



# Welcome to our PO Leaders Forum Live!

Thursday 18<sup>th</sup> May 2023



# Our forum today

1

Welcome & Introductions

*Deb*

2

Strategic Plan

*Gillian Brewin*

3

Integrated Skills Delivery Model –  
Sharing proposals for a new  
approach

*Gillian Brewin*

4

Set direction for the next 12  
months

*Deb*

# Welcome & introductions

Deb



Welcome &  
introductions

Housekeeping

Car Park!

## Agenda

**10.30**      **Arrival – Tea & Coffee on arrival**

**10.45**      **Welcome, Introductions & scene setting**

**11.00**      **Strategic Plan**

To appraise POs of the development of the 4-year Strategic Plan to be published in January 2024 including:  
- Exploring feedback from industry and how that fits with government priorities and wider analysis;  
- To obtain PO feedback on the proposed priorities.

**12.30**      **Working Lunch**

**13.00**      **Integrated Skills Delivery Model – Sharing proposals for a new approach**

To obtain feedback on our outline plans to deal with challenges raised regarding competency and associated training pathways, availability of quality provision, and delivering local priorities;  
- Provide the context and rationale for the proposals;  
- Describe the overall model concept, including how it would work for customers;  
- Seek views on the approach and implementation.

**13.30**      **Working refreshments**

**14.30**      **Set direction for the next 12 months**

**15.00**      **Close**

# Strategic Plan

Gillian



---

**STRATEGY**

# Industry Consultation: Summary of Feedback

May 2023 – Data to 09/05/23



# Background to Industry Consultation



- Aim of the consultation was to gather feedback from employers on where we should prioritise our investment
- ***One of a number of sources of evidence/ feedback***
- Data was captured via an online feedback form
- The consultation commenced on Feb 14<sup>th</sup> 2023 and is scheduled to close on May 18<sup>th</sup> 2023
- To date, responses from **860+** employers have been received



# Respondent breakdown



Total: 821

## Employer Size:

- Micro: 214
- Small: 316
- Medium: 199
- Large: 92

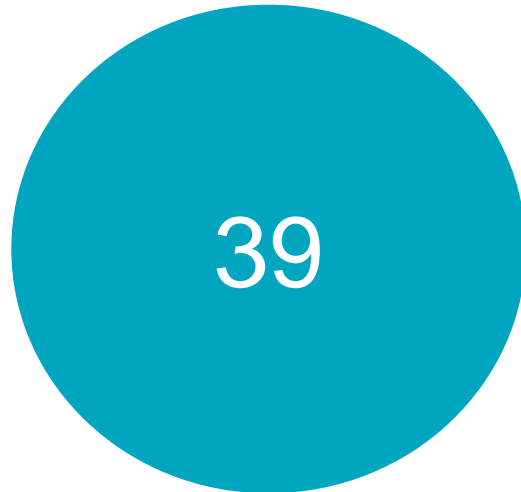
## Nation:

- England: 691
- Scotland: 77
- Wales: 47

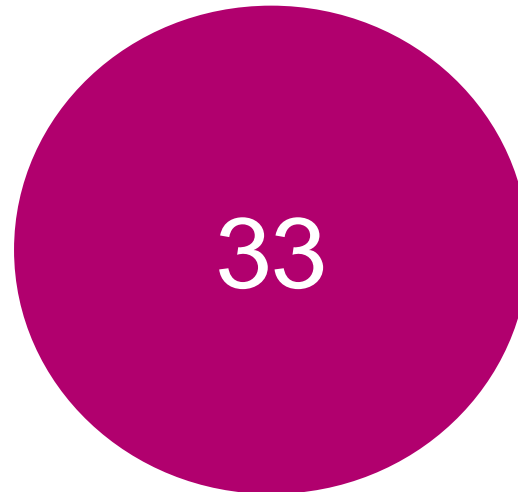
Sector	
Demolition and site preparation	12
Construction/development of buildings, roads or water projects	413
Installation and maintenance of fittings and/or insulation	53
Floor or wall coverings, including plastering, joinery and painting	93
Renting of construction or demolition equipment, including rental with operator	20
Plumbing or electricians	5
Professional services such as architects, surveyors, urban planning, engineering design and consultation etc	16
Construction-related but none of the above	205

# Q1: Prioritisation of our investment: Where should we focus?

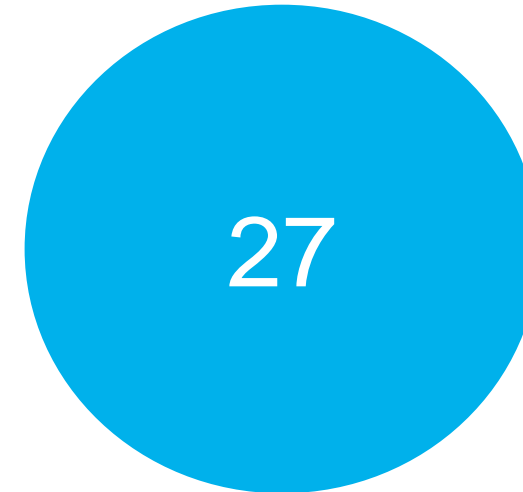
Industry believe that CITB's main focus should be on 'Getting more trained people in to the industry'. However, the scores awarded to the other two options were also relatively high.



Getting more  
trained people in  
to the industry



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



Improving the  
skills of the people  
already in the  
industry

# Q1: Prioritisation of our investment: Where should we focus?



When looking at company size and nation, 'Getting more trained people in to the industry' was the priority with the highest average score across the board. Scotland, was particularly invested in this being the top priority.

	TOTAL	Micro	Small	Medium	Large	England	Scotland	Wales
Getting more trained people in to the industry	39	40	39	40	39	39	44	39
Making sure that good quality, relevant training is available at the right time/right place	33	33	34	33	32	33	32	35
Improving the skills of the people already in the industry	27	26	27	28	29	28	25	26

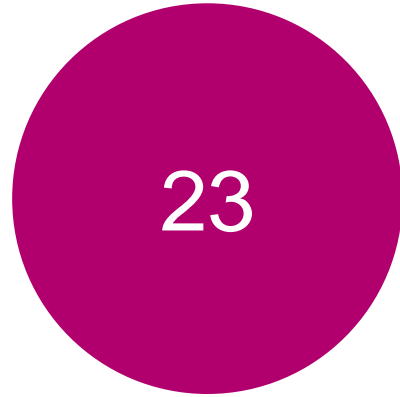
QUESTION: Our Strategic Plan will set out where we focus our efforts from 2024-2028 and we are seeking your feedback about where we should prioritise our investment. Please note: Respondents were asked to allocate 100 points between the 3 areas, the totals are a mean of all results

## Q2: Where should we focus to address the shortage of skilled people?

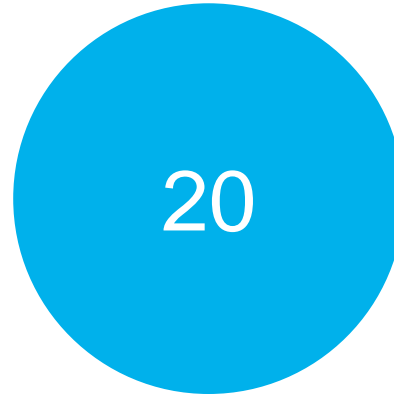
Overall, in order to address the skills shortage, employers believe CITB's main focus should be recruiting more skilled people into construction. Inclusivity and diversity are significantly lower priority.



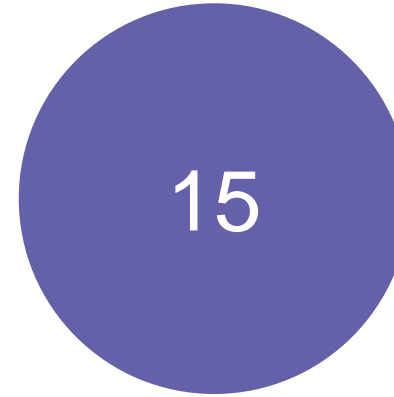
**Recruiting more skilled people**  
into construction



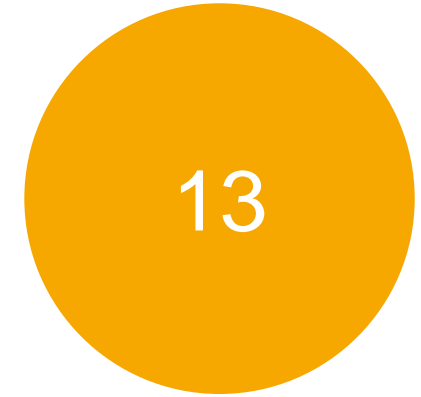
**Creating additional entry pathways** (more ways for people to enter the industry and train and qualify)



Improving the **productivity** of the current workforce



Supporting employers to improve the **inclusivity** (making sites and workplaces feel inclusive to prevent people leaving the industry)



Increasing the **diversity** of new recruits (doing more to help businesses recruit from a wider range of people (e.g. gender, ethnic background, disabilities))

## Q2: Where should we focus to address the shortage of skilled people?



When looking at employer size and nation, the order of priorities is the same for the majority of industry, with the exception of Large employers. Large employers put the least emphasis on 'recruiting more skilled people into construction' when compared to other employers, however, they see 'increasing diversity' as more important than the rest of industry.

	TOTAL	Micro	Small	Medium	Large	England	Scotland	Wales
Recruiting more skilled people into construction	29	29	31	29	23	29	30	31
Creating additional entry pathways (more ways for people to enter the industry and train and qualify)	23	24	23	22	20	22	26	24
Improving the productivity of the current workforce	20	18	20	20	22	20	17	18
Supporting employers to improve the inclusivity (making sites and workplaces feel inclusive to prevent people leaving the industry)	15	16	14	15	17	15	16	13
Increasing the diversity of new recruits (doing more to help businesses recruit from a wider range of people (e.g. gender, ethnic background, disabilities))	13	12	12	14	18	13	11	14

Please note: Respondents were asked to allocate 100 points between the 5 areas, the totals are a mean of all results

# Q3: Where should we focus to improve the training provision in the industry?



Industry believe that CITB should focus on making sure that training is relevant and good quality' in order to improve training provision. Provision for local requirements and where gaps exist were the next most important challenges.



Please note: Respondents were asked to allocate 100 points between the 6 areas, the totals are a mean of all results

# Q3: Where should we focus to improve the training provision in the industry?



Welsh employers place slightly less importance on addressing quality issues. The priorities of Large employers are in a slightly different order to the main trend, with addressing gaps and a flexible system rating higher.

	TOTAL	Micro	Small	Medium	Large	England	Scotland	Wales
Making sure that training is relevant and good quality	23	25	22	22	22	23	22	16
Making local training provision fit business needs	18	18	18	19	14	18	17	19
Investing in training provision where gaps exist (e.g. because provision is too far away or types of training don't exist)	17	16	17	18	18	16	20	21
Helping businesses to understand what training they need and where to get it	15	16	15	14	15	15	16	15
Developing a more flexible system of skills development and career progression (to help with multi skilling, adding to existing training etc)	15	14	15	16	18	16	14	16
Developing alternative training solutions (more e-learning, immersive learning etc.)	12	11	12	11	14	12	10	12

Please note: Respondents were asked to allocate 100 points between the 6 areas, the totals are a mean of all results

## Q4: Improving skills of people already in the industry: Where should we focus on training and development?



Occupational and essential training are seen by employers to be where CITB should be focusing training and development. Although 37% of the investment is still allocated to individual development and organisational development.

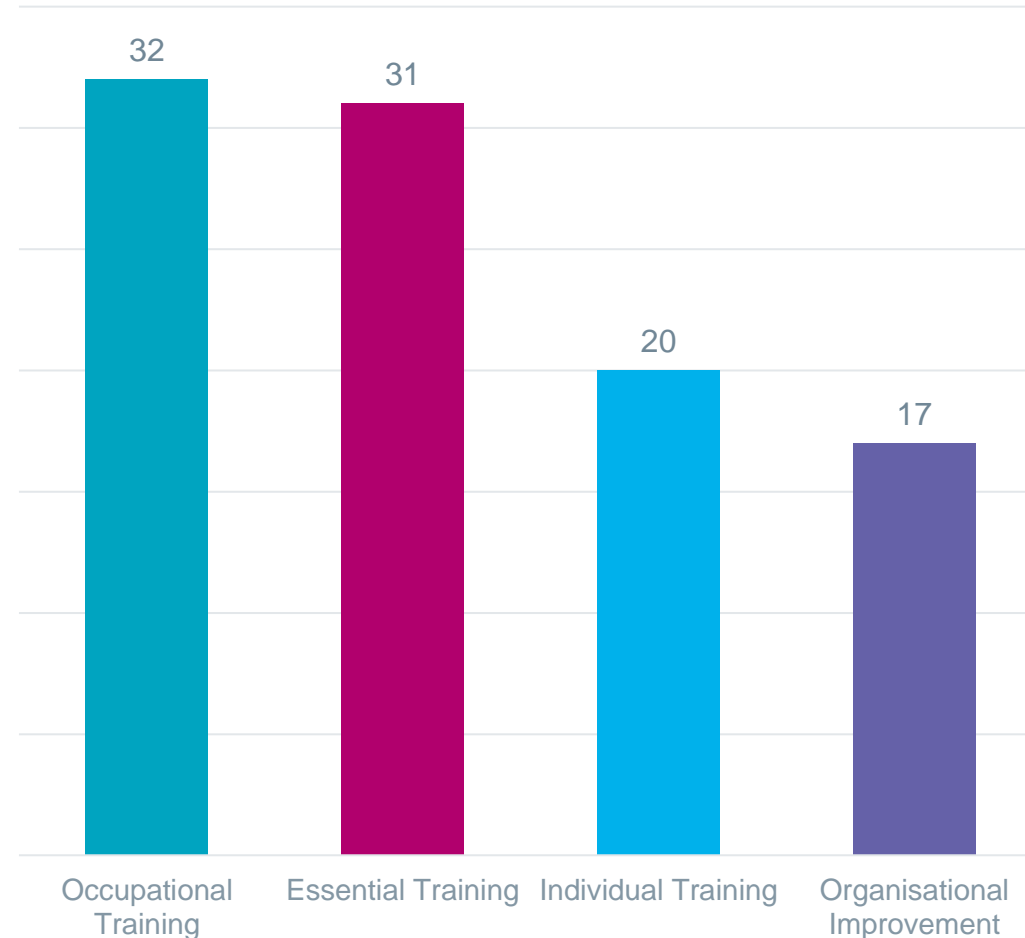
### Definitions

**Essential:** Training that all workers need, such as health and safety and basic site readiness. Often required by law (for example H&S, asbestos awareness, working at heights, site safety)

**Occupational:** Technical and professional training - the courses/ qualifications someone needs to do to be competent/qualify in a construction job. (for example NVQs related to job roles, Apprenticeships Trade or professional qualifications, Supervisory qualifications)

**Individual Development:** Courses that people do to improve in their job or expand their skillset. Includes new technologies, additional skills, 'soft' skills (for example Digital skills, advanced technical skills)

**Organisational Development:** Courses that improve and modernise the business itself (for example Productivity, lean, organisational leadership)



Please note: Respondents were asked to allocate 100 points between the 4 areas, the totals are a mean of all results



## Q4: Improving skills of people already in the industry: Where should we focus on training and development?

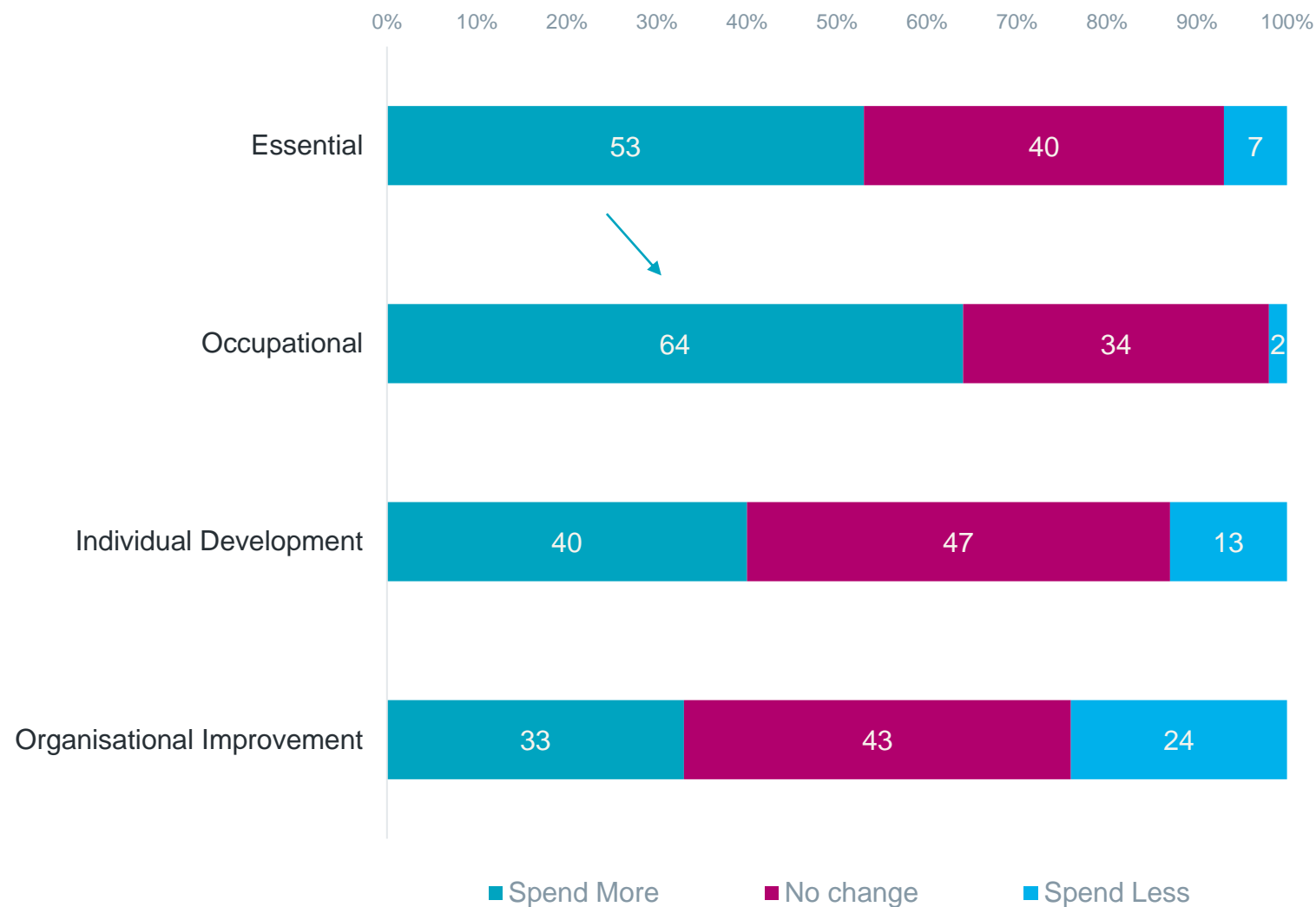


Large employers put more emphasis on organisational development than other employers while Scottish employers placed more emphasis on Essential training than other employers.

	TOTAL	Micro	Small	Medium	Large	England	Scotland	Wales
Occupational Training	32	32	32	32	28	32	31	31
Essential Training	31	31	32	31	29	31	34	32
Individual Development	20	21	20	20	22	21	19	21
Organisational Improvement	17	17	16	17	21	17	15	16

Please note: Respondents were asked to allocate 100 points between the 4 areas, the totals are a mean of all results

## Q5: Do you think we should spend more or less on the following four categories of training?



- The majority of employers say that they would like us to spend more on essential and occupational training. A very small % state that we should be spending less.
- In terms of training for individual development, the majority feel our spend should remain the same. 40% of employers believe we should be spending more.
- In terms of spending less, the highest % of employers said this should be on Organisational Improvement training. However, overall, 76% of employers believe we should be spending either the same or more .

# Q5: Do you think we should spend more or less on the following four categories of training?

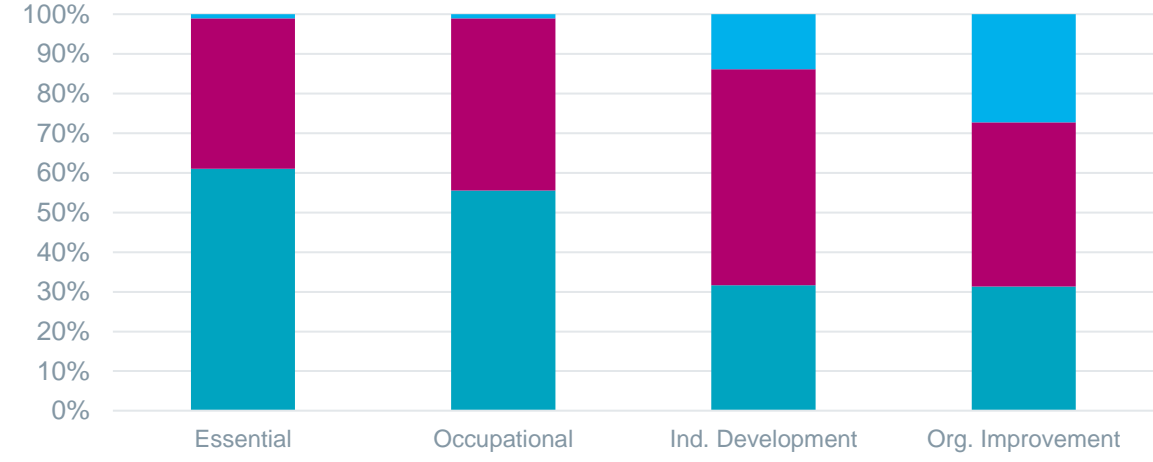


Just 1% of employers in Scotland and 2% in England and Wales believe we should be spending less on occupational training – in fact, 65% of employers in England and 63% in Wales believe we should be spending more on occupational training. In Wales, a significant proportion of employers (42%) feel we should be spending less on organisational improvement training.

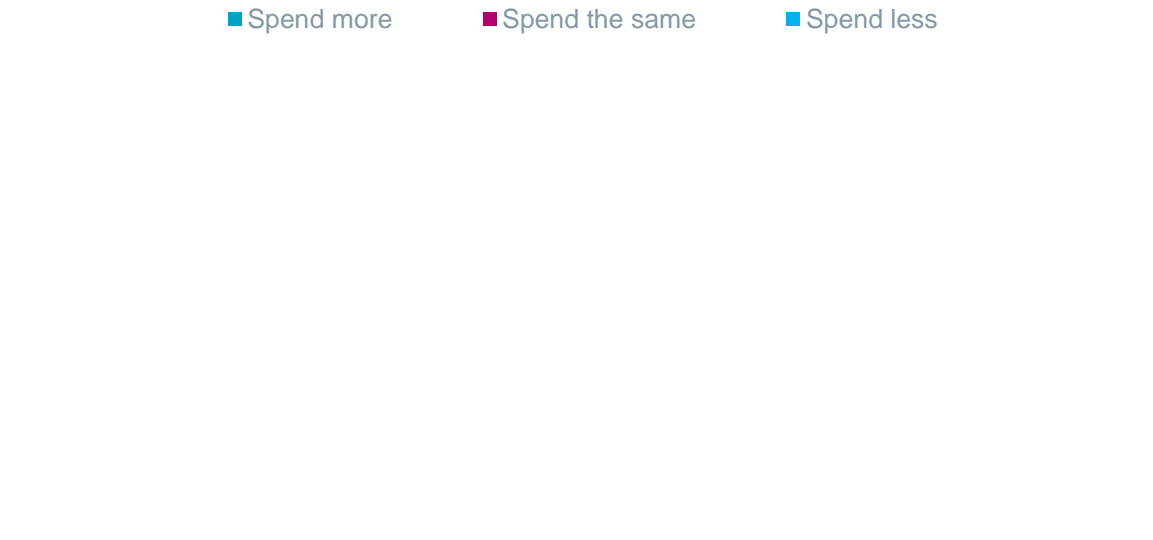
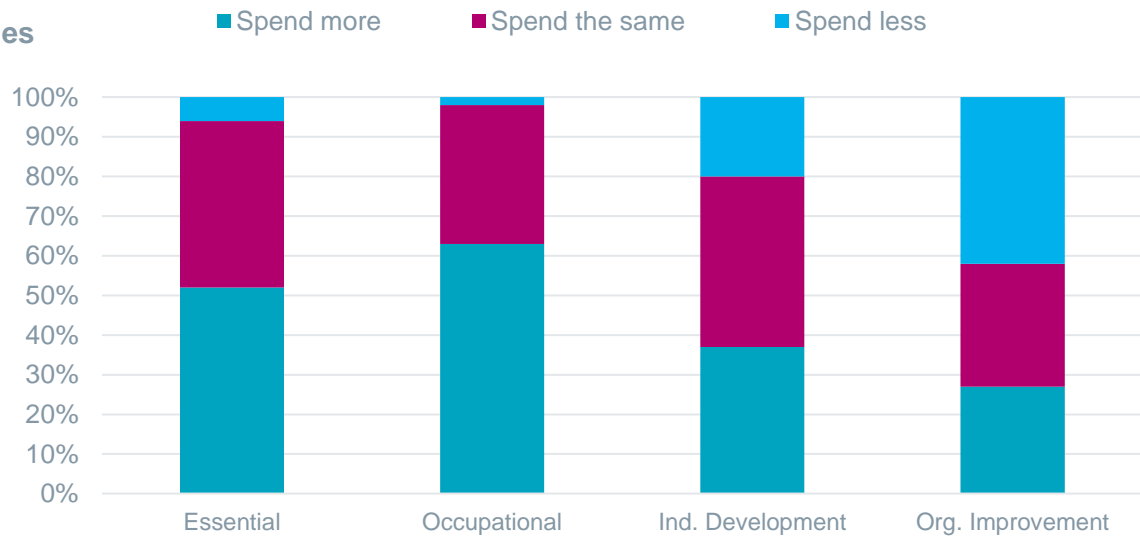
England



Scotland



Wales



# Strategic Plan 2024-28 Priorities and Approach

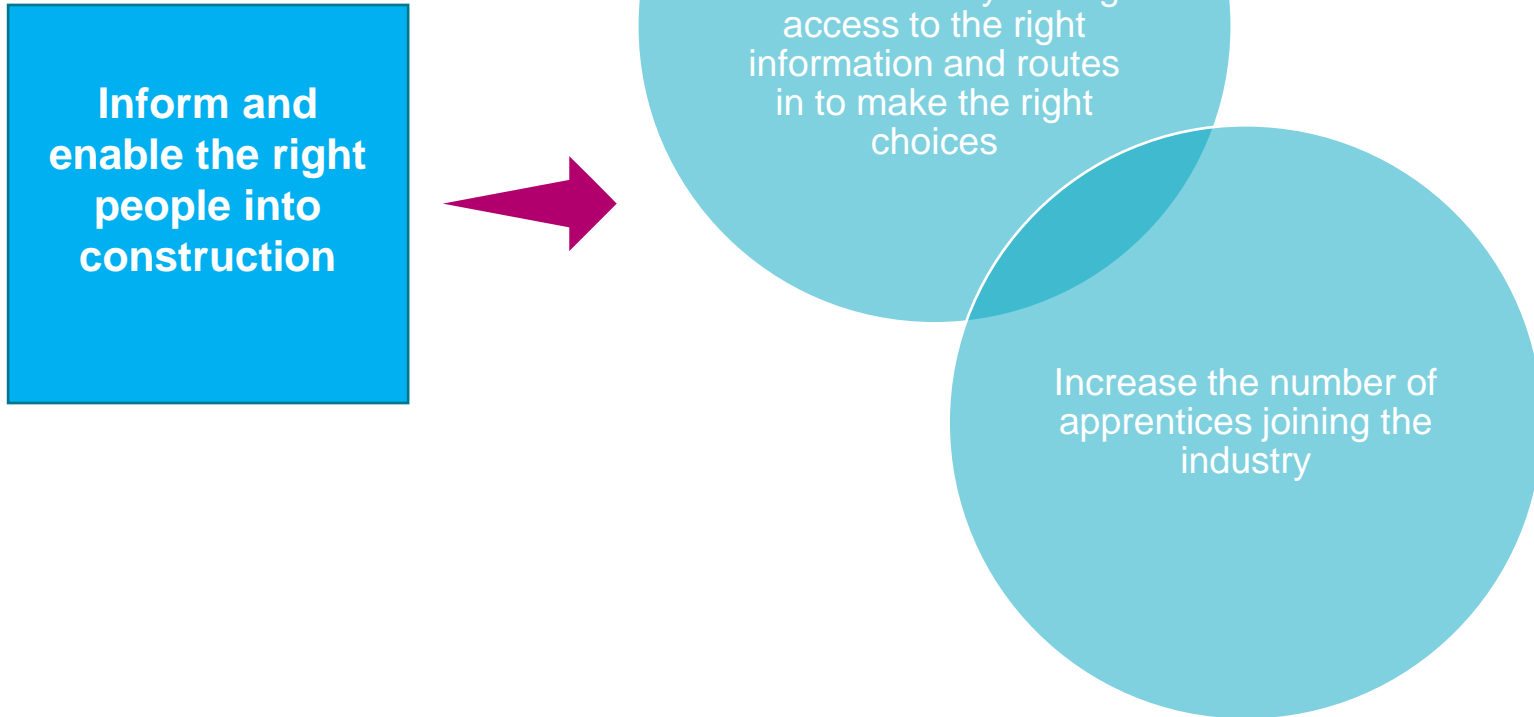
*‘Emerging Thinking’ for Discussion*

# Inform and enable the right people into construction and work with industry to meet the skills demand (‘Pipeline’)

## The Problem:

The construction industry does not have the skills it needs to deliver the pipeline of work currently, with the talent pools likely to shrink over time, further increasing the competition for new people.

# CITB Purpose: Our role is to ....



# Pipeline Approach (1-5)



1. Providing free to access, self-service, digital careers information and signposting to all potential entrants
2. Partnering with third parties in the education careers sector (such as STEM) to provide relevant careers information and support materials to help businesses with attraction activity.
3. Directly supporting individuals interested in starting a career in construction into training and employment through the local networks and the New Entrant Employer Support Teams
4. Enabling greater careers support and information for FE learners through local networks
5. Partnering with third parties (such as Job Centre Plus, Military Charities, Prisons etc) to support a diverse range of individuals into relevant training and employment through the local networks

# Pipeline approach (6-9)

6. Grant funding employers to incentivise take up of apprentices and other new entrant routes

(Links to Training Pathways and Competence)

7. Direct provision of apprenticeships to maintain quality and achievement rates where we win funding contracts

8. Support for developing a more productive workforce through the production of relevant training and developing a modular skills system that supports multiskilling and early productivity of trainees

9. More extensive support for businesses to address the top causes of poor workforce retention, including help to create workplaces that are inclusive, flexible and support workers wellbeing.



# Round table discussion

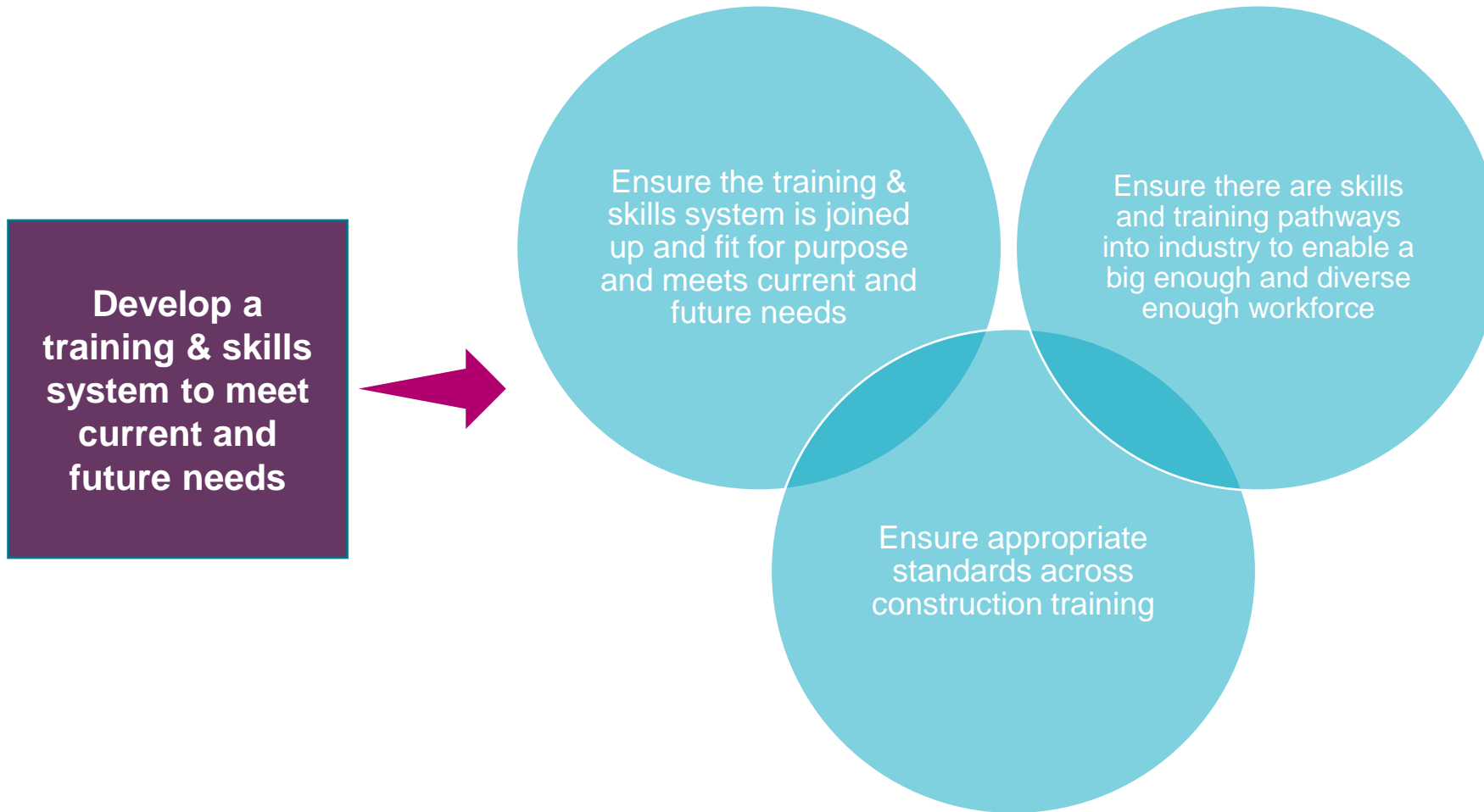
- Do you agree with the proposed approach?
- What should maintain or expand (current offer)?
- Do you support the new approaches?
- Do you have other ideas for how we might deliver on our priorities?
- Which solutions should we put more or less emphasis on?

# Develop a Training and Skills System to meet Current and Future Needs ("Pathways")

## The Problem:

The current skills system needs to work more effectively for the construction industry both to deliver the number of skilled people needed and in order to meet new skills demands such as Net Zero. With the skills and training needed to meet industry needs ever changing, the existing system can be slow to respond and difficult to navigate.

# CITB Purpose: Our role is to ....



# Training Pathways Approach (1- 4)

1. Work with industry to agree a single, industry owned, definition of competence for *all* construction roles
2. Collaborate with all SSBs, Nation governments, IFATE and other skills bodies to achieve consistency and alignment of competence frameworks with apprenticeships and qualifications.
3. Work with industry and card schemes to move towards a more flexible recognition of skills and capabilities, aligned with competence frameworks
4. Develop Training pathways that make it easy for businesses and individuals to understand the different routes to train and progress in each construction role .

# Training Pathways (5-7)

5. Make sure that pathways are effective by addressing gaps or other barriers to completion
6. Develop a modular skills system that breaks down training pathways into units of training that introduces the flexibility that industry needs to train more effectively and work more productively
7. Provide a record of individual achievements, *including units of competence*, to help employers and workers evidence skills and plan further development

# Round table discussion

- Do you agree with the proposed approach?
- Is there something else needed to move us toward a more effective, industry-owned skills system?
- What does a modular system need to achieve?

# Support the industry to train & develop its workforce ("Training Supply")

## The Problem:

Industry does not have enough skilled people to deliver the pipeline of work, or to meet the changing demands of a modernising industry or Net zero targets.

CITB needs to support employers to train and upskill people employed within the industry and ensure that the training their people access is of a high quality.

# CITB Purpose: Our role is to ....





# Training Supply (1-3)

1. Introducing more opportunity for employer leadership of funding decisions to ensure that our investment responds to business need and longer-term industry priorities
2. Developing an extended offer of e-learning and alternative ways of providing direct access to information and learning, including utilising this more effectively to provide easy to access high volume training for essential skills
3. Developing employer networks with full coverage across GB that provide signposting and support to employers locally, as well as ensuring that CITB funded training meets local need and working with providers to deliver it.

# Training Supply (4-6)

4. Establishing a Provider Network that enables us to work in partnership to ensure coverage, quality and relevance of training provision.
5. Addressing the trainer and assessor shortage by addressing the disincentives for taking up the roles and working with industry to explore how to address the wage differential and target older workers
6. Further development of the Training Register to broaden scope in line with proposed modular skills system and development of Training pathways.

# Round table discussion

- Do you agree with the proposed approach?
- Do you have other ideas for how we might deliver on our priorities?
- Which solutions should we put more or less emphasis on?

7 March 2023

# Integrated Skills Delivery Model



## Employer Funding Review – Related findings

### Impact

Poor alignment to strategic objectives

Low levels of incentivisation

### Satisfaction

Strongly aligned with ‘admin burden’

Associated with ‘return on levy’

Customers often don’t agree with what’s funded

### Efficiency

Some current funding mechanisms are less efficient

Training costs for small businesses are higher

# Objectives – Customer Satisfaction

## Responds to industry 'asks' for

- A simpler offer; less 'bureaucracy'
- Improved training provision
- More local support
- Train more new entrants
- More help to find and evidence training
- More say in what's funded

# Objectives – Value of CITB

- Supports delivery of our strategy
- Helps to achieve greater impact for the money we invest
- Facilitates a quicker response to opportunity and change
- Means to meets local and sectoral need
- Increases (and makes visible) industry involvement in funding decisions
- Moves the conversation away from ‘levy in – grant out’ toward the value of CITB more broadly.

## The 'building blocks'

1. A modular skills system based on units of competence
2. A quality provider network, supported by a training directory
3. A register that records achievement and competence
4. Local employer networks providing support and local direction
5. More effective funding
6. Sector plans that capture the skills requirements of a defined industry group



# A modular skills system



Current Approach	Alternative Approach
Multiple standards	Single industry owned standard
Education led	Industry led
Focus on route of entry	Focus on lifelong learning & development
Occupational certification	Modular skills certification
Predominantly FE routes to skilled	Flexible routes to skilled



## Recognised network of colleges and training providers:

Partnership between  
CITB and the provider  
Network to deliver on  
industry's skills needs

Covering all the  
skills training needed  
by industry

Easy to recognise  
CITB endorsement  
of good quality  
training provision

# Value of Training Provider Network

Local and national partnership/collaboration  
to:

- Improve training quality, consistency and value
- Share data/build evidence base
- Extend reach/impact in attracting talent
- Share resources/best practice
- Increase opportunities for talent to join the industry
- Increase responsiveness
- Address gaps in provision/build capacity

# Training Directory and Training Register



Provides employers access to quality training provision and verified training records:

Training Directory extended to cover all training provision

Construction Training Register to records all verified training achievements linked to training pathways

Enables lifelong learning record through cards

Provides rich data source for strategic industry skills decisions

# Employer Networks



Local networks that provide support and guidance to employers on skill needs:

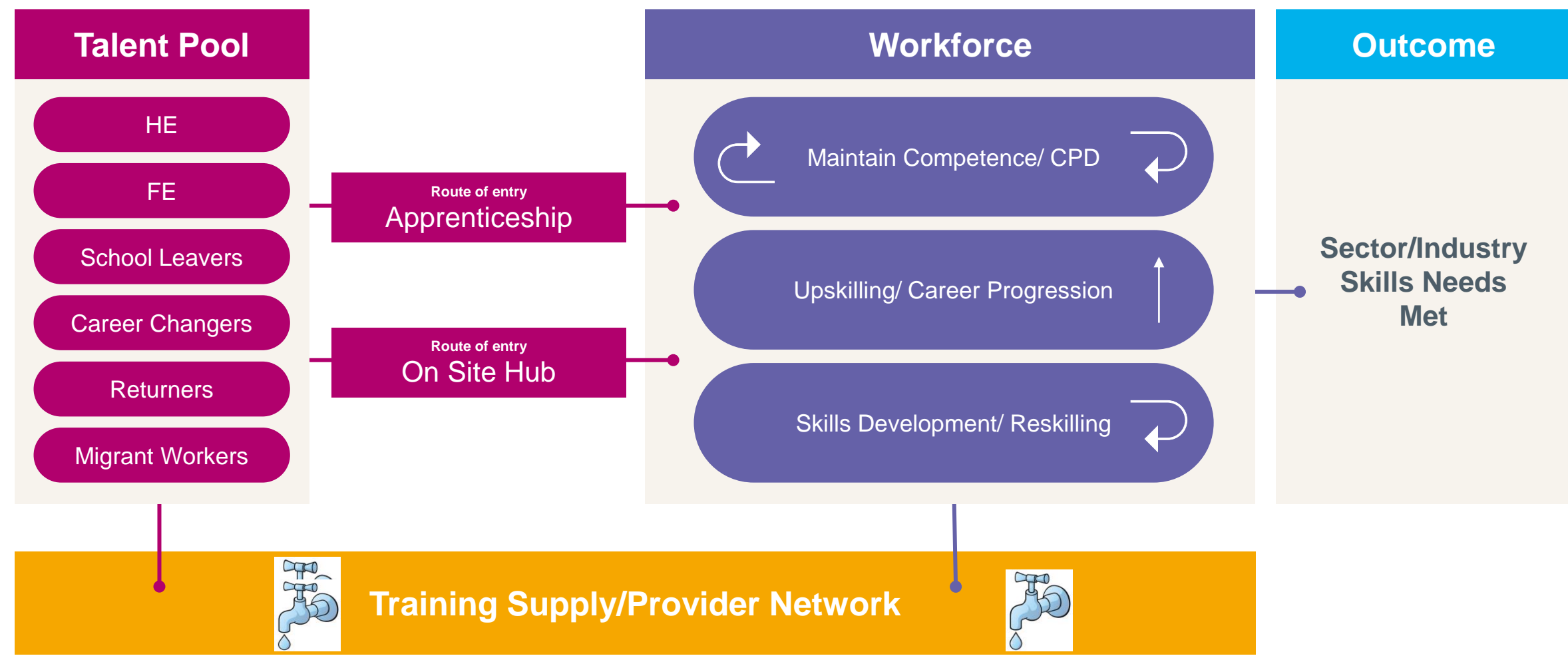
Support network branded and managed by CITB

Choose training to subsidise, in line with local need

Direct employers to Training

Obtain data and trends on skills needs and provision

# Sector Plans – Balancing the system





## A simpler approach to supporting the cost of training:

Simplification for customers:

Subsidised training - remove need to apply for grant/funding

Greater industry involvement in the allocation of funding

A responsive system, resulting in more impact for our investment in training

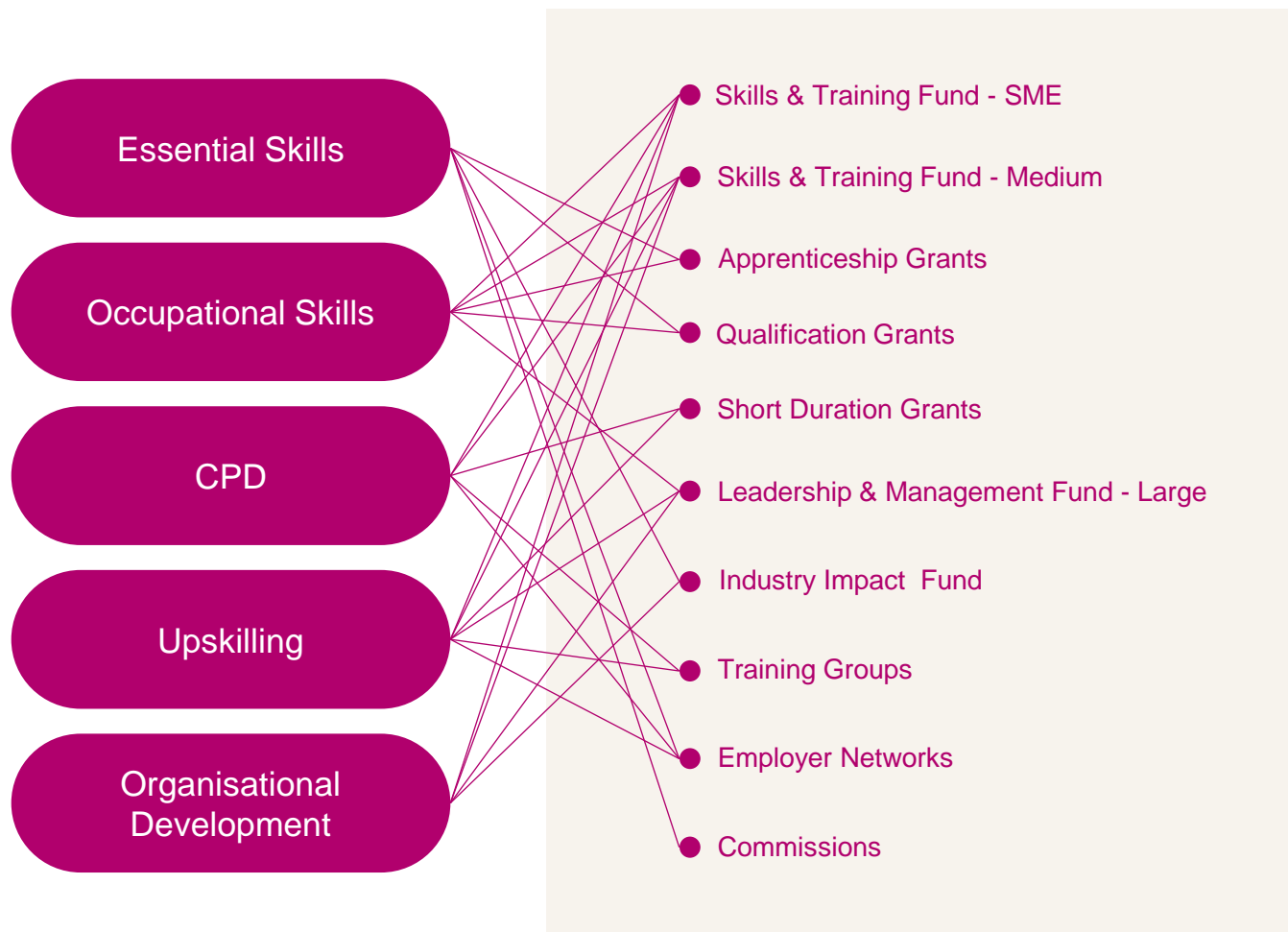


# Skills Priorities



Core Occupational		Locally Determined		Industry Priorities	
Training needed to gain competence in a role		Training to meet the needs of local construction businesses		Training to meet the needs of the construction industry: Sector specific needs	
Apprenticeship, qualification or unit of occupational training		Essential training, organisational development, individual development		Strategic skills priorities (longer term and benefitting industry more broadly)	
Any training / skills development , other investment					
CITB Approved Providers	Industry Groups (define competence) Board/ IFC	CITB Approved Providers	Employer Networks Board/ IFC	CITB Approved Providers OR funded projects	Industry Panel Board/ IFC

# Simplified Future State

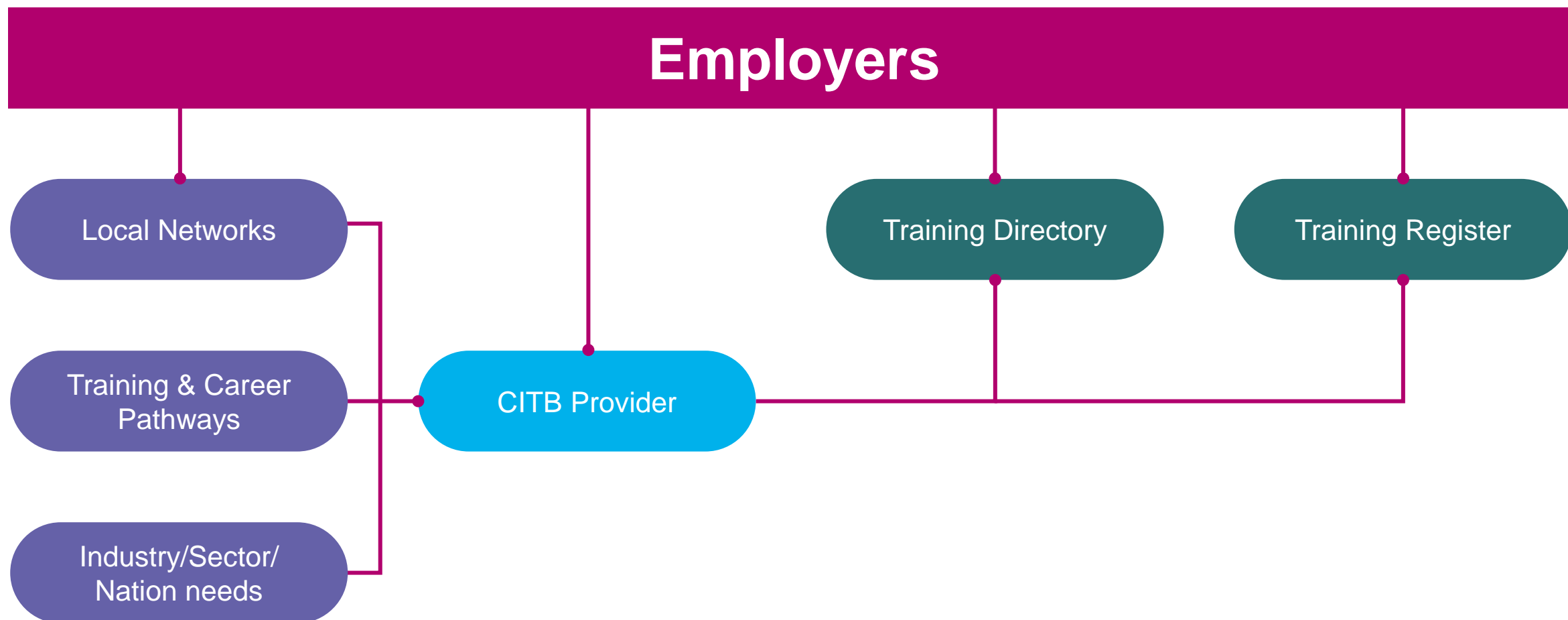


Subsidised Occupational Training	Provider Network
Subsidised Non Occupational Training	
Subsidised CPD	

Employer Incentives	Grant Fund
---------------------	------------

Innovation, collaborative projects etc.	Industry priorities budget
---	----------------------------

# The holistic model



# What will feel different for our customers?



# Phased Transition (TBC!!)

Year 1

## Foundations

Test model with industry

**Build on foundations:**

Launch Provider Network

Employer Network Pilots

Training Model improvements

Housing Sector Plans

Industry Impact Fund trialed

Year 2

## Scale-up

Provide notice of changes

**Expand and test:**

- Sign up 95% of providers

- Expand Networks toward 'full coverage'

- Deliver Pilots to test changes to funding

- Complete all main routes to competence

Year 3

## Full Delivery

Move to new arrangements

- Full GB coverage of networks
- Subsidised training

**Removal/ revised role for:**

- Grants Scheme
- Employer Funds
- Training Groups

## Discussion

**Does the proposed model feel like the right direction of travel?**

**What excites you, if anything, about the proposal?**

**What worries you, if anything, about the model?**

# Set direction for the next 12 months

Deb



## PO Combined Priorities – agreed December 2021

Priority	Progress
<p>1 <b>Apprenticeships / new entrant routes</b> Making it simpler for the industry to access, recruit, train and support new entrants</p>	<ul style="list-style-type: none"> <li>✓ Deep Dive #3 (12 May 22)</li> <li>✓ Update (8 Dec 22)</li> </ul>
<p>2 <b>Training groups</b> remit expansion enabling TGs and local networks to have a bigger role in supporting your members to train whilst <b>simplifying grant</b> claiming and accessibility</p>	<ul style="list-style-type: none"> <li>✓ Deep Dive #1 (19 Jan 22)</li> <li>✓ CX Design principles (6 April 22)</li> <li>✓ Update (9 June 22)</li> <li>✓ Deep Dive #5 – National TGs (7 July 22)</li> <li>✓ Deep Dive #6 – Grants &amp; Funding Systems (4 Aug 22)</li> <li>✓ Update (8 Dec 22)</li> </ul>
<p>3 <b>Communications and language</b> Improving and enhancing our messaging with more one to one direct engagement where needed.</p>	<ul style="list-style-type: none"> <li>✓ Update (16 Dec 21)</li> <li>✓ Update (8 Dec 22)</li> </ul>
<p>4 <b>Net Zero</b> Clearly defined objectives around training for Net Zero</p>	<ul style="list-style-type: none"> <li>✓ Net Zero Action Plan (10th Nov 22)</li> <li>✓ Recap (8 Dec 22)</li> </ul>
<p>5 <b>Training Directory and Training Register</b> Making it work for more users</p>	<ul style="list-style-type: none"> <li>✓ Deep Dive #2 (2 March 22)</li> <li>✓ Deep Dive #6 – Grants &amp; Funding Systems (4 Aug 22)</li> <li>✓ Update (8 Dec 22)</li> </ul>
<p>6 <b>Specialist Skills</b> Prioritising and supporting specialist skills in the areas of greatest need</p>	<ul style="list-style-type: none"> <li>✓ Deep Dive #4 (9 June 22)</li> <li>✓ NCC Update (8 Dec 22)</li> </ul>



# Next Forum...



**15th June**

**Providing views on the direction of draft Levy Proposals for the 2025 Levy Order**  
**Kicking off the Consensus process**

**Levy Strategy Team**

**20<sup>th</sup> July**

**Suggestions welcome!**



---

PO LEADERS FORUM

Thankyou