



Annual Review 2019

Introducing the new service

www.cscs.uk.com



Chairman's Introduction



Carolyn Uphill, Chairman

“The transition of the service to new providers has been the major focus of the Board in 2019...”

2019 has been an exciting year of change and one that has seen CSCS undergo the single largest operational change that the company has undertaken since it was set up in 1995.

In December CSCS transitioned card applications and the administration of the scheme to a new modern service, which includes moving the majority of applications online.

This marks a major moment of change for CSCS. Online applications are quicker and more convenient than any other means of application and will greatly improve the service CSCS can offer our customers.

The introduction of the new service came at the same time as the Construction Industry Training Board (CITB) officially ended its role delivering the CSCS contact centre. For more than 20 years CSCS's application processing and contact centre has been delivered under contract by CITB and we are extremely grateful for the contribution CITB have made to the success of the scheme.

Following CITB's decision to exit the contract it became the Board's priority to identify new and smarter ways of working that would deliver a first-class service to our cardholders.

The transition of the service to new providers has been the major focus for the Board in 2019 and now the transition is completed, the work of bedding in our new providers has begun.

Throughout 2019 the CSCS Board has ensured that the strategic direction of the scheme remains focused on the achievement of nationally recognised construction related qualifications.

Further steps towards this goal include the continued withdrawal of the Construction Site Visitor card and preparing the industry for the withdrawal of cards issued under Industry Accreditation. Further details on both these changes can be found on pages 6 and 8 of this review.

Finally, I am pleased to welcome our newest board member, Steve Kemp, who will be representing the GMB union. Since joining earlier this year, Steve has been effectively communicating the views of the GMB and its members.

I would like to thank all my fellow board members for their hard work and diligence this year, as well as our industry stakeholders for their continued support. I would also like to extend my thanks to the CSCS executive team for their hard work in managing the transition from CITB to our new service providers.

2019 has been a year of positive change for CSCS. I look forward to working with the CSCS Board to further strengthen the scheme and play our part in delivering a fully trained and qualified workforce.

Online applications are quicker and more convenient than any other means of application.



Governance

CSCS is owned by the construction industry for the construction industry.

CSCS is a not for profit organisation which is registered as a company limited by guarantee and, therefore, has no shareholders.

CSCS is owned by 3 employer organisations and 2 unions representing the breadth of the construction industry.

CSCS is managed by CSCS Limited whose 7 non-executive Directors are nominated from the following owner organisations:

- Civil Engineering Contractors Association (CECA)
- Federation of Master Builders (FMB)
- GMB Union
- Build UK
- UNITE the Union

Also represented on the Board, but not nominated by the owner organisations, are 2 independent non-executive Directors nominated by:

- The Construction Clients Group (CCG)
- The Construction Industry Council (CIC)

The Chairman provides leadership to the Board and is appointed by the Board members. CSCS Board Director responsibilities include:

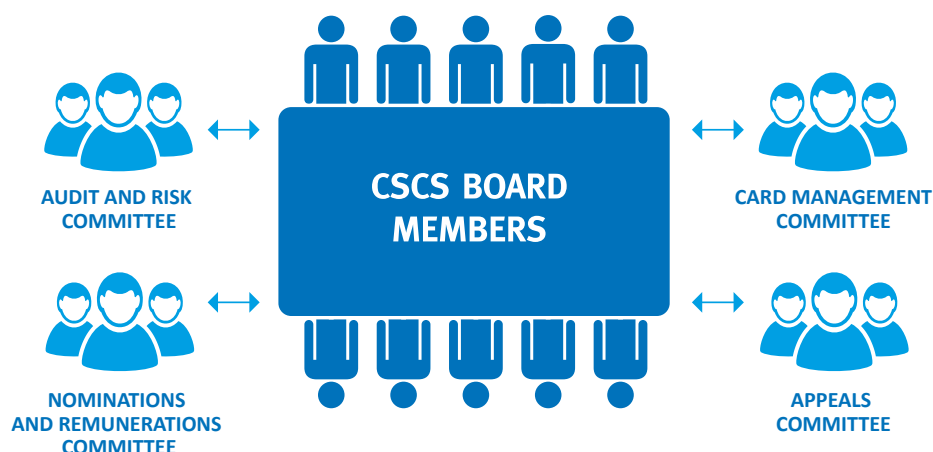
- Management of the scheme, providing leadership and setting CSCS's strategic aims and policies

- Ensuring the necessary resources are available to meet CSCS's objectives and review performance
- Participation in a number of key committees which ensure appropriate governance of the scheme.

The CSCS Board also works with other card schemes and organisations not represented on the CSCS Board to share ideas that help drive the scheme forward to meet the wider needs of industry.

CSCS has a Chief Executive and a small directly employed team based in London responsible for running the scheme.

“...representing the breadth of the construction industry”



Board Directors



Carolyn Uphill:
Independent Chairman

Carolyn has 30 years' experience running a Construction Industry Equipment Manufacturing, Sales and Plant Hire Company. She has also chaired a leading Trade Association whose stated objectives are to improve standards and encourage training towards accreditation.



Jerry Swain:
Unite the Union

Jerry joined the Board in 2017 following the merger of Unite and UCATT. Unite has around 50,000 members in building, construction and allied trades.



Kevin Bennett:
Civil Engineering Contractors Association (CECA)

Kevin joined the Board in 2010. CECA members deliver, upgrade and maintain the country's infrastructure. Its members carry out around 75% of all civil engineering activity across the UK.



John Allott:
Unite the Union

John joined the Board in 2010. Unite has around 50,000 members in building, construction and allied trades.



David Barnes:
Federation of Master Builders (FMB)

David joined the Board in 2015. The FMB represents the interests of small and medium sized building firms across the UK. The FMB is the largest trade association in the building industry representing over 9,000 companies.



David Watson
Construction Industry Council (CIC)

David joined the Board in 2010. CIC represents professional bodies, research organisations and specialist business associations. Its members include 500,000 individual professionals and 25,000 firms of construction consultants.



Steve Kemp:
GMB Union (GMB)

Steve joined the Board in 2019. GMB is a general trade union with over 630,000 members, of which many work in the construction sector.



Ian Dickerson:
Build UK

Ian joined the Board in 2010. Build UK provides a strong collective voice for the contracting supply chain in construction. It brings together 27 of the industry's largest main contractors and 40 leading trade associations representing over 11,500 specialist contractors.



Gren Tipper:
Construction Clients Group (CCG)

Gren joined the Board in 2006. The CCG works to improve value for money and best practice on construction projects. Its members include government and organisations across a wide range of sectors.



Suzannah Nichol:
Build UK

Suzannah Nichol is the Chief Executive of Build UK, and joined the Board of CSCS in 2008. Build UK is the leading representative organisation for the UK construction industry.

A passionate advocate for construction, Suzannah was awarded an MBE in 2005 and is widely recognised and respected for her work with government, media, and key industry stakeholders.

Highlights and Accomplishments

The introduction of an online application service, a new contact centre and further progress towards a fully qualified workforce are some of the highlights of 2019.

Improving the service

The new application service went live in December and we are pleased to report that applicants are now enjoying the benefits of an online service.

Applying for a CSCS card online is considerably easier and quicker than any other means of application. Applicants have the choice of applying for their cards using their personal computers, tablet devices or mobile phones.

Once an application has been approved an electronic version of the card can be sent directly to an app downloaded to the applicant's mobile phone, with the physical card arriving by post within three to five working days.

The online service is also convenient, open 24 hours a day, seven days a week all year round. The new simplified process means applicants no longer need to send in hard copies of their documents, and they don't need to pick up the phone to apply.

The service also includes a new state-of-the-art contact centre. If people can't find the information that they need online or they are having a problem with the service, they will still be able to pick up the phone and get the advice and support they require.

Moving applications online has removed much of the complexity surrounding the old paper-based system and demonstrate CSCS's commitment to delivering a first-class service to over 1 million card holders in the UK.

Industry Accreditation

In 2019 CSCS announced plans for the withdrawal of cards issued through Industry Accreditation (IA).

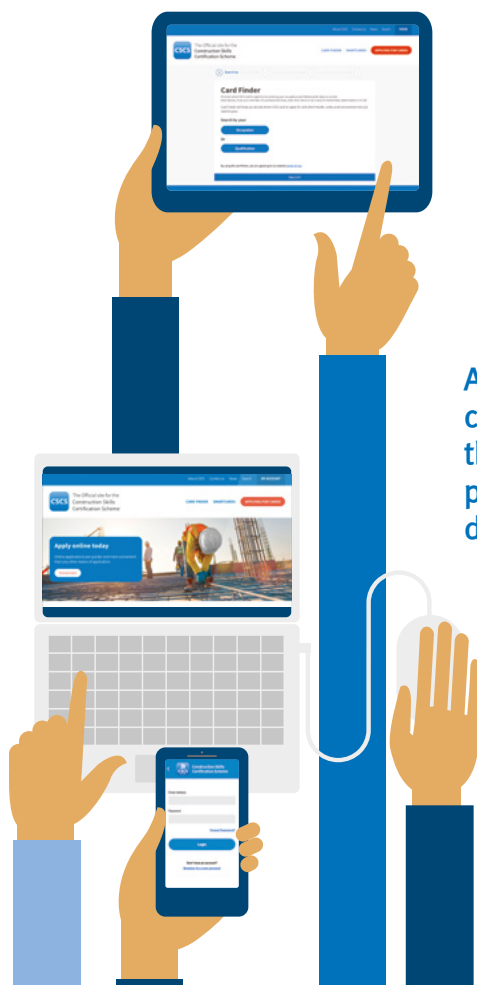
Also known as Grandfather Rights, IA allowed workers to obtain CSCS cards on the strength of an employers' recommendation rather than the achievement of a recognised qualification.

CSCS closed IA to new applicants in 2010 but those holding a card were able to renew on the same basis.

To meet the requirements of the Construction Leadership Council (CLC) CSCS has developed plans in conjunction with our industry stakeholders, to move all IA cardholders to a recognised qualification.

From 1st January 2020 all cards renewed under Industry Accreditation will expire on 31st December 2024 and CSCS will stop issuing the card from 30th June 2024.

What each of the 60,000 Industry Accreditation card holders need to do next depends on their occupation and any qualifications they may already hold. Those without qualifications will be required to register for the appropriate qualification for their occupation before their cards expire in 2024.



Applicants have the choice of applying for their cards using their personal computer, tablet devices or mobile phones.

Highlights and Accomplishments (cont.)

Many IA cardholders already hold the construction related qualifications they need to move directly to a new CSCS card, while others are now in non-construction related occupations and will not require a card.

IA card holders who do not take the necessary steps to replace their cards will find they will be unable to obtain another CSCS card. The withdrawal of cards issued under IA will be the final step towards achieving the Construction Leadership Council's objective of ensuring cards are only issued to those who have achieved, or are in the process of achieving, a nationally recognised qualification.

Presenting the new website

CSCS was pleased to announce the relaunch of the website – www.cscs.uk.com.

With over 200,000 online visits every week, the website plays a pivotal role in assisting applicants and keeping the industry updated on CSCS's progress.

In preparation for the new online service the website was redesigned to give it a contemporary look and feel, improve the layout of the pages and to include online applications.

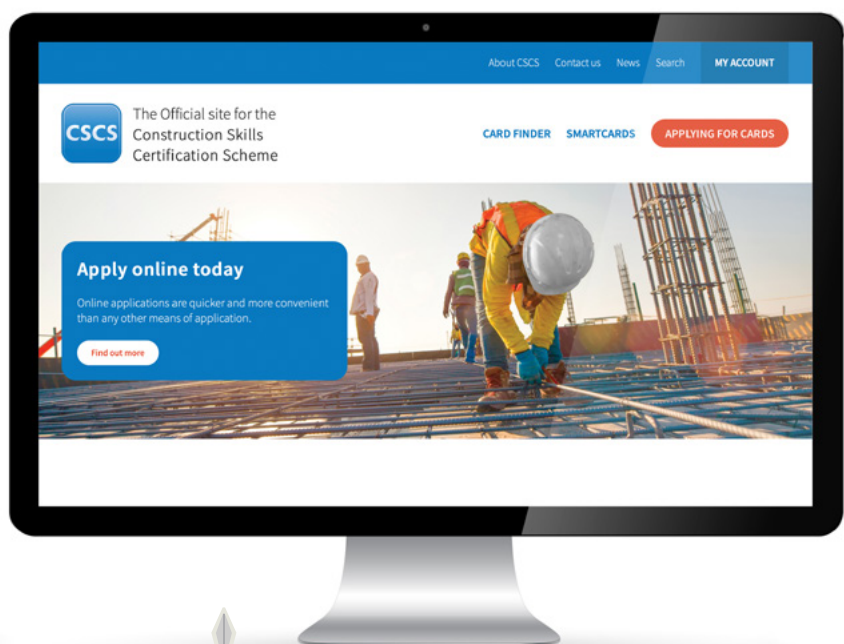
Other new features include:

- simpler navigation
- improved search function
- improved design for mobile devices.

Industry feedback on the new website has been positive with the contemporary design and the updated mobile offering receiving particularly good reviews.

CSCS's website will continue to be updated on a regular basis and will feature up to date information about changes to the scheme and the services offered.

“With over 200,000 online visits every week, the website plays a pivotal role in assisting applicants and keeping the industry updated...”



Online applications are open 24 hours a day, 7 days a week, all year round.



Priorities for 2020

2020 marks a major milestone for card schemes displaying the CSCS logo.

The importance of 2020

In 2015 the Construction Leadership Council (CLC) announced (via the Industrial Strategy: Construction 2025) that the construction industry should specify and promote card schemes carrying the CSCS logo with no equivalents accepted. This is known as the One Industry Logo action.

The CLC decided that, in order to qualify for the CSCS logo, all card schemes (including CSCS) must develop plans by 2020 to meet a set of requirements set by the CLC. These include:

- Agreeing appropriate qualifications for each occupation in the scheme
- Setting a minimum standard for skilled occupations at NVQ level 2
- Introducing smart technology.

Since 2015 thirty six card schemes have taken up the challenge of meeting the CLC's requirements and are now displaying the CSCS logo on their cards. These are known as the CSCS Partner Card Schemes.

The last hurdle is to remove all skilled cards from the scheme which were issued at a lower qualification standard than NVQ level 2.

CSCS has been withdrawing these cards over the last few years, and as highlighted on page 6 of this review, 2020 marks the beginning of the withdrawal for cards issued under Industry Accreditation. Once these cards are removed from the scheme, CSCS will be fully compliant with the requirements of the CLC.

Working with our partners

Continued co-operation with our 36 Partner Card schemes will be a key focus in 2020. This year's Partner Card Forum is planned for April, providing an opportunity for CSCS logoed card schemes to meet and discuss progress towards achieving the Construction Leadership Council's requirements.

With 2020 being such a pivotal year for card schemes this year's forum will provide a great opportunity to share experiences and good practice in delivering a qualified workforce.

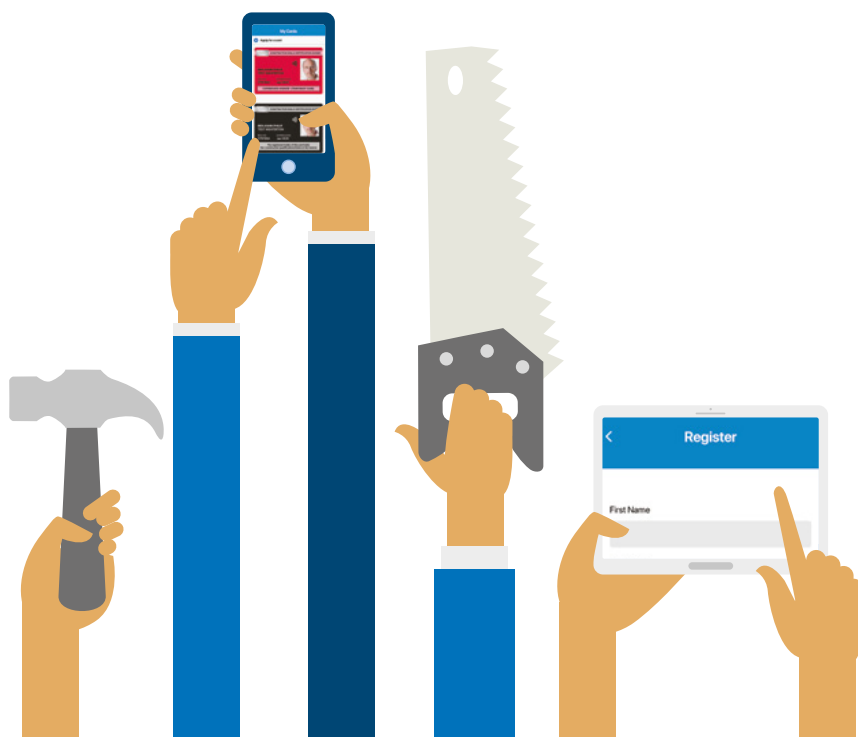
Now in its third year, the Partner Card Forum is a key date in the diary as it forms the basis of closer co-operation between the card schemes displaying the CSCS logo.

Visitor Card withdrawal

The next step towards ensuring that all CSCS cardholders achieve a qualification is the withdrawal of the Construction Site Visitor card. The card was originally introduced for workers who were not based on a construction site but visited, either occasionally or on a regular basis.

Following the closure of the Construction Related Occupation card in 2017, the Site Visitor and Industry Accreditation cards are now the only ones issued without the need for the applicant to achieve a recognised qualification.

CSCS will stop issuing the Site Visitor card from 28th February 2020 and all cards issued since September 2018 will expire, without the option to renew, on 31st August 2020.



Priorities for 2020 (cont).

The good news is many people holding the Construction Site Visitor card will not be required to obtain another CSCS card. CSCS cards are intended for construction related occupations only and many people holding the card work in roles considered to be non-construction related, such as site cleaning and catering staff. Historically these workers have applied for the Construction Site Visitor card because they were told to do so by their employer, often as a result of policies requiring sites to be 100% carded, as opposed to construction workers being 100% qualified.

However, those with Site Visitor cards that work on construction sites in a related occupation must develop a plan to move across to the appropriate skilled card. For some this will be straightforward as they will already hold the appropriate qualification or membership of a recognised professional body. Those working in construction related occupations without qualifications will be expected to register onto the appropriate qualification before their Construction Site Visitor card expires.

Ending 100 per cent carded workforce

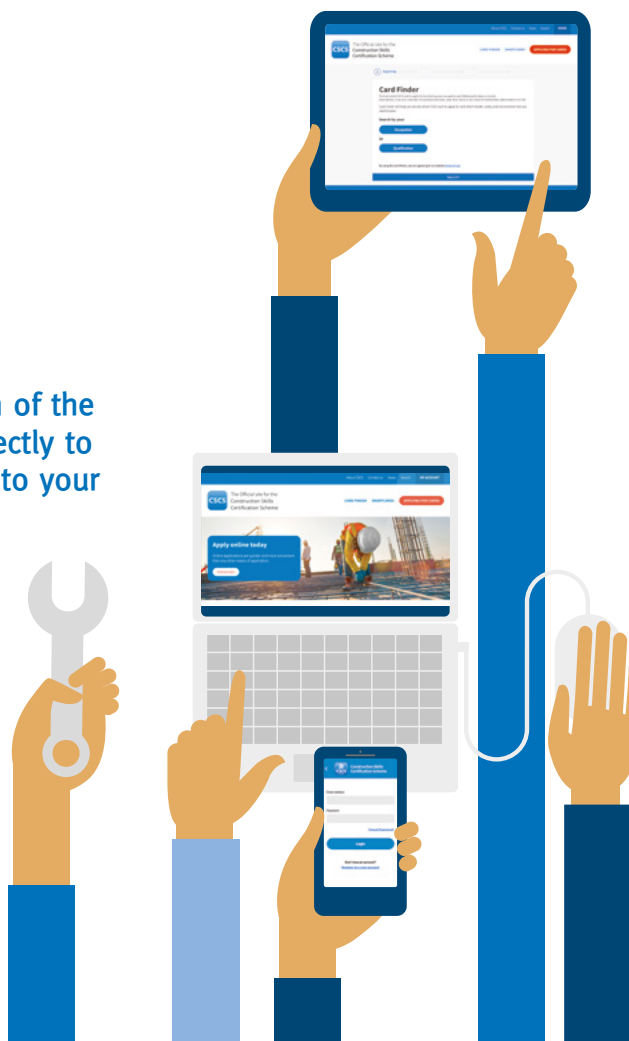
The withdrawal of the Site Visitor card will see an increase in the numbers of individuals turning up to site without a card. Site supervisors and managers should not automatically turn non-cardholders away from site.

If a worker is there to carry out a construction related activity, then a card is required as proof of their training and qualifications. If they are there to perform a non-construction related activity it then becomes the responsibility of site supervisors and managers to induct and supervise these people to ensure they always remain safe when on site.

The decision to withdraw the Site Visitor card is supported by the Construction Leadership Council's announcement that not everyone needs a card to gain access to site and cards should only be issued to those working in construction related occupations.

“The withdrawal of the Site Visitor card will see an increase in the numbers of individuals turning up to site without a card.”

An electronic version of the card can be sent directly to an app downloaded to your mobile phone.



CEO Closing Statement

After a year of significant operational change, I am pleased to report that CSCS is now offering our customers an updated modern service that is specifically designed to meet the needs of our customers.

I appreciate that in recent years, applying for a CSCS card has often been a frustrating customer experiences, particularly during busy periods when the service struggled to meet the expectations of the industry.

The development of our online application system came at the same time as the Construction Industry Training Board ended its role delivering the CSCS contact centre after 20 years.

I am extremely grateful for the contribution CITB have made to the success of the scheme.

Each year the CITB processed more than 400,000 card applications and 1 million contact centre enquiries on behalf of CSCS. However, following CITB's notice to withdraw from providing the service our priority immediately focused on ensuring the scheme continued to operate as normal while the process of developing the new service took place.

Fortunately, there was a two-year notice period to exit the contract with CITB, allowing time to plan for the new service. Over the last two years we have been working with a number of partners in contact centre and online services and we have taken their advice and guidance to build a service that considers the needs of our customers at every stage of the application process.

The new service went live in early December, including the ability to apply and pay for a CSCS card online, without the need to phone the contact centre.

The introduction of the new service demonstrates CSCS's commitment to delivering a first-class service to over 1 million card holders and their employers. Further improvements planned for 2020 include:

- A prepaid account facility for employers
- A new card design
- And the automatic validation of qualifications.

I look forward to updating the industry on these new developments throughout 2020.

My thanks go to our new service delivery partners for their dedication and hard work in delivering a complex project to the highest of standards.

Turning to more 'business as usual' matters we continue to remain true to our principal objective, ensuring we only certify those applicants who hold (or are in the process of achieving) a nationally recognised, construction related qualification.

The next step towards this goal is the withdrawal of cards issued through Industry Accreditation. This will be the final stage of our work to fulfil the requirements of the Construction Leadership Council.

Approximately 60,000 cardholders will be affected by the withdrawal of cards issued through Industry Accreditation and we will continue to invest time and resources during 2020 to ensure the industry is informed and well prepared for this change.

My thanks are extended to the CSCS Board, whose strong support and guidance has helped CSCS to deliver the new service and the other changes highlighted in this annual review.

And of course, a big thank you to my fellow executive team members who worked tirelessly throughout 2019 to implement a truly world class service, one that will deliver many benefits to the construction industry.

Finally, after 24 years with CSCS, Gordon Jenkins our Director of Operations has left CSCS to explore new opportunities in America. Gordon was a key member of the executive team and his contribution to all aspects of CSCS's operations, from its creation in 1995, will be greatly missed. CSCS would like to thank Gordon for his many years of exemplary service and wish him well in his new endeavours.

Graham Wren, Chief Executive



Graham Wren, Chief Executive

“The introduction of the new service demonstrates CSCS’s commitment to delivering a first-class service...”



Construction Skills Certification Scheme

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CSCS Ltd, Coalfield Way, Ashby-de-la-Zouche, LE65 1JF



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