

Homebuilding Skills Partnership Logic Model (2016)



Rationale

To develop, grow and sustain a national Partnership programme to promote and support workforce development across the home building sector

Challenges

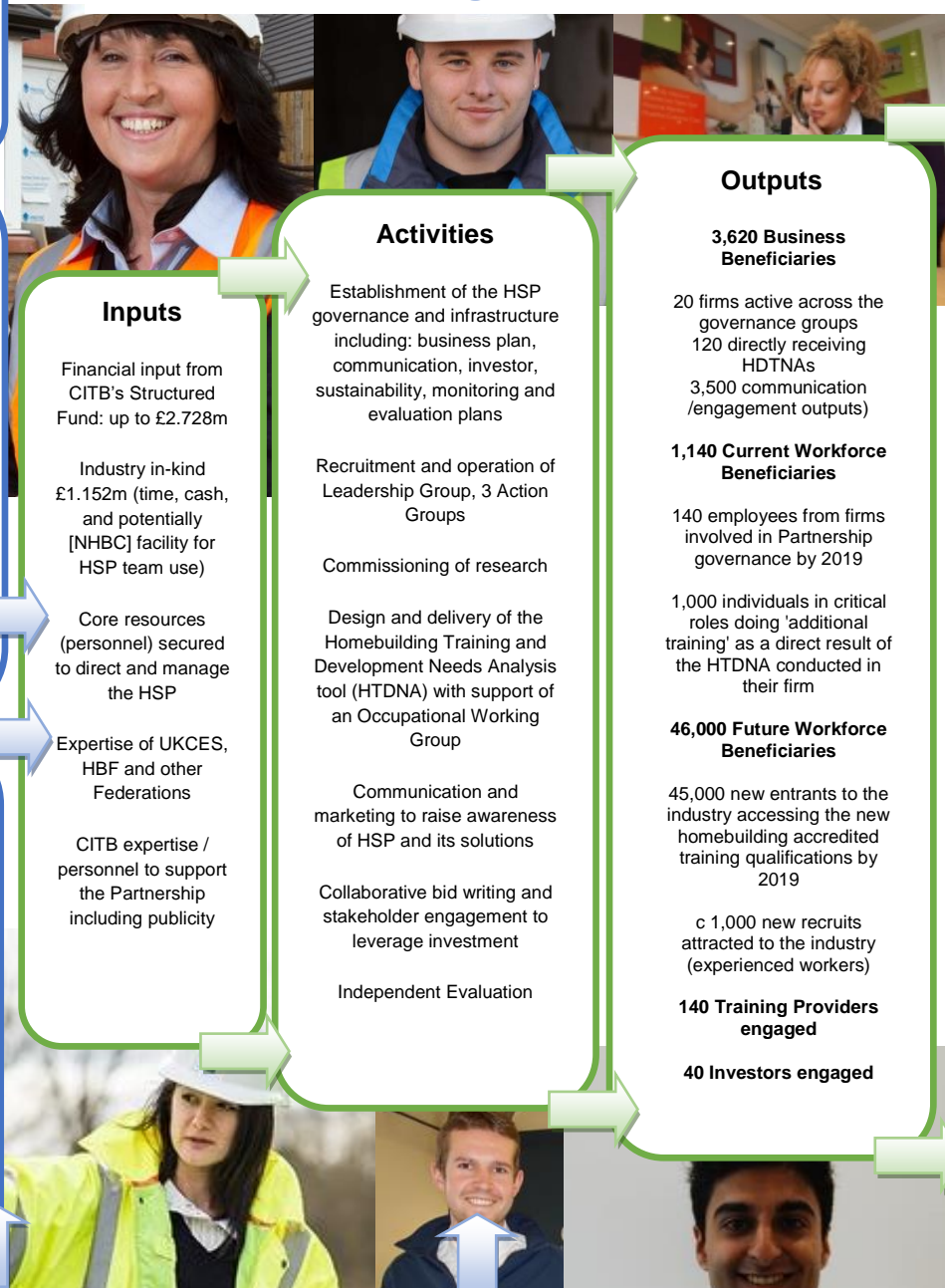
- Managing growth including supply chain collaboration and support
- Short-termism (attitude towards risk, employment, training & development)
- Labour shortages, rising recruitment costs and wage inflation
- Skills shortages for critical roles
- Sector profile and attractiveness
- Training and development provision that is not relevant enough for the sector
- Culture of non-collaboration

Opportunities

- To develop an improved public identity for homebuilding
- To influence the development of a more professional, fully trained workforce
- To increase the productivity and the value add per employee
- Improve quality and relevance of industry training
- Co-ordinating homebuilders and subcontractors to tackle common workforce challenges
- Influence investment in skills to the benefit of the homebuilding sector

Assumptions

- ❖ The HSP is operational for a minimum of four years and continues
- ❖ Assumes CITB's six strategic priorities remain similar for 2016-2019
- ❖ The sector is willing to collaborate and manage growth with its subcontractors



Inputs

- Financial input from CITB's Structured Fund: up to £2.728m
- Industry in-kind £1.152m (time, cash, and potentially [NHBC] facility for HSP team use)
- Core resources (personnel) secured to direct and manage the HSP
- Expertise of UKCES, HBF and other Federations
- CITB expertise / personnel to support the Partnership including publicity

Activities

- Establishment of the HSP governance and infrastructure including: business plan, communication, investor, sustainability, monitoring and evaluation plans
- Recruitment and operation of Leadership Group, 3 Action Groups
- Commissioning of research
- Design and delivery of the Homebuilding Training and Development Needs Analysis tool (HTDNA) with support of an Occupational Working Group
- Communication and marketing to raise awareness of HSP and its solutions
- Collaborative bid writing and stakeholder engagement to leverage investment
- Independent Evaluation

Outputs

- 3,620 Business Beneficiaries**
- 20 firms active across the governance groups
- 120 directly receiving HDTNAs
- 3,500 communication /engagement outputs)
- 1,140 Current Workforce Beneficiaries**
- 140 employees from firms involved in Partnership governance by 2019
- 1,000 individuals in critical roles doing 'additional training' as a direct result of the HTDNA conducted in their firm
- 46,000 Future Workforce Beneficiaries**
- 45,000 new entrants to the industry accessing the new homebuilding accredited training qualifications by 2019
- c 1,000 new recruits attracted to the industry (experienced workers)
- 140 Training Providers engaged**
- 40 Investors engaged**

Outcomes

Outcomes will occur for different beneficiaries over the lifetime of the HSP including:-

Business Beneficiaries

- Knowledge about what current and future skills, training and development is needed through the HDTNA
- Access to more contextualised and relevant training for critical roles
- Reduction of workforce challenges 'Voice' to influence investment in the sector's workforce needs
- Gains from collaboration
- Improved workforce practices
- Increased incidence of new approaches and innovation

Current Workforce

- Those in receipt of training benefit from knowledge and skills gains making them better at their job/role
- Perceived value of training and development increases
- Sense of achievement, reward and recognition

Training Providers

- Refocused training offer better able to meet industry needs

The Sector

- A more relevant and valued curriculum for critical roles (common industry standards)
- A sustained HSP, led by the sector with committed investors to the skills agenda
- An authoritative research and evidence base to tackle skills and labour challenges in future
- Improved image and appeal of home building industry

Impact (long term)

A sustained and respected Partnership routinely influencing collective action on skills for a more unified sector

A culture of collaborative workforce development that leads to tangible productivity gains in the sector including homebuilders and their subcontractors

1 million new homes built less constrained by workforce challenges that would otherwise have been the case

External Factors

- ❖ Government Policy affecting homebuilding in the next 4 years
- ❖ Economic pressures affecting the competition for labour and skills
- ❖ Education, employment and skills reforms (including devolution) affecting the sector's attitudes to risk and investment in skills