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CITB Scotland Plan



2021-22

Investing the industry levy to support Scotland's construction skills needs

We are pleased to publish our plan for our work in Scotland and to support Scottish construction employers with their skills needs. This is our Scotland Plan, sitting alongside the wider GB plan, explaining in more detail the support we will provide for Scottish construction employers over 2021-22 and to support our overall strategy for 2021-25.

Our forecasts are cautiously optimistic that construction in Scotland is recovering and will continue to do so. Construction may be one of the few sectors providing significant employment opportunities as we build back and modernise, all through growing our own talent. This suggests there will be good opportunities for Scottish employers who can build a skilled workforce.

CITB will focus relentlessly on serving your needs. We will return 94p in every pound back to industry through grants, funding and other support, like our research and the new free-to-use Covid-19 e-course – rising to average 95p in the pound over the course of our four year strategy. We continue to concentrate our spend on industry's priorities to be the lean and responsive organisation that Scottish employers need: we reduced our administrative costs significantly in recent

years and are committed to reducing our costs by 16% between 2021-22 and 2024-25. We will continue to listen carefully to your needs and your advice — talking to our Scotland Council, made up of large and small employers from across the country, and to all employers and stakeholders through our network of Scottish support staff.

Our Scotland plan, like the GB-wide plan, focusses on three areas:

1. THE BASICS

Helping employers with their immediate skills needs. We do this by continuing to support training for the existing construction workforce with the CITB Grants Scheme, through information on training and apprenticeships and grants to fund these. We also provide important services to Scottish employers, like the HS&E test.

2. IMPROVING TODAY'S SKILLS LANDSCAPE

Supporting construction to bring in new workers by providing clear information to potential recruits on the job opportunities and how to access them, influencing the Scottish Government and other partners to act on the sector's concerns and needs,

assisting employers to provide work experience opportunities and helping to maximise the number of learners coming through FE colleges or completing their apprenticeships and joining an employer. The renewal of the Scottish Government apprenticeship contract will enable us to continue and grow our support for industry.

3. PREPARING FOR OUR EMERGING CHALLENGES

Working with employers, governments and others including the Construction Scotland Innovation Centre, to help employers meet emerging challenges, of which Brexit, boosting digital skills, climate change and the Scottish Government's Net Zero target by 2045 are the most important.

Construction may be one of few sectors providing significant employment opportunities as we build back and modernise, all through growing our own talent.



S. Beale

Sarah Beale
Chief Executive



I. Hughes

Ian Hughes
Engagement Director, Scotland



Construction opportunities in Scotland

2020 has been a challenging year for construction with the Office for National Statistics indicating a drop in yearly construction output of 12.5% for Great Britain when compared to 2019. This is slightly better than forecasters were anticipating, given the Q2 output drop of over 40% that came from the first lockdown in March, and work levels picking up from July/August.

Scotland followed a similar pattern and we expect to see a steady recovery in output from this year, dependent on the success in controlling coronavirus. The main growth will be in infrastructure and homebuilding, where we forecast that Scottish construction output will be back to pre-pandemic levels by Q1 2024.

Feedback from Scottish employers suggests that, at the end of 2020:

- Most (81%) were fully operational, higher than in England (72%)
- Company order books were becoming more positive than negative. Across Scotland, 71% of employers say that order books are up and only 9% of employers said that they are down. This is significantly better than the GB position where 46% of employers had order books that were up compared to last year, while 20% were down

- Businesses were more used to the extra restrictions and processes that social distancing brings, although this is causing challenges on workforce logistics and some additional costs
- Most employers were expecting to do the same amount of training. In Scotland, 32% of employers expect to do more training and only 6% expected to do less — the remainder expect that training levels will not change or do not yet know.

Responding to the pandemic has meant that:

- Some employers were still using the furlough scheme. In Scotland it was just under a quarter of employers (23%), a bit less than in England (28%), although more than Wales (14%)
- 14% of employers in Scotland were anticipating possible future redundancies, compared to 28% of employers in England.

The latest figures indicate that Scottish apprenticeships starts in 2020/21 stand at 70% of the pre-COVID-19 intake which, whilst causing challenges as we move forward, is more than we anticipated at the early stages of COVID-19. Encouragingly, some 21% of employers in Scotland are planning to start an apprenticeship in the next 12 months, which is higher than the GB figure of 15%. Before COVID-19, some 28% of Scottish employers had been planning to take on an apprenticeship.

In relation to worker demand and supply, Scotland's average recruitment requirement of 1.9% per year, based on estimated 2021 workforce, is slightly higher than the UK figure of 1.5%. This means that the Scottish construction industry would have to increase current recruitment by over 4,400 new workers each year to deliver the expected work.

Our key priorities in Scotland

Council meetings and conversations with individual employers, have identified the following areas as key priorities in Scotland:

INCREASE SUPPORT TO SMALLER EMPLOYERS

Consolidating and positively developing our apprenticeship offer in Scotland, which is the key priority for many smaller employers. In terms of direct funding and support, increasing their access to training, providing support and development and driving up the quality of training. Key priorities include digital skills and modern methods of construction.

CAREERS/FUTURE TALENT PIPELINE

Working closely with partners in Scotland to improve potential entrants' understanding of construction opportunities by providing clear information about routes to join. Our work with local training groups, the Pathways into Apprenticeships programme and our work to support smaller employers to share apprenticeships also help the industry to recruit new joiners.

RETROFIT/DECARBONISATION AGENDA

CITB will work with the Scottish Government and partners so that construction employers can develop the required skills to access the significant opportunities available.





Careers: Helping talented people join construction and retaining those we have

The Scottish construction industry needs a growing supply of skilled workers — over 4,400 per year on top of existing recruitment according to our forecast. This is equivalent to an annual increase of 1.9% of the estimated 2021 workforce.

We also need to keep the skilled workforce we have and bring back those who left during the COVID-19 pandemic. We lead this work every year by supporting apprenticeships — and we will increase this support in 2021-22 — and by helping young people to see and access the opportunities.

This year, we will concentrate our work on:

- Providing **high-quality information** so people know what it takes to join the sector (including through our Go Construct website)
- Giving people short **taster experiences** to find out what construction is really like – to the extent that is practical given COVID-19 restrictions
- Working with employers to help entrants **join the sector** by providing substantial work placements in future years.

This work is explained in more detail on the next page.





Careers: Helping talented people join construction and retaining those we have



Information access

We will:

- Develop a comprehensive **'Careers offer'**, working in partnership with Skills Development Scotland, STEM Ambassadors and schools across Scotland. We will produce marketing material to enable CITB staff, employers and Skills Development Scotland careers advisors to promote construction careers
- Support the development of **My World of Work Ambassadors and STEM Ambassadors** to roll out CITB commissioned Go Construct Educate and Engage resources and Scotland-specific resources
- Use the Construction Scotland Innovation Centre CONVERT Immersive Learning products in Virtual Reality/Augmented Reality to support engagement in schools
- Support the **DWP 'Campaign in a Box'**, by providing interactive sessions to work coaches to raise the profile of construction and job roles within it. These will also be available for STEM Ambassadors and employers
- Offer **'Women in Construction'** Scottish events in collaboration with key partners and employers to help attract more women into industry, following the success of the 'International Women's Day' event in Wales in 2019
- Ensure that those involved in Careers messaging understand the **changes being made within the qualifications** being proposed in Scotland, particularly those around modern apprenticeships. We will work with SDS, Scottish Government apprenticeship division and Awarding Bodies, so that effective strategies and mechanisms are developed and implemented to ensure that awareness for all involved in careers advice is achieved.

Increasing work experience opportunities

We will:

- As part funder of the **'Pathways into Apprenticeships'** pilot, we will work with partners and employers to support those individuals who are interested in construction apprenticeships to be offered a 26-week training programme before they apply for an apprenticeship. This is a unique response to help alleviate the reduced apprenticeship numbers resulting from the COVID-19 pandemic
- We will work with employers to investigate how we can develop and support alternative methods of providing tasters or work experience at a time when current restrictions make this difficult. As physical activity onsite or in-school will be difficult in the foreseeable future, and many employers will be focussing on delivering their workload, we will look at how we use digital 'taster' activities.



Careers: Case study and targets

Scottish Apprenticeship Week

CITB partnered with the Scottish Government project, Developing the Young Workforce (DYW), Skills Development Scotland (SDS) and the National Federation of Roofing Contractors to develop a virtual event for Scottish Apprenticeship Week in 2021.

As COVID-19 is impacting traditional classroom work this is being tested online through a new tool funded through CITB sponsorship. At present over 100 schools with over 1,000 pupils have signed up to bitesize video messages sharing information on heritage, project planning, MMC and how to become an apprentice.

DYW and SDS are promoting this widely and, if successful, this project will be expanded to engage with wider schools and colleges. We are keen to grow this approach, not just across Scotland, but to take the lessons and the potential benefits to construction employers across the Britain.

AREA	GB-WIDE TARGET	2021-22 ANNUAL TARGET
Overall key performance indicator (KPI)	To increase positive perceptions of entrants about how easy construction is to enter versus other sectors: 'How easy/difficult was it to find relevant careers material, work experience and job opportunities in construction?' The baseline for this target is being developed (research currently underway).	
Information access	Improving access to careers information about how to join, train and progress through careers for the most in-demand occupations. This will be in place on Go Construct for the ten most in-demand occupations in each year based on Construction Skills Network (CSN) data.	GB-wide project – we will work with employers in Scotland to ensure that our support reflects their needs.
Increasing short-term work experiences	4,200 'taster' experiences (in addition to hub experiences below) are delivered across GB in 2021-22.	350 tasters to be supported in Scotland in 2021-22.
Increasing onsite experiences through 'hubs'	2,842 onsite experiences will be delivered in 2021-22, to produce at least 2,232 additional employment and site-ready entrants of whom 649 will have moved into sustained employment.	The onsite model which works for Scotland will be developed during 2021 and launched in 2022.



Training and Development: Ensuring access to high-quality training provision

Training is the biggest activity that CITB supports. Employers tell us that high-quality, easy-to-access training is their top priority, so the lion's share of Levy investment is focused here. We will continue to deliver our training service this year at NCC Inchinnan, which will focus on providing much needed training provision in Scotland particularly around scaffolding and plant mechanics.

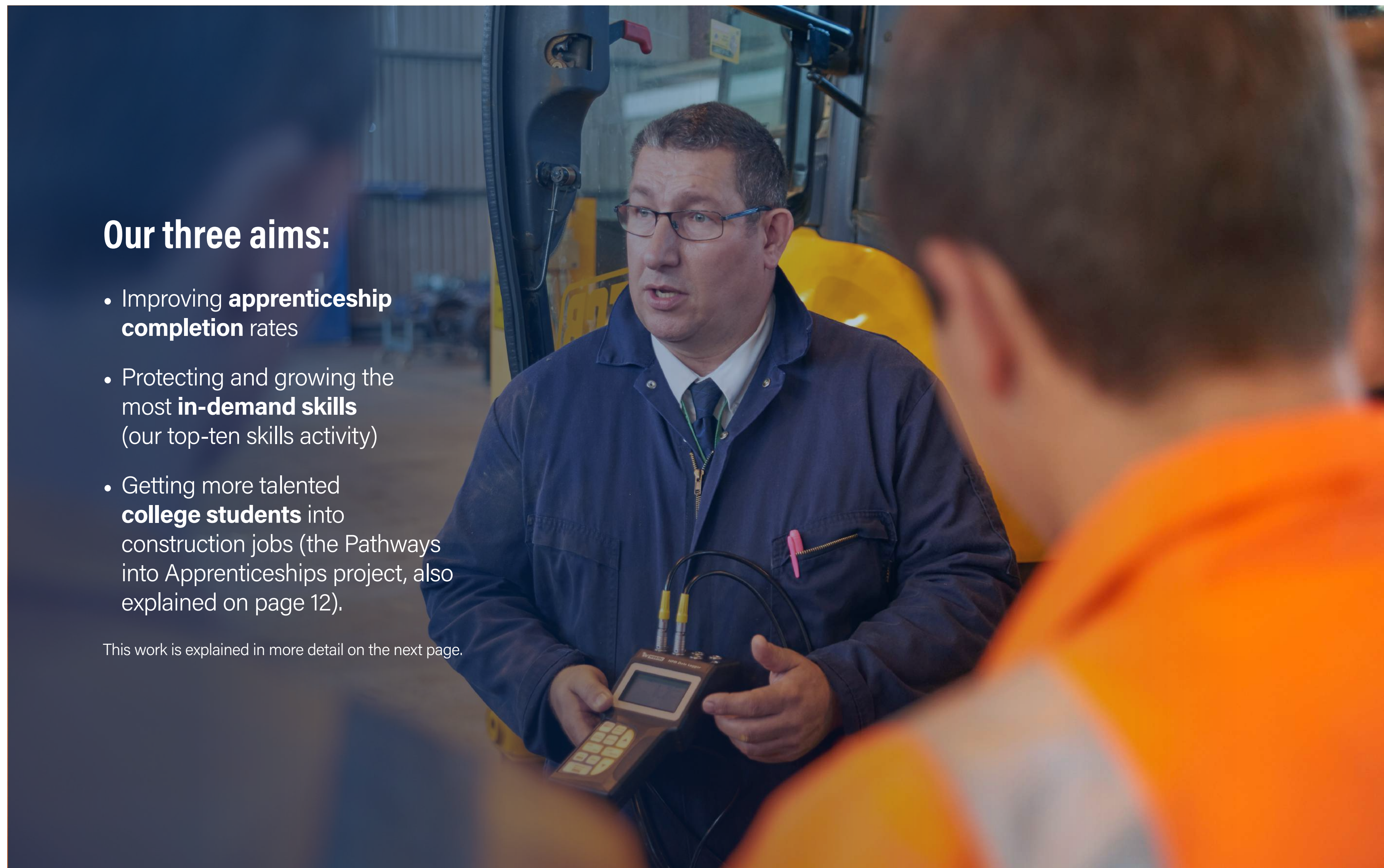
Much of our spending will continue to support training employers' existing workforce through the Grants Scheme and the Skills and Training Funds (see diagram on page 13 of this plan).

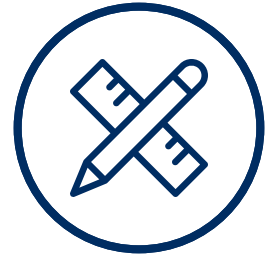
We have three aims for how our Training and Development work will drive up the quality of training and improve access to it this year.

Our three aims:

- Improving **apprenticeship completion** rates
- Protecting and growing the most **in-demand skills** (our top-ten skills activity)
- Getting more talented **college students** into construction jobs (the Pathways into Apprenticeships project, also explained on page 12).

This work is explained in more detail on the next page.





Training and Development: Ensuring access to high-quality training provision

Improving apprenticeship completion

We will:

- Deliver our commitments to **start 1,300 apprentices** under the Skills Development Scotland apprenticeships contract and plan for 2021-22
- Provide dedicated support for **displaced apprentices** in Scotland, including those impacted by COVID-19, in finding new or alternative employment in construction
- Provide support to the **'Pathways into Apprenticeships'** programme to support the objective to convert workplace experience placements into apprenticeships
- Improve year on year **apprenticeship completion rates** by 3-5%.

Protecting and growing the most in-demand skills

Our Strategic Plan 2021-25 declared our intent to focus training investment on the most critical skills.

The top 10 skill areas, have been pinpointed through our new five-year skills forecast as well as conversations with employers. We are currently discussing these with employers and we will then identify which ones we will take forward first. Some of the top ten would be addressed through additional funding support, including through the Grants Scheme. At the same time normal Grants Scheme funding will be kept at the same level.

Priority skills development needs

- Bricklaying
- Cladding (rainscreen)
- Digital skills
- Energy efficiency property retrofitting
- General site labour skills
- Groundworking
- Offsite/MMC upskilling of existing workers
- Plant operating (lifting and earth moving)
- Scaffolding
- Supervisory, management and leadership

We will also support employers with the wider themes of: fairness, inclusion & respect and mental health support.

As we are consulting industry on our top ten priorities, detailed plans are still in development, but we expect to:

- Work with partners to develop solutions for **niche and specialist occupations** with limited provision in Scotland, such as **timber frame erecting and stone masonry**. Again, we will work with our industry partners to help finalise how best we address the provision of this more specialist support
- Support employers in becoming proficient in terms of **digital skills** at all levels — using the lessons from the CITB-funded digital commissions as well as linking employers into free digital courses provided by public sector partners
- Develop **mentoring programmes** for the established workforce to support new entrants and provide opportunities for upskilling as part of a 'knowledge transfer exchange' to minimise future skills gaps, to support succession planning and to provide CPD opportunities for the mentors
- Work collaboratively with public sector partners to promote the establishment of a **pipeline of infrastructure projects** to include skills impact assessments to ensure training requirements maximise employment and skills opportunities
- Using our Net Zero research, work with Scottish Government, employers and other partners to establish how we can support industry to maximise the opportunities from the **Decarbonisation, Offsite and Retrofit** agendas and to develop new qualifications to support Offsite and Retrofit, where required.

Getting more talented college students into construction jobs

We will:

- Evaluate the 'Pathways into Apprenticeship' pilot to ascertain lessons learned and whether this route could be developed into an established route from the FE sector into **Modern Apprenticeship employment**.



Training and Development: Case study and targets

Supporting apprentices through COVID-19 and beyond

CITB’s work supporting apprentices as the next generation of skilled Scottish construction workers is a critical priority.

We therefore worked very closely with apprentices and their employers from the moment that COVID-19 hit, supporting them and encouraging their employers to retain their apprentices. We helped employers with information about furlough and signposted smaller employers to support services. We made contact weekly with apprentices, supporting them with information to help them to continue their learning and offering help and guidance with their concerns. With some success, we also encouraged colleges to introduce remote learning where possible and shared best practice about how colleges could better support their students.

When colleges closed, we were concerned about 1,000 apprentices nearing completion but worked with employers, colleges and apprentices to ensure they had the best opportunities to complete their Skills Tests or Final Assessments. We worked with the Scottish Government to ensure that its guidance allowed these apprentices to complete safely to the usual robust standard.

Of the 4,500 apprentices who we supported, only 157 were permanently laid off and over half of these have already started apprenticeships with a new employer. We are still working with others to help them find new roles.

Now that industry is starting to recover, we are working with colleges to be ready for next cohort of apprentices, making available grants to construction employers to support their apprentices’ attendance at college and their completion of their courses, as well as supporting higher travel and subsistence costs.

AREA	GB TARGET 2021-22	SCOTLAND TARGET 2021-22
<p>Overall key performance indicator (KPI)</p>	<p>To increase the percentage of employers who say:</p> <ul style="list-style-type: none"> • That they can access the right construction-related training when needed. Latest figure 80%, target to increase to 85% • That they are confident that the quality of construction-related training they access is of a high standard. Latest figure 75%, target to increase to 83%. 	
<p>Improving apprenticeship completion</p>	<p>National Achievement Rate (NAR) across GB from 65% in 2020/21 to 67% in 2021-22.</p>	<p>Improve from 67% to 68%.</p>
<p>Protect and grow the most in-demand skills of the current workforce</p>	<p>Each year, there will be a measured reduction of skills gaps in occupations reporting the biggest skills gap. We will identify the top (up to) ten areas of occupational skill gaps using CSN data.</p>	<p>GB-wide project – we will work with employers in Scotland to ensure that our support reflects their needs.</p>
<p>Supporting new pathways for FE learners</p>	<p>Through new pathways, 8,000 GB learners will be supported over the next four years, resulting in 1,600 additional apprenticeship starts. Our intention is to get more existing FE students into jobs in the industry.</p>	<p>The Scottish pilot ‘Pathways into Apprenticeships’ has a target of 120 learners gaining employment within modern apprenticeships in 2021.</p>



Standards and Qualifications: Putting standards in place to increase confidence and make training more transferable

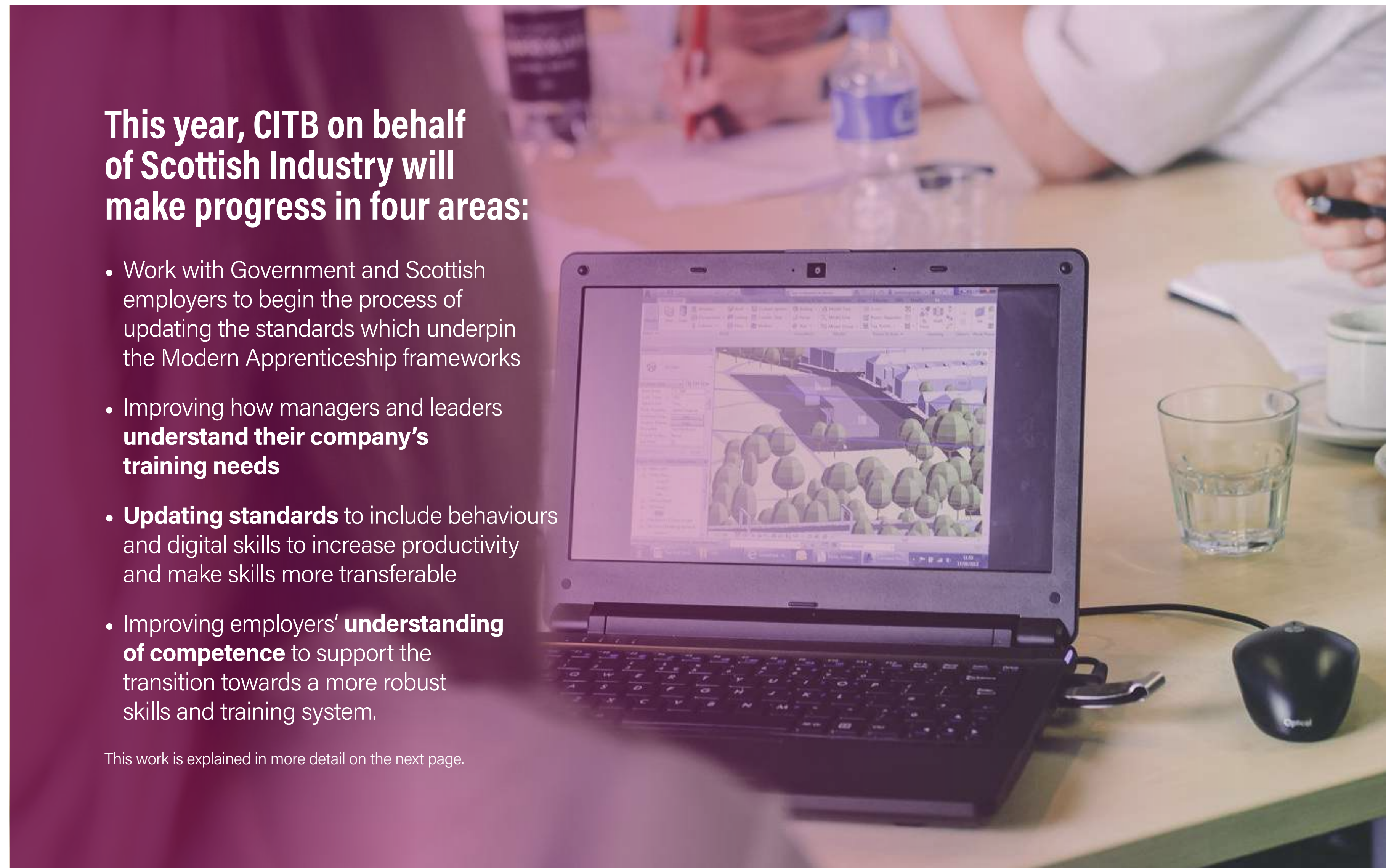
Standards and qualifications underpin everything we do. They must reflect the needs of employers and the reality of life onsite. The right qualifications and training must be in place for construction to grow and be more productive.

This will enable employers to feel confident that their workforce is competent to meet their current and future needs. It should also support clear routes into different jobs to help talented people join and develop careers in the sector.

This year, CITB on behalf of Scottish Industry will make progress in four areas:

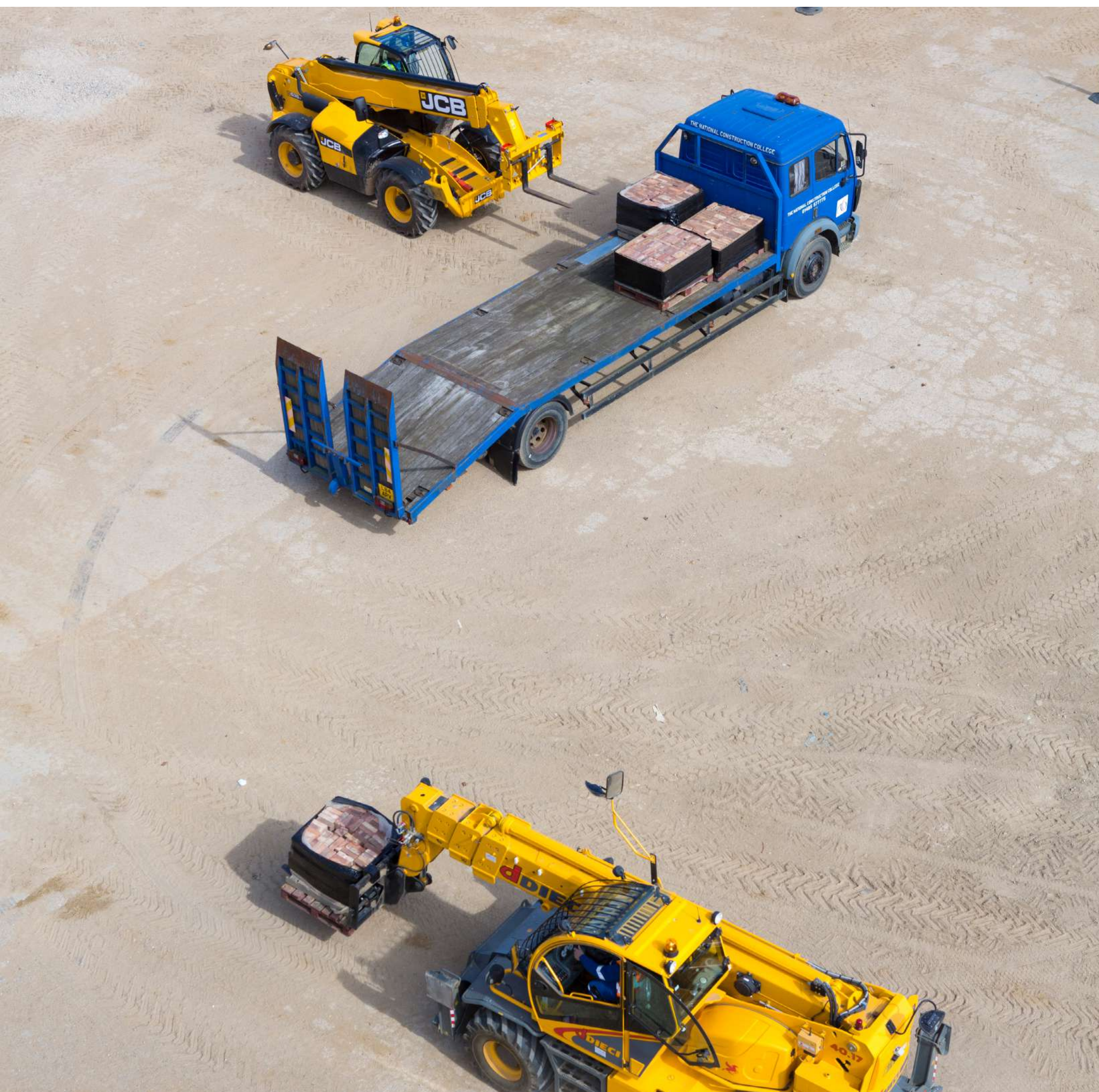
- Work with Government and Scottish employers to begin the process of updating the standards which underpin the Modern Apprenticeship frameworks
- Improving how managers and leaders **understand their company's training needs**
- **Updating standards** to include behaviours and digital skills to increase productivity and make skills more transferable
- Improving employers' **understanding of competence** to support the transition towards a more robust skills and training system.

This work is explained in more detail on the next page.





Standards and Qualifications: Putting standards in place to increase confidence and make training more transferable



Update/refresh Scottish Modern Apprenticeships in line with SDS's policy

We will:

- Work through the Skills Development Scotland process of establishing Technical Expert Groups (TEGs) in Scotland, to **transition current frameworks into framework standards** which will be better understood by employers, potential apprentices and other key careers influencers. The transition will be started this year and will span the next five years until all existing frameworks have been converted.

Improve how managers and leaders understand their company's training needs

We will:

- Research and identify solutions to ensure that employers have free access to a **Training Needs Analysis tool**. For busy people leading small firms, it can be hard to find the time to work out what training they need and when to do it. This should then help many more firms become more effective at working out what training will give them the edge so they can win that next contract. Our Skills and Training Fund can then support the cost of leadership and management training and development with up to £10,000 for small businesses and up to £25,000 for medium firms
- Work collaboratively with Skills Development Scotland and employers to ensure that employers, employees and new entrants have a clear understanding of entry points, pathways and CPD to becoming competent. We will do this by setting

out **competence frameworks** to define the skills required for industry and by developing an online 'routes to competence' resource which presents the information appropriately for different audiences (e.g., new entrants, careers advisers, employers, experienced workers).

Update standards to reflect digital and behavioural competencies

We will:

- Work with employers to ensure the industry's suite of training standards and **National Occupational Standards** reflect changes to working practices and industry requirements, for example through the inclusion of digital and behavioural skills. A broad campaign will be undertaken to raise awareness of CITB's role in managing NOS reviews amongst stakeholders and employers.

Shift to ongoing competence and continual development

We will:

- Develop, consult on and publish industry agreed competence frameworks which will detail how employees achieve initial competence and maintain their skills and how organisations play a role in defining and managing their employees' competencies.



Standards and Qualifications: Case study and targets

Pathways into Apprenticeships

The Pathways into Apprenticeships programme is a response to the reduction of apprenticeship numbers in Scotland due to the impact of COVID-19.

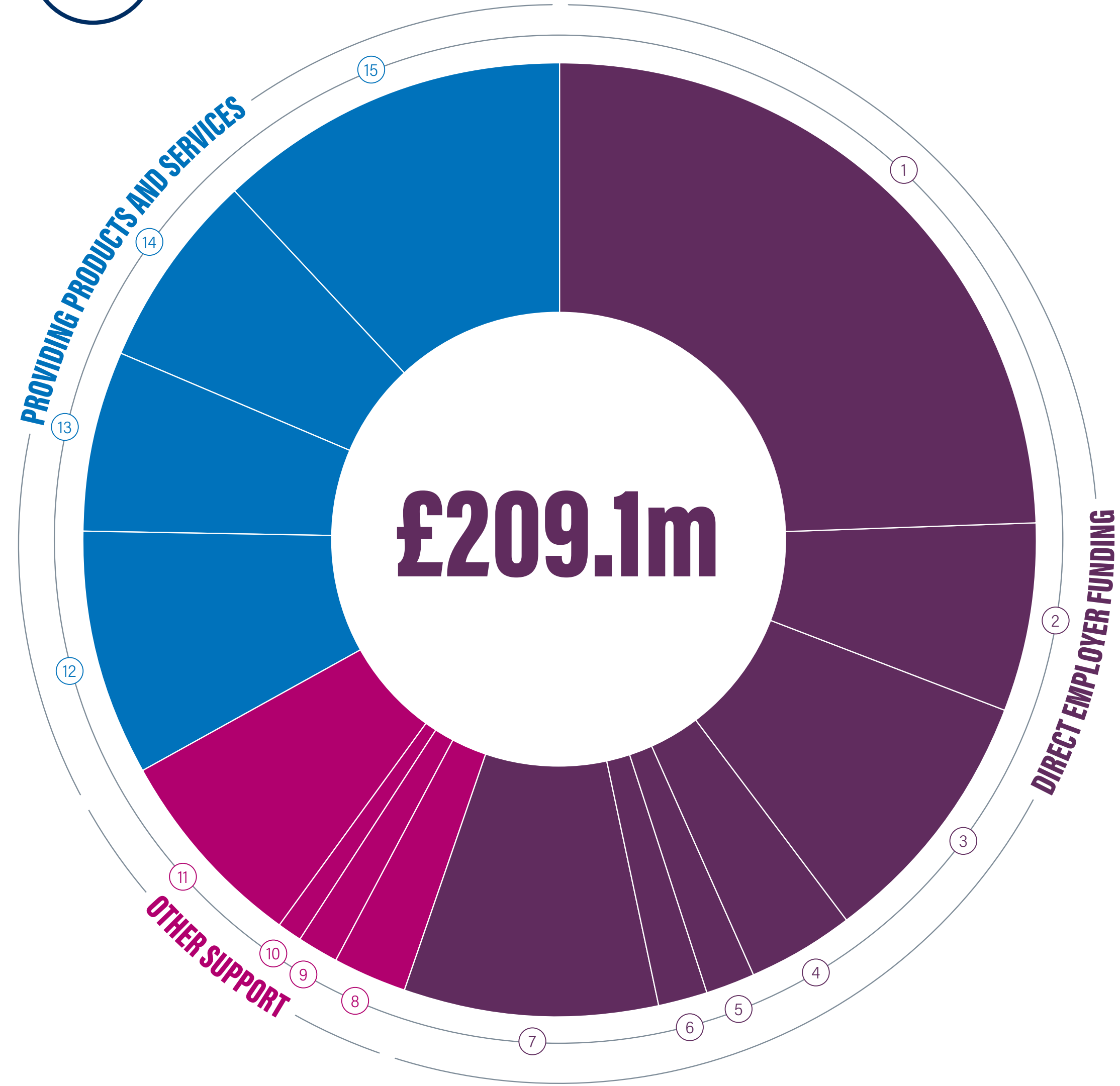
It is a pilot 23-week programme which aims to provide learners in Scotland with the opportunity to carry out practical training within a College environment, enabling them to gain access to a Modern Apprenticeship within Construction. CITB helped design the programme and worked with Skills Development Scotland and the Scottish Funding Council, the main funders to develop it. We will also make a financial contribution to learners towards the costs of their travel and subsistence.

The plan was announced by Nicola Sturgeon, MSP, First Minister of Scotland who said, "These are the kind of measures we are taking, working alongside business and trade unions, as part of a national mission to create jobs as we recover from COVID-19. It is essential that young people, who will make up our future workforce, have the opportunity through apprenticeships to build their confidence, gain industry insight and develop valuable skills that employers require."

"Pathways into Apprenticeships will support the future employment prospects of Scotland's young people and offset the rising levels of youth unemployment caused by the economic impact of COVID-19."

Frank Mitchell, Chair of Skills Development Scotland

AREA	TARGET	SCOTLAND TARGET 21-22
Overall key performance indicator (KPI)	To increase the percentage of employers who say that their workforce is competent to meet current and future business needs. We have set the benchmark at 89% of employers confident based on our latest research. We plan to include a second part of the target on how employers ensure competence.	
Improving leaders' understanding of training needs	Between 2021-22 and 2024-25 we will support over 9,000 Skills and Training Fund training projects through CITB employer funds. In 2021-22 we will support 1,450 projects. Free to access organisational needs analysis (ONA) and training needs analysis (TNA) tools will increase the impact of these projects and enable the firms to better forecast their needs.	GB-wide project – we will work with employers in Scotland to ensure that our support reflects their needs.
Update standards to reflect digital and behavioural competencies	All standards to be updated in these areas by 2025 working with industry and regulators. By 2022 all CITB Grants Scheme courses will be backed by a standard to ensure that the industry is investing in quality, transferable learning.	We will ensure that: <ul style="list-style-type: none"> • New apprenticeship qualifications align with CITB competency standards which includes behavioural competence • New qualifications for full time learners and apprentices (when implemented) have a digital skills element to them.
Shift to ongoing competence and continual development	To introduce a new competence framework that can be applied to priority occupations by 2022 and populated for remaining construction-related occupations by 2024. The new competence frameworks will be used to support the longer-term goal to modernise the training and qualifications system for construction.	GB-wide project – we will work with employers in Scotland to ensure that our support reflects their needs.



HOW WE INVEST YOUR LEVY: 1-YEAR GB VIEW

SOURCES OF INCOME

£148.8m	Levy Cash Received * Full Levy Assessment for the financial year £95.6m	£191.5m	TOTAL INCOME
£42.7m	Products and Services income	£17.6m	BALANCE FROM RESERVES
£4.2m	Direct training delivery (NCC)	£209.1m	TOTAL INVESTMENT FOR 2021-22
£13.2m	Apprenticeships		
£25.3m	Product income		

ALLOCATION OF INVESTMENT AND COSTS

£116.1m	DIRECT EMPLOYER FUNDING	£23.9m	OTHER SUPPORT
① £51.7m	Apprenticeship Grants	⑧ £5.2m	Employer Support Services – Engagement
② £13.1m	Qualification Grants	⑨ £2.4m	Standards, Qualifications and Verification
③ £18.4m	Short Duration Training Grants	⑩ £2.2m	Skills and Employment Policy and Research
④ £8m	Skills & Training Fund for Small and Micro Businesses	⑪ £14.1m	Apprenticeships
⑤ £3.5m	Skills & Training Fund for Medium-Sized Businesses		
⑥ £3m	Leadership & Management Development	£69.1m	PROVIDING PRODUCTS AND SERVICES
⑦ £18.4m	Funded Activity	⑫ £17.5m	Direct Training Delivery (NCC)
		⑬ £13.2m	Apprenticeships
		⑭ £13.5m	Other Products and Services
		⑮ £24.9m	Cost of Administering, Levy, Grants and all Funding Schemes

£209.1m TOTAL EXPENDITURE FOR 2021-22 AS PART OF OUR OVERALL INVESTMENT OF £895M OVER FOUR YEARS