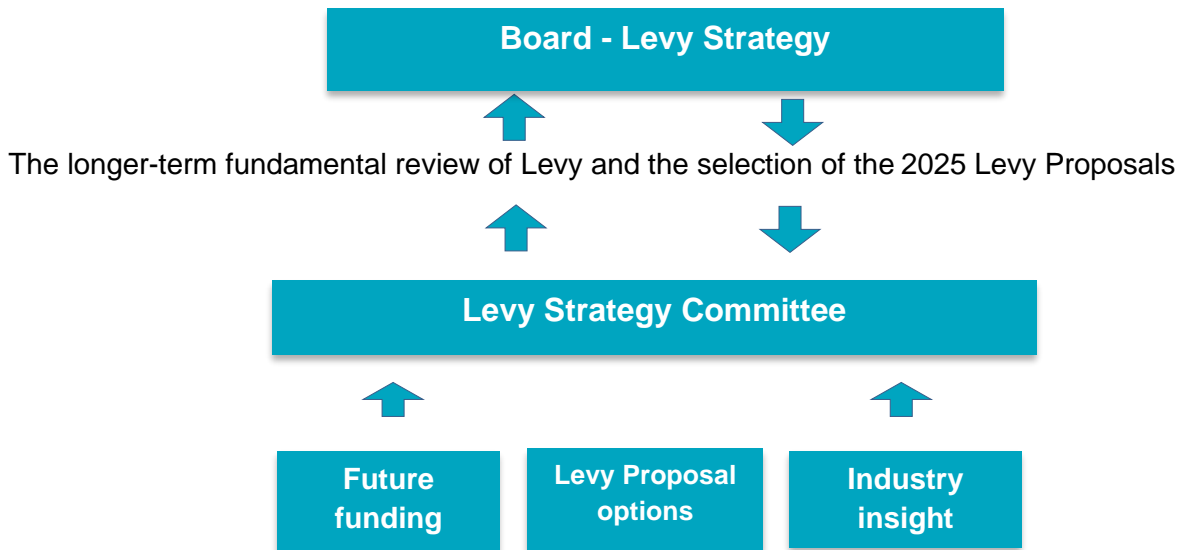


Terms of Reference	CITB LEVY STRATEGY COMMITTEE		
Section I: Committee Identification			
Lead staff member	Colin Chaplin (Levy Strategy Manager)	Executive Director	Steve Radley (Strategy and Policy Director)
Members: (name, organisation, position)	<ol style="list-style-type: none"> 1. Diana Garnham (Chair and Board Trustee Member) 2. Yvonne Kelly (Board Trustee Member) 3. Liz Bridge (Independent Member) 4. Neil Rogers (Independent Member) 5. Rob Tansey (Independent Member) 6. Craig Bruce (Nation Council Employer Representative Member) 7. Gareth Davies (Nation Council Employer Representative Member) 8. Alison Lamplough (Nation Council Employer Representative Member) 9. Vikki Skene (Employer Representative Member) 10. Andrew Harvey (Employer Representative Member) 11. Vacant (Employer Representative Member) 		<p>+ CITB Legal Team representative</p> <p>+ CITB Corporate Governance Team representative</p> <p>+ Other Invitees as required</p>
Start date	August 2021	Performance review date	June 2022
Section II: Authority			
<p>This committee is established by the CITB Board pursuant to Section 2(1)(a) of the Industrial Training Act 1982 with delegated authority to exercise any functions and duties described in these Terms of Reference or otherwise act in an advisory capacity.</p>			
Section III: Purpose and Performance			
A. General Purpose			
<ol style="list-style-type: none"> 1. To provide immediate and longer-term strategic Levy oversight, advice and recommendations to the CITB Board. on appropriate Levy Proposals, with specific reference to supporting the delivery of the Strategic Plan; 2. Support the longer-term fundamental review of future Levy Proposals and meet the presenting challenges to ensure the future Levy Proposals remain appropriate and effective; 3. When due, to deliver initial and final Levy Proposal recommendations to the Board in respect of the 2025 Levy Order. 			

B. Specific Purpose Overview



C. Specific scope and objectives

1. To assess the implications of different Levy-rate models against CITB's Strategic Plan ;
2. To work collaboratively to ensure the effective development of Levy Proposals;
3. To represent employers across the three nations and test thinking and direction with the three Nation Councils and other industry groups and contacts;
4. To assist in assessing and informing industry's view of any proposed changes to Levy legislation in advance of making final submissions to the Board concerning such proposed changes;
5. To consider the impact and potential impact of factors within the external environment on the CITB Levy, and make appropriate recommendations to address or mitigate those factors;
6. To consider the options for, and effects of, adjusting Levy rates and thresholds and make recommendations accordingly;
7. To model options for the 2025 Levy Order to ensure fairness and proportionality across all stakeholders;
8. To carry out a fundamental review of Levy for future Levy Orders. To consider, review and recommend changes to the purpose, structure and basis of Levy to ensure it remains fit for purpose for industry. Areas to consider in this fundamental review include, but are not restricted to:
 - The basis of Levy – is an employment basis still appropriate?;
 - What can be learnt from other levy-raising bodies in the UK and globally?;
 - The benefits and feasibility of HMRC collecting the CITB Levy;
 - The benefits and feasibility of CITB Levy being generated in, or close to, "Real Time";
 - The investigation and introduction of a mechanism to the Levy Order, for use in exceptional circumstances, to enable Levy rates, already approved by Parliament, to be adjusted;

- Confirmation that the rationale for the Levy differential between PAYE and CIS Levy rates is still relevant;
- Confirmation that the sources for the Levy (PAYE and Net CIS) are still fit for purpose;
- To consider whether the current the Scope Order is still fit for purpose.

D. Committee performance

The CITB Board is committed to following a performance excellence framework and governance best practice and so the Committee will participate in the Board's annual effectiveness review.

The Committee will also participate in an effectiveness review upon completion of its activities relating to any Levy Proposals and completion of the fundamental review of the Levy, with particular reference to the extent to which the Committee has discharged its roles and responsibilities.

Section III: Membership and Committee working

A. Composition of Committee, Membership and Appointment

Composition: The Committee will comprise of a maximum 11 Members, at least two of whom (including the Chair) are required to be non-executive Board Members (Trustees) and at least one representative from each of the Nation Councils

Recruitment and Appointment of Chair and Members

The CITB Board will select two of its number to sit on the Committee, one of whom will be appointed Committee Chair by the Board.

The nine non-Board Trustee Members will be recruited and appointed in accordance with the process set out in the Schedule. The Board reserves the right to amend the process set out in the Schedule to best reflect and deliver the objectives of the Committee.

Board Accountability

The Levy Strategy Committee Terms of Reference, Chair and Member recruitment and terms of appointment are matters for the Board. Whilst the Board will delegate the operation of the recruitment and selection process of non-Board Trustee Members to a specifically convened Selection Panel, it will retain sole authority to make appointments (based predominantly upon recommendations made by the Selection Panel).

Membership, Independence, Objectivity and Understanding

Members of the Levy Strategy Committee must put the interests of industry first, independent of any affiliation to their own business interests or other associated bodies, being objective in their contributions and decision-making. Members will conduct themselves in line with CITB's Code of Conduct for Board and Committee Members, including making appropriate disclosure of interests.

Furthermore, Members who are directors, officers or employees of Levy-registered employers must be compliant with all Levy obligations, including (but not limited to) payment of the Levy and completion of Levy Returns.

Skills

The Levy Strategy Committee will have an appropriate mix of skills and experience amongst its Members to allow it to carry out its overall function. Members must have a good understanding of the Levy system, CITB's objectives and priorities, and of their role as a

Committee Member. Members must also be able to demonstrate that they have the requisite skills and experience to assess the appropriateness of the Levy options under consideration.

Tenure

The tenure of all Members will last for up to three years, with an end date of 31st December 2023. Should the Levy Strategy Committee continue to function after this date, the Board will review membership and reserve the option to re-appoint individual Members for up to a further three years if deemed appropriate.

If a Nation Council representative resigns from their respective Nation Council or their term of office as a Nation Council Member comes to an end, they will remain a member of the Committee and a representative from the Committee will be assigned the responsibility of reporting LSC matters to the Nation Council and providing resultant feedback from the Nation Council to the Committee.

Training

Members should continue to develop their skills and knowledge and to be able to work collaboratively to ensure that they are able to fulfil the requirements of their role.

B. Committee working and meeting arrangements

Committee working

1. Any Member who fails to attend two consecutive meetings, without the permission of the Chair, may be deemed to have resigned and a replacement will be sought by the Committee in conjunction with the Board and the Corporate Governance Team. The use of alternates or proxies to attend meetings on behalf of Committee Members is prohibited.
2. The Committee may ask any other officials of CITB or other organisations to attend to assist it with its discussions on any particular matter.
3. The Committee may ask any or all of those who normally attend but who are not Members to withdraw to facilitate open and frank discussion of particular matters.
4. Members may consult, individually and collectively, with the Chair on any matters of a confidential nature.

Meeting arrangements

1. The Levy Strategy Committee meetings and workshops will be convened periodically in 2020 - 2023 as required, but not less than three times per year. The Board may also ask the Committee to convene further meetings to discuss particular issues upon which it wants the Committee's advice.
2. Meetings and workshops will be conducted via a mixture of in-person and remote gatherings, as deemed appropriate by the Chair, and agreed no less than three months in advance. In exceptional circumstances, the Chair may give short notice on how the meeting will be conducted. Where meetings or workshops are held in-person Members may, as an exception and with the permission of the Chair, participate in a meeting or workshop by means of a conference telephone, video conferencing facility or other similar communication equipment.
3. CITB Lead staff shall provide advice and guidance to the Committee as appropriate.
4. CITB's Corporate Governance Team shall provide advice, guidance and secretariat services. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be issued to each Member of

the Committee, and any other person required to attend, no later than five working days before the date of the meeting. The meeting agenda will be produced collaboratively by the Chair, Lead staff member and Corporate Governance. Supporting papers and minutes shall be sent digitally to LSC Members and to other attendees.

Section IV: Rules of Engagement and Code of Conduct

A. Methodologies

In line with the remit of the Committee, all meetings will be of a suitable format to enable collaborative and strategic debate. Recommendations will normally be arrived at by consensus of those Members present. **The Levy Strategy Committee is not a decision-making body.**

B. Reporting and Accountability

Chair

1. The Chair shall preside at all meetings of the Committee at which he/she shall be present, but if at any meeting the Chair is not present within ten minutes of the appointed start time, the second Trustee Member shall Chair the meeting.

Quorum

2. Meetings will be quorate when a minimum of one Trustee Member and one third of the other Members shall be present. Where neither Trustee Member is in attendance the meeting will not proceed and will be rearranged accordingly.
3. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

Communication and reporting

4. Terms of reference should be publicly available upon request.
5. Minutes of Committee meetings will be made available to the Board and CITB Executive. The Chair will, as appropriate, present an oral summary of key discussions, decisions and outcomes to the Board.
6. The Committee is accountable to the Board.

C. Declarations and conflict of interest

Committee Members are required to make an annual declaration of interests in accordance with the CITB Code of Practice on the Declaration of Interests.

During the course of a meeting, if a conflict of interest arises in relation to matters under consideration, dependent upon the nature of the interest, the member(s) concerned may be asked to withdraw from any discussion that has the potential to be affected by the declared conflict of interest, at the Chair's request, as appropriate. Any declaration of interest will be recorded in the minutes.

D. Code of Conduct			
<p>Committee Members and others in attendance at meetings shall be bound by CITB policies relating to information designated as confidential, subject only to the organisation's compliance with statutory obligations.</p> <p>The Chair shall be responsible for ensuring that the business of a meeting is conducted in a courteous and professional manner and shall, upon taking advice from Corporate Governance, have the right to adjourn a meeting or temporarily exclude any individual or individuals whose conduct falls below acceptable standards.</p> <p>Failure to adhere to CITB's Code of Conduct may damage the reputation of the CITB and the Committee; any Member in breach of the Code will be required to resign their membership of the Committee.</p>			
E. Evaluation			
<p>The Committee's Terms of Reference will be reviewed annually to reflect best practices, or as required by the CITB Board.</p>			
Section V: Good Governance			
<ol style="list-style-type: none"> 1. Agenda: There will be a Standing Agenda focused on outcomes and reflective of key strategic themes. Members are invited to submit agenda items, through Corporate Governance, 15 clear working days ahead of the meeting date, for consideration by the Chair. Any Other Business should be used for emergency items, notifiable to the Chair and the Board Secretary in advance of the meeting. Notice of each meeting with an agenda of items to be discussed, shall be forwarded to each Member of the Committee and any other person required to attend, no later than five working days before the date of the meeting. 2. Minutes: The proceedings of all meetings of the Committee, including recording the names of those in attendance, will be recorded and distributed to LSC Members, the CITB Board and the CITB Executive. 3. Terms of Reference: These Terms of Reference will be reviewed annually as part of the CITB Board's Review Cycle. 			
ToR approved by Board	25 August 2021	Copy sent to Corporate Governance	
<ol style="list-style-type: none"> 1. Date for review of ToR/outcomes evaluation within 12 months of inception (as appropriate to remit) 2. Board decision on renewal/revision of ToR 		<p>June 2022</p> <p>August 2022</p>	

Schedule

Recruitment and Appointment of Levy Strategy Committee Members

1. Expressions of Interest from interested individuals, who have the requisite skills and experience as set out in the Committee's Terms of Reference, may be submitted to the Board Secretary by (Date).
2. Expressions of Interest will be considered by a panel comprising of both Board Trustee Members of the Committee (one of whom will be the Committee Chair), CITB Director of Strategy and Policy, and CITB Levy Strategy Manager 'the Panel'.
3. Applicants considered by the Panel to satisfy the requisite skills and experience will be selected for interview. Current Nation Council Members will not have to be interviewed.
4. Interviews will be conducted by the Committee Chair and one other member of the Panel.
5. At the conclusion of this selection process the Committee Chair will make a recommendation to the CITB Board of Trustees to appoint all successful applicants to the Levy Strategy Committee. Upon Board approval, the Board Secretary will present a formal offer of Committee membership to each successful applicant.