

Home Building Skills Partnership

Sector Plan

The Home Builders Federation (HBF) is the representative body of the home building industry in England and Wales. The HBF's member firms account for some 80% of all new homes built in England and Wales in any one year, and include companies of all sizes, ranging from multi-national, household names through regionally based businesses to small local companies.

The Home Building Skills Partnership (HBSP) was set up by the Home Builders Federation in 2016 and is a collaboration of home builders working together to attract and develop the workforce of the future and in doing so change the culture of the home building sector.

The HBF Skills Partnership team supports and facilitates collaboration between home builders, supply chain companies and subcontractors committed to working together, to recruit and train more people to the highest industry-agreed standards, ensuring that the home building industry can recruit and train the people necessary to deliver the supply of good quality new homes the country needs.

This Sector Plan compliments and draws from successive HBSP Business Plans. HBF Members have been and continue to be influential in the design and application of the proposed Activities. Six of the largest UK Home Builders have been instrumental in providing leadership and direction in terms of knowledge exchange and positive recommendations. They have agreed several key priorities which this plan is centred around. Skills hubs, college capacity, school and post 16 attraction, training standards, supply chain development. These priorities have been framed under three workstreams.

- **Resolving Productivity and Labour Shortages,**
- **Future Proofing Skills & Competence and**
- **Attracting and Developing an inclusive Talent Pipeline**

The HBSP will continue to deliver day to day activities as part of our overall strategy. In addition, however, this sector plan will ensure that the most important tasks get priority and not just the urgent tasks. The plan will establish tasks and timeframes to meet the goals and ensuring efforts are focused on these. Also, that resources and intent align across organisations, creating a single, forward-looking vision.

To ensure this roadmap manifests, we have developed 3 x activity matrices which are incorporated into this strategic plan. Active and proposed projects will help make this strategy happen with real measurable differences.

The proposed HBSP Expert Panel will have oversight of the plan and be the go-to body for advice, guidance, and recommendations. The Expert Panel will consist of Homebuilders, representation from linked federations and industry experts.

The plan has been referenced against both the CITB and CLC strategic plans. The plan will work with these two strategies in mind yet is reflective of the particular needs of the Home Building Sector. The activities take account of pressures such as, annual recruitment requirements, training

new talent, and the image of the sector. The plan takes consideration of the Building Safety Act 2022 and the Regulator competency requirements which are of great significance to the industry.

The intent of the plan is to identify activities which can be developed over the short, to medium to longer term. We have looked at those skills and training solutions which are working well and may just need extending and stretching in order to adapt to current times and reach a greater audience; we have also looked at the current strategic skills landscape (incl. CITB Industry Outlook 2023-2027, CLC Skills Plan 2022-2023) which indicates that there are key challenges for the sector including workforce shortages and digital skills gaps. We have proposed a number of smart pragmatic interventions which may significantly enhance sector related outputs. Adding value using a collaborative approach underpins all proposed activities. Some activities may require a shorter period of time to deliver with more immediate results, other activities will require a longer lead in period in order to reach a level of sustainability. What we do know is that is not simply an option to continue at the current trajectory. This plan will not solve all skills requirements, rather, it will aim to deliver a few key objectives really well which will have a tangible positive impact to Homebuilders and their supply chain.

The employer led activities have been identified and developed in consultation with six of the key larger Home Builders, (Taylor Wimpey, Barratts, Persimmon, Vistry, Bellway, Redrow) and members of the HBSP Activity Groups. (Focuses are Skills & the Supply Chain, Attract and Diversity & Inclusion). The activities are based on intelligent discussion and with reference to internal and external data and is inclusive to all sizes of Home Builders spanning England and Wales. HBF Members comprise a mix of large, medium, and small companies; 55 are classed as large, 116 as medium and 118 as small. Companies are based across England and Wales, thus is the initial scope of this plan.

The plan articulates a programme-based approach with the aforementioned workstreams. A number of key themes are woven throughout; The Supply Chain, Competency, Net Zero, Modern Methods of Construction and Inclusivity. Each activity can offer benefits to both the Home Builder and the supply chain, including the more specialist smaller sub-contractors. Method Statements will be developed which will determine each of the activity specifications (outputs and outcomes), and in particular will identify the external agencies and key Home Builders who will help deliver the benefits.

Delivery and Partners

HBSP have been delivering industry solutions for several years, under the direction of the Activity Groups and through commissioned projects such as Pathways into Home Building and the Brickwork Masterclasses. HBSP also actively deliver attraction and skills messages through a series of dedicated products and services such as the Future Talent Network, the Home Builders School Outreach Service, and the Home Building Careers website. Under the steer of the new and directly established HBSP Expert Panel, and working alongside the Activity Groups and wider membership, and relevant linked trade associations.

HBSP team will manage and co-ordinate the workstreams with the benefits being directly delivered and owned by the Home Building Sector and their supply chains. Homebuilding industry data will be used alongside wider construction information to influence project design. (See Appendices X to Y)

There will be connectivity between this Sector Plan and the planned Specialist Network Groups (CITB are establishing), working in collaboration with Trade Associations such as the Federation of Master Builders (FMB) and the National Federation of Builders (NFB) who may work with a slightly different Home Builder customer base. It is important to Homebuilders to also link with trade associations representing the sub-contractor trades.

Our current partners of choice include (but is not limited to) National House Building Council (NHBC) Women into Construction, Sustainability Supply Chain School, The Careers Enterprise Company, The Schools Outreach Company and STEM.

Potential sources include CITB funding (incl. commissions, Specialist Network and Local Training Group funding, Skills and Training funding and employer grant); Homebuilders own funds and resources, Local Skills Improvement Plans, Mayoral Combined Authorities and Greater London Authority delivering devolved AEB, and mainstream DfE provision funding. Opportunities to influence and improve existing provision and practices will be maximised.

Resolving Productivity & Labour Skill Shortages

Key Questions	What is the Challenge	How will the Activity contribute to wider Industry success measures?	What will the Activity deliver?
How can the Homebuilders help their direct and extended existing workforce improve core and wider skills	The lack of incentives for the supply chain to train and update technical skills A lack of core non-technical and behavioural skills; the capability to plan and project manage, communication, & resilience., developing an inclusive culture	Creating a collaborative business structure around skills training. Valuing interpersonal and behavioural skills and increase the uptake of training particularly on key competency, behavioural areas	<ol style="list-style-type: none"> 1. Develop a better understanding of industry training requirements, including behavioural skills. Knowledge of training provision available and dissemination of information to improve key behavioural competencies 2. Develop and implement targeted training interventions to meet identified requirements including through the use of site-based masterclasses. 3. Develop and promote CPD programme and resources for key roles. 4. Develop longer-term delivery mechanisms using both site-based solutions and strategically located skills hubs which will provide ongoing skills results and deliver accelerated programmes under 'site-like' conditions.
How can the Homebuilders increase recruitment, retention, and achievement rates of Apprentices across their sector	A reluctance to invest in apprentices due to the lack of a longer-term and visible work pipeline Limited resources & funding to recruit, select and manage apprentices Lack of knowledge and understanding of the apprenticeship options, standards and the End Point Assessment (EPA) requirements	An increase in apprenticeship starts and completions Helping to make the Apprenticeship Levy work better for employers in the sector. Robust apprenticeship standards which are embedded, and which reflect Net Zero requirements and industry modernisation	<ol style="list-style-type: none"> 1. Develop a supply chain apprentice management support model - using additional resources to help the supply chain to recruit, manage and develop apprentices and their responsible workforce 2. Promote the benefits of the accelerated apprenticeship model to the supply chain 3. Develop guidance which can highlight effective and targeted methods of redirecting unused and due to expire apprentice levy funds to support key sub-contractors
How can the Homebuilders increase the retention of their competent and capable workforce	An ageing workforce: skilled workers choosing to leave the industry. Lack of flexible options in many roles, particularly site based.	Embedded policies and practices which enable workers to continue working in their existing role or encourage positive redeployment	<ol style="list-style-type: none"> 1. Develop and share best practice on retention and flexible working (links to attract and grow priority) 2. Understand needs of returners (over 50's for example) and career changers (e.g., intense training)
How can the Homebuilders help future proof their skill sets; to include digital, Modern Methods of Construction and net zero green skills	Patchy understanding and application of IT and digital solutions - homebuilder and supply chain How green technology will impact all trade roles and in particular those significant trades e.g., electricians,	By underpinning reduced costs and project delivery times, with increased quality and better environmental outcomes. Increased productivity, better communication across the supply chain, increased appeal to new entrants	<ol style="list-style-type: none"> 1. Analysis of the skills, knowledge and behaviours needed to support the use of new technologies & construction methods. 2. Develop and promote best practice and pathways to transition existing workforce 3. Develop and promote training interventions and webinars to meet identified requirements both for the acquisition of new skills and upskilling the existing workforce (e.g., IT capability) Utilising site-based masterclasses, e-learning & opportunities available through versatile skills hubs.

CITB Priority:

Skills, Training & Development

Lead:

Home Building Skills Partnership collaboration, leadership and direction from the HBF members and Activity Groups

Future Proofing Skills & Competencies

Key Question	What is the Challenge	How will the Activity contribute to wider Industry success measures?	What will the Activity deliver?
How can the Homebuilders drive up whole workforce competency, including Supply Chain	Inconsistencies in the skills and competence of those working in the construction and fire sectors	Improved quality, intelligent response to Building Safety Act; driving up standards in building techniques and build programme	<ol style="list-style-type: none"> 1. Review of the HBSP Skills Frameworks and active involvement in IfATE led review and revision of standards, working in conjunction with construction federations and trade bodies. Promote updated version to industry. 2. Development of CITB standards which are relevant and of value to the sector 3. Explore existing training provision, including that of the wider sector e.g., roofing and develop training solutions to meet new requirements including through site-based masterclasses, skills hubs and existing training provider and college provision. 4. Develop the ability to read competency profiles via CSCS cards 5. Develop and promote the provision of enhanced site-based inductions
How can the Homebuilders develop a shared approach to ensure consistency of knowledge, skills, and behaviour of Qualified and Skilled Site Managers & Site Supervisors, which can be understood Supply Chain wide	Complexities of identifying, measuring, and recording the competencies of site managers & site supervisors and the workforce they supervise	To demonstrate to all; regulator, building occupiers and the wider public that those designing, building and maintaining the built environment are skilled and competent to do so.	<ol style="list-style-type: none"> 1. Development of an industry owned training matrix to record and measure competency and qualifications of site management. 2. Detail career pathways and understand between levels, e.g., what are the key progression competencies from trainee site manager to site manager 3. Develop a consistent approach to identifying requirements and possible training delivery routes across the supply chain. Resulting training solutions developed and delivered which are effective and easily available.
How can the Homebuilders help increase the opportunities for the Supply Chain to upskill with training products and services	Underwhelming appetite of the Supply Chain to access local and national training gateways and hubs	Increased potential for SME engagement, offering both generic and tailored specialist sector specific solutions, which are fit for purpose and relevant to quality improvement and MMC	<ol style="list-style-type: none"> 1. Develop a long-term collaborative strategy to promote joint working to agree training interventions needed. Design these with other trade associations and local and specialist training groups. Also, utilise masterclasses and skills hubs to deliver solutions. 2. Provide simple pathways to upskill existing workforce with new skills 3. Develop links with local and specialist training groups and trade associations including via the Specialist Sector Employer and Training Provider Network Groups and wider industry bodies to deliver and promote training interventions. 4. Develop and promote a simple training provider matrix with linked funding opportunities 5. Series of regional/local high-profile roadshows led by Home Builders, designed, and promoted with other trade bodies to promote agreed standards, collaborative working and the availability of training interventions

CITB Priority:

Standards & Qualifications

Lead:

Home Building Skills Partnership collaboration, leadership and direction from the HBF members and Activity Groups

Attract and Develop an inclusive talent pipeline

Key Questions	What is the Challenge	How will the Activity contribute to wider Industry success measures?	What will the activity deliver?
How can the sector become more attractive to labour pools who require flexi working and/or who are from a diverse background	A stagnant labour pool which stifles positive retention and recruitment of workers; the imperative to help modernise the industry –issues of an ageing workforce, inclusivity, gender diversity, skills shortage and wellbeing issues. Hiring managers unable to recruit effectively and promote the housebuilding industry positively	Increase the appeal of Home Building	<ol style="list-style-type: none"> 1. Dedicated summit/conference to produce strategy & operational working solutions on flexi working etc across all job roles, but particularly site focussed. Led by senior Homebuilding Directors in partnership with HR specialists and professional bodies and including speakers from CLC/Build UK and Timewise 2. Development of wider guidance (including an employer value proposition) to promote workplace/ organisational culture that supports good recruitment practice, inclusion and diversity and assists staff retention. 3. Developing and piloting recruitment models collaborating with partners such as Women into Construction and New Futures Network. Identifying alternative talent pipelines, sourcing candidates from wider backgrounds 4. Expansion of the number of STEM/Go Construct/Homebuilding Ambassadors and agreement on how they can be more actively used. (As part of the wider attract programme)
How can homebuilders develop better links with FE and Training Providers to help bridge the gap between education and industry	College leavers are not site ready and are not entering the sector. A lack of technically experienced tutors	Fit for purpose construction courses with job ready students. Improved and increased work experience opportunities with enhanced outcomes. Sustained engagement with employers and providers. Increase in tutors with up-to-date skills and knowledge.	<ol style="list-style-type: none"> 1. Development of ‘Adopt a College’ model, strengthening links between key construction colleges and Homebuilders. Producing support agreements analysing impact and Improving recruitment outcomes for full time construction students 2. Implement and embed CPD training bundles for FE college construction tutors 3. Engagement with local brokerage services such as the DfE pilot “Engaging the SME Apprenticeship Market” 4. Develop a package of support for older workers to become EPAs, tutors, and assessors. 5. Understand how to utilise existing and future skills hubs to maximise the intensity and expediency of their programme style for college leavers gain
How can the homebuilders engage with schools to introduce homebuilding careers and deliver a curriculum better suited to employer needs	Lack of positive visual and written career or curriculum content on homebuilding across all levels of the curriculum. Fragile links between schools/FE/HE and industry. A need for positive engagement with pupils from Key Stage 1 to Key Stage 4	Increased awareness of the Homebuilding sector. A broad and rich knowledge-based curriculum. Increased knowledge and application of career-based learning by educators and influencers.	<ol style="list-style-type: none"> 1. Development of a programme to support employer engagement with schools leveraging social media channels and using relevant video / interactive case studies 2. Building and platforming a portfolio of up-to-date careers resources 3. Continue to build on current pilot with the School Outreach Company, commissioning outreach and engagement work with schools nationally. 4. Agree a long-term engagement programme strategy for homebuilding sector across the education sector – primary/secondary schools, FE colleges & universities 5. Build on work to engage and target key influencers such as parents and careers advisors

CITB Priority:

Attraction

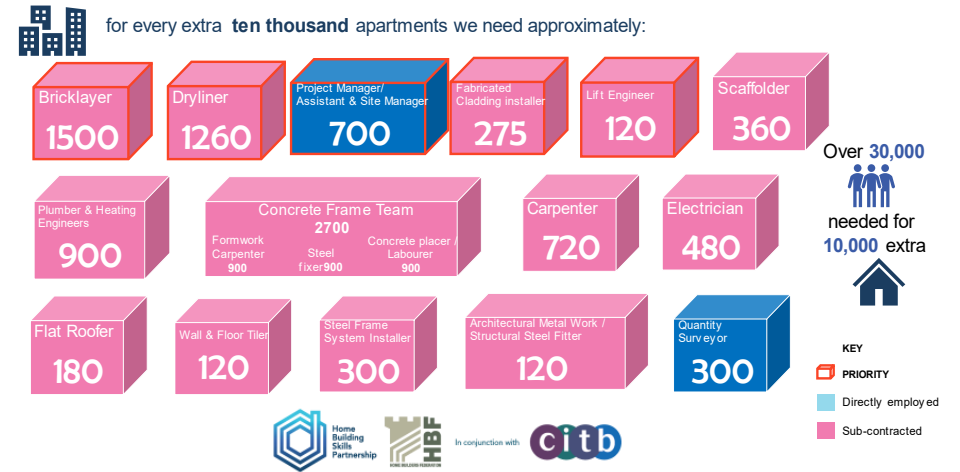
Lead:

Home Building Skills Partnership collaboration, leadership and direction from the HBF members and Activity Groups

Attracting New People to Key Roles- for every extra ten thousand houses we need approximately



Attracting New People to Key Roles



HBF Size of the Challenge 2022

		Bricklayer	Plumber	Plasterer/Dry liner	Carpenter	Groundworker	Electrician	Roofer	Floor/Wall Tiler
*New recruits for every 10k houses built 2016/17		2500	300	400	1000	2500	300	300	150
***Apprentice Achievements in England 2021/22	All levels	485	1980	0	2380	130	2920	0	0
***FE Achievers 2021/22	Level 2	2360	5310	785	3420	580		20	210
	Level 3	330	930	50	780		2740	5	5
	Total	2690	6240	835	4200	580	2740	25	215
**% expected to enter construction 2021/22	25%	673	1560	209	1050	145	685	6	54
New recruits into construction from Education 2021/22		1158	3540	209	3430	275	3605	6	54
% of current workers over 60 2022/23	7%								
**CITB estimate of total workforce in new homebuilding 2021/22		63%	18%	15%	13%		10%	17%	17%
**% of workforce self-employed (construction) 2021/22		78%	46%	82%	70%	33%	29%	66%	75%
% of workforce self-employed (home building) 2016/17		90%	88%	92%	87%	87%	85%	91%	92%

CITB 2023-2027

CSN National Report

[csn-national-report-final-report.pdf \(citb.co.uk\)](#)

CITB 2022

Learning to earning: Increasing FE learners into Construction

[final-achievers-and-leavers-report.pdf \(citb.co.uk\)](#)

HBF 2022-2023 Edition

State of Play: Challenges and Opportunities Facing SME Home Builders

[HBF Report - SME report 2023v2.pdf](#)

HBF Workforce Census 2023

<https://www.hbf.co.uk/news/hbf-home-building-workforce-census-2023/>

CIC 2020

[Raising the bar proving Competence - Building a Safer Future](#)



Construction
Quality Overview_M:

NHBC March 2023 update
Construction Quality Overview

Brickwork Masterclass Evaluation Reports

Brickwork Masterclass Further Education Evaluation Report 2020

Summary Brickwork Masterclass Programme Evaluation 2022

[Improving Skills in Brickwork \(hbf.co.uk\)](#)

Government Opportunity Areas and Social Mobility Cold spots

Areas of deprivation and lack of careers support

[OASelectionMethodology.xlsx \(live.com\)](#)

<https://www.gov.uk/government/publications/social-mobility-and-opportunity-areas>

Careers Enterprise Company - A review of Careers Education in England 2021/22

A national review of Careers Education in England which addresses key questions for the careers system, identifying opportunities to enhance impact in the future

[Ready for the Future: A review of Careers Education in England 2021/22 | The Careers and Enterprise Company](#)

Diversity Data: the sector in 2022



Diversity Data - the
sector in 2022.pdf

The Home Building Skills Partnership Independent Evaluation 2016-2019

An overview of delivery and impact over 4 years

<https://www.hbf.co.uk/news/skyblue-evaluation-home-building-skills-partnership/>

Influencing the Supply Chain

As Case for Collaboration

HBSP Supply Chain Engagement Pilot Evaluation 2019

[Influencing the Supply Chain \(hbf.co.uk\)](https://www.hbf.co.uk/news/supply-chain-engagement-pilot-evaluation-2019/)

Fast Track FE leavers into home building careers

HBSP Fast Track Pilot Evaluation Report 2019

[Pilot - Fast Track FE Leavers into Home Building Careers \(hbf.co.uk\)](https://www.hbf.co.uk/news/fast-track-fe-leavers-into-home-building-careers-2019/)