV contract experience.

7.2. ACTION Within the next week an update concerning the CCTV contract and status to be supplied to the Board. CB

7.3. Maureen Douglas and the Scottish Committee – This had been a difficult meeting with some members wanting to derail the agenda. However the new agenda format giving stakeholders of all sizes and SDS the ability to report was well received. A number of matters arose at the last meeting questions as to why Go Construct was not penetrating in Scotland; the sharing of good practice through a regional newsletter would be beneficial; SDS is the go to place to award new contracts and pathways; skills need to be on the agenda; visibility of cost savings would be beneficial to bring to the conversation.

7.4. ACTION: A focus on Scottish Nations Committee on the matter of Skills together with visibility of cost savings. MN/SR

7.5. Wales – David Harris. The meeting had been well attended and provoked very good discussion focusing on Careers and Standards. There is a clear difference in the engagement of the Skills Academies in the South West and South East of Wales, the latter being more successful. CFW has been extended for one further year and will be subject to future discussions. CWIC as discussed above in these minutes highlighted the challenge of the need to show innovation in its development and growth.

7.6. England – Frances Wadsworth. This committee is still struggling to find its role, it lacks the coherence of Scotland and Wales and attendance is poor. Consideration in respect of future meetings seeks to improve attendance (venue and timing). The last meeting had involved a very interesting research report on migrant workers (this has been shared with the Board and now published), it showed amongst other things, that employers are not seeking the cheapest worker but the best skills.

7.7. ACTION: The English Committee needs to open up to a wider influence with the possibility of the inclusion at Government round table events. SR

7.8. Investment Funding Committee – Karen Jones. The last meeting had been via a telcon, where the group noted that in respect of Commissioning figures they are still very low, however, the small funding of £5K are progressing well. The next funding window focusing on ‘productivity’ is aimed to encourage collaborative bids to reduce defects and different skills approaches. This opens in September and will remain open for a longer period than normal. In relation to flexible and structured funding, there are funds which have not been released/spent due to forward allocation and projects not working successfully. The Board questioned whether CITB were too cautious in awarding funding and that comparable examples should be sought/compared i.e. Community Land trust and numerous Foundations.

7.9. ACTION: MN and SR to provide details on commissioning experiences and collaborative bids. MN/SR

7.10. ACTION: Challenge, is CITB too cautious at awarding funding. Compare situation with others such as the Community Land Trust and Foundations SR

ITEM 8: CHAIR’S ANY OTHER BUSINESS AND EFFECTIVENESS REVIEW OF MEETING

8.1. The Chairman reminded the Board members that their CITB emails should be used for all communications.

8.2. ACTION: Ensure all Board members emails are working. SS

8.3. The Chairman proposed to the Board an increase to the membership of one further trustee

preferably from the SME sector. The proposal had been supported by DfE and further would be in the vein of the initial recommendations of the ITB Review.

8.4. DECISION: The Board agreed to increase the Board membership to a total of 9 and recruitment should commence when possible with DfE. SS

8.5. The members were advised of a meeting with the Greater London Authority and the Mayors Construction Skills Academy. Following this meeting the Board requested a report on this visit be circulated to them.

8.6. ACTION: Board briefing note on visit/meeting with GLA and the Mayors Construction Skills Academy (MN/SR)

ITEM 9: DATE OF NEXT MEETING

9.1. The next meeting will be held at 08.30 on Thursday 21 September 2017 at St David's Hotel Cardiff.