



FEDERATION OF  
**MASTER  
BUILDERS**

# Annual Report

**2023-2024**

**Build with the best**

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The reporting period for this Annual Report is June 2023 to May 2024.



# Foreword

## President and CEO Introduction

We are pleased to introduce this year's FMB Annual Report, which we hope reflects the wide range of changes, successes and challenges that we have faced within the FMB. We have certainly been busy over the past 12 months.

Our members are our most important asset, which is why we're especially pleased to report that the FMB has been reviewing its strategic direction to ensure Master Builder companies are fully recognised as the best in the building industry, and that the FMB logo becomes the aspiration for any reputable building company.

Against this background we are proud to present the new three-year strategic plan for the FMB, called 'Project Growth'. The new strategy builds on the work over recent years to improve standards and to underpin what it means to be a Master Builder company. Project Growth seeks to promote the new FMB to a wider audience and demonstrate the value of using an FMB member.

In support of Project Growth has been the investment to launch a new

member App and improvements to the Find A Builder service, both of which have attracted positive feedback. The FMB Master Builder Awards in September last year, hosted by television presenter and celebrity Nick Knowles, was a huge success celebrating the fantastic work that FMB members carry out across the UK.

The election of the new Labour Government in July offers new opportunities for the FMB to engage and support the delivery of much needed homes and infrastructure, as well as upgrading our existing ones to make them greener and more energy efficient. The need for SME builders has never been greater, which is why the FMB will continue to be an active champion for the building industry and those who work in it.

Finally, we want to thank our members for the great support and enthusiasm they give to the FMB both nationally and at the local level. It's a great privilege to represent you all.



**CHRIS CARR**  
National President  
Federation of  
Master Builders



**BRIAN BERRY**  
Chief Executive  
Federation of  
Master Builders



FEDERATION OF  
**MASTER  
BUILDERS**

## About the FMB

The FMB has come a long way since its humble beginnings in war-torn Britain in 1941. We are the largest trade association in the UK construction industry, representing small to medium-sized building companies across England, Northern Ireland, Scotland and Wales.

We advocate for the highest of standards and continuous improvement within the built environment. As a non-for-profit organisation, all our fees are re-invested into supporting and promoting our Master Builders.

Despite modernisation and change throughout the decades, the FMB's core values and passion to support its members are as strong as they have ever

been. Integrity, inclusivity and innovation has always been at the heart of our work.

We know adapting to change is important as we navigate our way through challenging and exciting transformations within the built environment.

Our progress and achievements span across the entire organisation and are set out in this year's annual report, along with our plan for the future – Project Growth – which charts a new, three-year strategic plan for the FMB.

Our work is focused on how we can help more of our members with the resource, guidance and authority required to make change for the better. We are proud of our heritage and our work across a sector that is so crucial for our nations' growth.



# 2023/24 Highlights



Launched enhanced **Find A Builder platform**, designed to boost online visibility for individual members with a new Post A Job service for homeowners

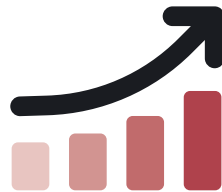
Awarded **Best Showroom Campaign award** at 2024 National Homebuilding and Renovating Show in Birmingham



FMB **dispute resolution service** brought fully inhouse



**147%**  
**Income generated** from FMB London meeting room hire service increased by 147%



Developed new three-year strategic plan, **Project Growth**



FMB Insurance ranked the **number one UK brokerage** in the 2023 Best Insurance Brokerages 5-Star awards

## Increased FMB's presence in the media,

with coverage in key national titles such as BBC Breakfast, Sky News, The Guardian, The Times and inews



First ever **FMB App** launched exclusively for members

# Our heritage

Over the past 83 years the Federation of Master Builders has gone from a new organisation fighting for the small builders of London, to a UK-wide organisation recognised by the construction industry for its leadership and championing of SME builders. In 2024 the FMB continues to uphold the high professional standards that the founding members worked so hard to achieve.

1941

Federation of Master Builders founded to help secure work for SME builders on bomb-damaged buildings



1956

Master Builder magazine launched



1972

FMB introduces the first Construction Industry Pension Scheme



1947

First official FMB office opened in Great Ormond Street, London

1957

FMB representatives met the Queen and the Queen Mother at the Building The New Britain Exhibition in London

1974

FMB appoints first National Director W.S.Hilton



## 1978

The Building and Allied Trades Joint Industrial Council (BATJIC) formed in partnership with the Transport and General Workers Union

## 1983

FMB given two seats on the Construction Industry Training Board (CITB)



## 1991

Scotland and Northern Ireland membership regions created with more than 800 members



## 2024

FMB launches first app, exclusively for members



## 2012

Helpline service launched for FMB members, providing business advice and support

## 1999

FMB Find A Builder Service launched online



## 1990

FMB becomes founding member of the European Builders Confederation

## 1980

FMB introduces the voluntary National Register of Warranted Builders (now FMB Insurance), the first of its kind to give an insurance backed guarantee on quality of work, materials and structural defects



## 2013

First Housebuilders Survey launched

# Challenges facing our industry

The FMB has waded through some choppy waters in recent years, with a particularly challenging political environment that was, at times, unfavourable towards builders. The new government is outwardly pro building and growth, with ambitious plans to deliver 1.5million homes, but we'll need to see action on these plans.

## Pressures on the economy

The economy, while stabilising, is not growing at a pace that is required to unlock large-scale investment, and public services are still reeling from many years of underinvestment. This means the new Labour government will have to make tricky economic decisions about the scale of funding it provides. For example, Labour's plans for housing rely overwhelmingly on rapid private sector growth, predominantly by the volume developers, but core issues like planning capacity are set to receive only minor funding improvements.

There are also issues much closer to home – will the public have the cash to spend on builders? It seems they may not, with various tax rises mooted, which may particularly affect homeowners. We know that when homeowners are squeezed, many builders feel the impact, as spending on projects around the home drops off.

## Building Safety Act

Beyond economics, builders are facing issues with regulations, notably the Building Safety Act. The Act introduced a raft of changes that alter the way builders, big and small, must adjust to make sure buildings are safer. This has had an impact on builders now needing to prove they are qualified or experienced enough to carry out certain types of work. However the



requirements of these qualifications remain unclear, with little guidance from the government.

House builders also face many changes, some are predominantly designed for those that build high risk buildings, like multi-storey towers, but potential new taxes like the Building Safety Levy will impact all sizes of house builders. Originally aimed at large developers involved with high rise cladding problems, this tax was broadened out to the entire sector, despite small house builders not being involved in these sorts of developments. This tax could further risk pushing SMEs from housebuilding and hand over what little market share they have left to the volume developers.

### **Skills crisis**

The lack of new skilled builders is the greatest challenge the sector faces. The workforce is ageing, apprenticeship numbers remain stubbornly low and the dropout rate is high. To top it off the UK has a dim view towards vocational skills. The skills crisis must be addressed, otherwise the government's ambitions for growth will not be realised. There must be a long-term plan to encourage people into construction from all walks of life. This will require industry to look at how it can become a more attractive workplace for a new generation, but it also requires the government to shift the dial on vocational education.



# Our business

Over recent years the FMB has committed itself to raising standards. We do this to underpin our credibility, attract and retain the best building companies as members, and to give consumers the assurance that Master Builder companies deliver quality building work.

## FMB Vision

To become the 'go-to' organisation for all who value building quality.

## FMB Values

The FMB's strategic objectives are underpinned by a culture that recognises certain core values. These include:

**Integrity** - to be honest, fair, impartial and decent.

**Inclusivity** - to allow everyone to be themselves in a supportive and positive working environment.

**Innovation** - to encourage original and creative thinking.



# REVENUE



# MEMBER SERVICES



# Project Growth

## Our Three-Year Strategic Plan

In March 2024 the FMB Board approved a new three-year strategic plan called Project Growth, which focuses on promoting the membership offer and brand to grow the membership.

Successful implementation of Project Growth will allow the FMB to consolidate its position as the UK's largest trade association in the construction sector. The plan is focused on stronger membership growth and commercial opportunities, as the FMB becomes more recognised by all those who strive for quality in the building industry. The plan sets out five strategic objectives to support our ambition for the future.

### Strategic Objectives

**1 Membership growth**  
The FMB has focused on raising standards within its membership, with the introduction of an inspection and 14-point check for any building company wanting to join. Now that all members are fully inspected, we are focused on growing the membership and making the construction industry, consumers, and government more aware of what is to be a Master Builder company.

**2 Promotion**  
The FMB was set up to help SME builders secure work, and the need for a

strong voice is as great now as it was in 1941. We know that more builders become interested in joining when the FMB is in the media, which is why the FMB will focus on better ways to promote itself.

**3 Standards**  
The FMB is committed to raising standards to help improve the reputation and credibility of the building industry. Over recent years the FMB has moved away from being a traditional trade association to one that actively accredits its members, which provides the credibility that FMB members value.

**4 Commercial**  
All our commercial activities are designed to support the membership offer and increase non-subscription income. We will develop a new commercial strategy that will include active engagement with national and regional partners.

**5 Data Driven Growth**  
The effective use of data is critical as it allows for better business decisions to be made. It is vital that we understand as much as we can about the makeup of our members' businesses, to help us develop more tailored services that are better able to meet the needs of individual members.

# Commercial Operations

Our Connections Programme develops and manages partnerships with organisations that are looking to engage with our membership, mostly in the form of support and sponsorship of our events and publications. Connections has strengthened a number of our long-standing partnerships with supporters such as Build Aviator/Jewson, CITB, Isuzu, Tradepoint, Open Reach, People's Pension and Promote UK. Regular engagement and more contact in the devolved nations has seen 12 national and 21 regional sponsor and supporter packages sold over the year.

Commercial sales supported the cost of the Master Builder magazine and events through paid advertising, which included a printed 2024 wall planner in the December/January 2024 issue.

The 2023 Master Builder Awards also saw great support through donation of prizes, including a vehicle worth £37,000 from Isuzu and various prizes from BP and Tradepoint. Nearly 70 Supplier Directory listings on the FMB website offered an average of 40 offers exclusively for members over the year.

## FMB Properties

Property rental remained stable with income of £205,573 and occupation averaging 93 per cent, with three leases expiring and one break clause taken. Repairs and maintenance stayed within budget, with minor repairs and decorating such as water ingress damage in Tonbridge and London, electrical and plumbing repairs in London and Leeds, and electrical remedial works in the Midlands.

FMB meeting rooms in London saw a large rise in the volume of bookings, leading to a strong increase in income of 147 per cent as we continued to market and retain current clientele. A portion of the first floor Leeds office was partitioned to create a new meeting room for internal use, and bookings now look strong for the remainder of 2024.

Several enhancements have also been made to IT systems at FMB's own offices, including in cloud routing defence and mobile device management.



FMB MBA  
Sustainability  
Award winner  
2023 - DLE  
Construction  
Limited, Chris  
Pearman - Build  
Aviator, host  
Nick Knowles



# Our Members

**There has been a variety of changes in the legal landscape in which our members have been operating, therefore this year we have been adapting and improving our member services to ensure we are providing the best possible support.**

The FMB suite of contracts continues to be one of our most used and highly rated benefits of membership. This year's challenge has been to update the entire suite of contract documents in the light of the Building Safety Act 2022. Even though this only applies in

its entirety in England and Wales, we have taken the opportunity to improve the formats, introduce further clarification on some points, and include greater flexibility where possible, such as on defects rectification periods. This means that using an FMB contract will help both our members and their clients to understand their obligations in relation to the new roles that the Act creates.



## Annual Audits

The FMB is one of the founding organisations of the government-backed TrustMark scheme, and continues to be one of the largest TrustMark Scheme Providers. Our annual audits have been upgraded this year, so from July 2023 all TrustMark members undergo an additional annual desktop check to make sure



their membership is aligned with the TrustMark Framework Operating Requirements. This coincides with the introduction of the FMB's Building Work Guarantee, an insurance-backed financial protection product which is mandatory for TrustMark members to offer to their clients, and is easily available from FMB Insurance Services.

### Support and Resources

Members running busy building companies have access to unlimited FMB advice on a range of business

issues. From taxation, HR, employment and legal advice, it is an invaluable benefit of membership along with more than 800 templates and guides for members to download. Our helplines are well used and

valued by members who consistently report high levels of satisfaction with these services. We have also bolstered our health and safety support with access to a specialist construction health and safety adviser for members.

We continue to provide support to our members and their clients in getting building disputes resolved through our CTSI certified mediation service. During this year we have brought the service fully in house, so that the FMB team is dealing with all dispute resolution cases for members.

### **Business Coaching**

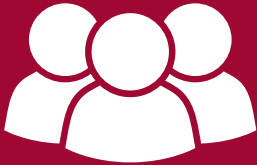
The Business Coaching services we launched to members in 2022 has proven very popular, with our third cohort of members participating in 2024. The six-month programme of weekly sessions has highlighted the positive impact of peer-to-peer learning and strengthening of our member community. Participants reported they found a huge benefit from the opportunity to share business challenges, best practice and solutions, not only with the coach but with each other.







# Membership At A Glance



## 1 in 5

members insured with FMB for liability insurance

## 6,768

FMB members



## 10%

of members with turnover in excess of £3million

## Top five trades

**1**  
Extensions

**2**  
RMI

**3**  
house building

**4**  
roofing

**5**  
renovations

## 7,500

document downloads, helping members manage their business



## 1,279

calls to member helpline

## 7 out of 10

FMB members employ five people or fewer



## 591

member eLearning courses completed

# Advocacy and Influence

## Your voice in Government and beyond

The FMB has had bumper year of engagement with government, including numerous sessions with Ministers responsible for housing, construction, education and work attainment, and regular meetings with MPs and civil servants. FMB members had the opportunity of a direct session with the House of Lords Built Environment Committee, where they expressed their views on the current state of the market. The FMB also returned to the Labour and Conservative party conferences with a range of engagements aimed at highlighting the issues builders face.

We had another strong presence with our annual parliamentary reception – focused on licensing of builders – bringing in people from across industry and politics. We heard from Kevin Hollinrake MP, the then Minister for Enterprise, Markets and Small Business, and licensing champion Mark Garnier MP.

## Research and guides

Along with our quarterly release of State



of Trade surveys, we officially launched the guide to becoming a house builder at the ICE headquarters. Created by the Construction Leadership Council SME Housing Builder Sub-Group (led by FMB National President Chris Carr), the guide helps builders looking to transition into house building by setting out the issues they may encounter along the way. We also launched our annual House Builder Survey in parliament in November 2023, with a panel session featuring speakers from across industry and government discussing how to boost the output of small house builders.

## Skills and the future of the workforce

The FMB was tasked with leading the CITB sector skills plan on retrofitting, which is a multimillion-pound fund to help train builders in retrofitting skills, starting with research to assess current market needs. We ensured member views were fed into the public review of the CITB, as input from Area Boards



and members is integral to ensuring the CITB works for small builders.

### General Election

Ahead of the 2024 general election we launched our manifesto 'Growth From the Ground Up', with the then Housing Minister Lee Rowley, Labour's Tan Dhesi MP and Vera Hobhouse MP from the Liberal Democrats. Launched to more than 100 guests in parliament's packed-out Churchill Room, the manifesto highlighted the key needs of our members. It focused on:

- **Significantly boosting** housebuilding
- **Supporting the rollout** of energy efficiency measures
- **Encouraging more young people** to enter the workforce with skills, training and apprenticeships funding
- **Introducing minimum standards** to professionalise our industry
- **Improved business support** for SME construction firms.

### FMB in the media

The FMB regularly features in trade and national media predominantly focused

on our policy campaigns, looking at topics such as planning, taxes and retrofitting among many others. This year, the FMB was quizzed over ULEZ on BBC News and featured in the Daily Telegraph 'Prove It' article where the FMB challenged Sadiq Khan to show evidence that builders would take less time off work as a consequence of ULEZ.

The FMB featured in The Guardian expressing our disappointment over Labour's row back on a broad ranging insulation scheme, while licensing continued to be championed in a double-page spread in Building Magazine focused on the lack of minimum competence in the sector. We featured in many RAAC safety crisis articles and the Competition Market Authority's report on the state of the housing market, and our manifesto gained widespread media attention with a bold call for a dedicated Housing Secretary. Beyond politics and policy, the Master Builder Awards once again had a two-page spread in The Sunday Times, featuring the overall winner Vantage and Co.

# Across the UK

**Our membership is spread right across the UK, with Area Boards and FMB representatives working in all home nations and regions to support our members and their businesses.**

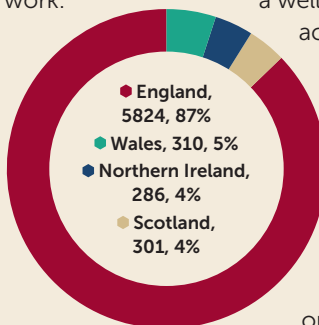
## England's Regions Show Strength in Numbers

It has been a year of change for the FMB across England, with Gary Olsen stepping down as London President, and Sam Eden departing as London Director. David Gutierrez was elected the new London President and is looking forward to working with the London Board and the wider membership on progressing the FMB agenda in the capital. We also welcomed new Hub Directors in the Central and South regions, bringing some new faces to the many site visits we conduct with our members to showcase their incredible work.

The Area Boards remain determined to play their part in championing and promoting construction careers, and have visited several schools to give talks, demonstrations, and taster sessions with hundreds of pupils. The

strength of the FMB membership has fostered stronger relationships between members, CITB and regional colleges such as Leeds College of Building to address the skills gap in the construction industry. We have led successful partnerships such as a collaboration between the London Area Board and Shooters Hill Sixth Form College, which sought funding from CITB for a pilot programme to improve the retention of construction apprentices by offering them a bursary. Similarly, renewed collaboration between the Central Region and CITB has led to several initiatives including a well-received podcast on

access to grant funding, and a successful webinar on apprenticeship support. FMB Central Board member, Matt Bridge of Colonial Construction, secured a seat at the CITB England Nation Council table, amplifying our members' voices.



and trusted, quality builders near you



The launch of the Essex Construction Alliance with Essex County Council aims to create opportunities for our members, and FMB North continues to play its part as a member of the Construction Alliance North East (CAN). CAN is a collaboration of four construction trade bodies and exists to give construction SMEs a united voice across the North East.

Working with Area Board members and other Master Builders, the FMB has run stands at trade shows to educate consumers on the significant benefits of using a Master Builder. These have included the Homebuilding and Renovating Shows at numerous locations in England, along with shows at the National Self Build and Renovation Centre in Swindon.

### **Voice of FMB Wales Stretches to Westminster**

Our policy work remains strong

through regular engagement with Welsh Government cabinet secretaries and officials. We are involved in several Welsh Government policy groups including the Construction Forum, the House Builders' Engagement Group, and the Decarbonisation of Housing Implementation Group. Further afield, our Wales Director gave evidence to Westminster MPs on the Welsh Affairs Select Committee concerning the barriers that prevent the sector from delivering homes.





Master Builder Awards Edinburgh 2023

The FMB is part of a group of stakeholders tasked with developing a new Construction Management Degree Apprenticeship qualification in Wales, designed to ensure the content meets the needs of our members. The course will be taught in three universities from September 2024. We also participated in several workshops on the development of the social clauses that will be included in the recently enacted Social Partnership and Public Procurement Act, which will place a legal obligation on public sector clients to evidence the social, economic and environmental impact of their contracts.

Our Wales Director was a speaker at this year's Local Authority Building Control Wales conference, and has also been interviewed by several media outlets including ITV Wales and BBC Wales, in both Welsh and English. The focus of the interviews has varied from the housing crisis to construction skills shortages. On the social side, the annual FMB West Wales branch Charity Dinner took place in Tenby and raised an amazing £1,800 for local charities.



### **The Voice of Scottish Builders from Holyrood to the Highlands**

With apprenticeships, training, skills, building standards, housing and planning all devolved to the Scottish Parliament, we have kept up the momentum on lobbying policy makers on behalf of members. Discussions with the Minister for Higher Education and Further Education, the Minister for Business and the Minister for Housing, have helped to shape policy in Scotland. We have a voice on various boards and working groups, such as the Building Standards Futures Board, and have been involved in work with



FMB members attending a Construction Safety and Health Awareness Day in Inverness

the Scottish Government on resourcing of the planning system and on topics such as skills and apprenticeships. The FMB has been very active with the membership and wider industry in Scotland, presenting at the AGM of the Shetland Construction Training Group in Lerwick and working with others to deliver the Construction Safety and Health Awareness Day in Inverness. It was a pleasure to welcome members from across Scotland to our Scotland Master Builder Awards ceremony in Edinburgh, where members celebrated each other's success and made new connections at the event. On the topic of events, once again we played a central role in delivering the Green Home Festival in August 2023.

### **FMB Grows Members and Influence in Northern Ireland**

Now that devolved government is back up and running in Northern Ireland, we have been busy lobbying new ministers and backbenchers on the issues that matter to our members. We sit on several groups including the Northern Ireland Housing Forum, have met with

several government ministers including the Minister for Infrastructure. We have also been in close discussions with the Construction Skills Register (CSR) on the concerns of members about recent changes to the CSR cards.

We continue to work tirelessly to ensure that our members are front and centre of plans to retrofit existing housing stock, including our involvement with the Belfast Retrofit Hub, facilitated by Belfast City Council. The British Embassy in Dublin invited us to speak at a high-profile conference in Cork City, with the aim of sharing best practise in the world of retrofit. Our advocacy work on behalf of members is going from strength to strength, our NI membership numbers have grown. FMB NI was a founding member of the Building Mental Health Alliance, which is a collaboration of stakeholders focused on providing confidential help and support for those affected by mental ill-health within the construction sector. Our NI Director has spoken at several conferences on the topic and delivered toolbox talks on member sites.

# FMB Insurance



Following a restructure of FMB Insurance at the end of 2022, significant improvements have been made to the service delivered to members, the processes in place and the products on offer. Investment has been made in staff training to ensure members are dealing with knowledgeable and qualified brokers, with a specialism in construction insurance.

The positive result of these changes has culminated in FMB Insurance (and

our Coversure Ely franchise) winning first place in the UK's Best Insurance Brokerages by Insurance Business UK (IBUK). The IBUK Awards recognise brokerages that are committed to offering a wide range of quality insurance policies backed by outstanding customer care.

We are working with a greater panel of insurers than ever before, including high street names and specialists, and have developed closer, more commercial working relationships with them, ensuring we have access to exactly the right insurers to cover the





business needs of our members. The aim is to make the process as simple and straight forward as possible for FMB members.

By growing this insurer network we have also increased the number of policy types we are able to provide to members, and have seen increased enquiries for Professional Indemnity Insurance as well as Property Insurances (including unoccupied property and landlord policies).

At the end of 2023 we conducted consumer research on how insurance factors into a consumer decision-making process when having building work done. This provided valuable insights, including that 85 per cent of consumers would choose a builder that provides an insurance backed guarantee over one that doesn't. The research findings informed the development and launch of our FMB

Building Work Guarantee, an insurance backed guarantee for members offered by FMB Insurance. This is a valuable tool for members to distinguish themselves, as well as being a must have for any TrustMark members.

The FMB Insurance team serviced thousands of members and homeowners, with over 20,000 calls made and received during this period. Five members of the team are undertaking apprenticeships to further their Chartered Insurance Institute qualifications, as well as technical staff enrolled on RICS courses to support ongoing knowledge development.

FMB Insurance's key priorities over the next year are to support member growth, introduce more products to benefit members and grow commercial income.





FEDERATION OF  
**MASTER  
BUILDERS**

**Master  
Builder  
Awards**

## Events and recognition

The Master Builder Awards are the pinnacle of the FMB's events calendar, celebrating the exceptional building work of our members. A series of regional finals held across England and the Home Nations culminated in a grand national final at London's prestigious Grosvenor House in September 2023. The ceremony, sponsored by Isuzu and hosted by TV personality Nick Knowles, was an unforgettable celebration of building excellence.

The 2023 awards were a resounding success, generating an incredible 237,000 online impressions and captivating audiences across multiple social media platforms with over 2,800 engagements. Our digital footprint extended even further, with a remarkable 41,500 webpage views, demonstrating the widespread interest in the event. The awards also garnered significant media attention, with

features in popular media outlets such as The Sunday Times, Professional Builder, Housebuilder and Developer, BBC and the Daily Express.

Beyond the impressive statistics, the Master Builder Awards are truly about the people who make the industry shine. As one attendee commented: "The prestigious MBAwards were seen once again as the Oscars of the construction industry, highlighting the exceptional work of Master Builders." Another attendee added: "We thoroughly enjoyed our day. It was made even better by coming away with a WIN!".

The ultimate prize – Master Builder of the Year – was accompanied by a brand new Isuzu pick-up truck worth £37,000, a fitting reward for the exceptional talent and dedication demonstrated by the winner Vantage & Co Group Limited.

The Master Builder Awards are more than just an event – they are a testament to the talent, dedication, and innovation within the construction industry. We are immensely proud to have hosted such a successful celebration and look forward to building upon its success for the 2025 awards.



## Events Programme

The FMB hosts a variety of events across the UK, providing opportunities for networking, learning, and industry engagement. In 2023 and 2024, we welcomed more than 1,000 attendees to our events. These gatherings aim to enhance the FMB's profile, support professional development, and facilitate collaboration within the construction industry.

### Our programme of events reaches across the UK, including:

- AGMs
- National Master Builder Awards
- Regional and Home Nations Master Builder Awards

- Exhibitions
- Webinars
- Member networking and dinners
- Parliamentary receptions
- Members' virtual meetings
- Online masterclasses

These events have played a crucial role in supporting our members and strengthening the FMB's position within the construction industry.

### FMB Webinars

Our webinar programme continued to thrive this year, expanding our on-demand resources for members. We delivered 10 informative webinars, reaching a cumulative

audience of over 800 members through live attendance and on-demand viewing. These webinars have proven to be a valuable platform for connecting with members nationwide, providing expert insights and fostering engaging Q&A sessions.

### Key topics covered included:

- Maximising FMB membership benefits
- Crafting winning tender submissions
- Exploring the advantages of CIOB fellowship
- Mastering cashflow management for business success
- Profitable pricing and estimating strategies



# Governance Structure

The Federation of Master Builders is governed at a national level by an elected Board of Directors, which works in collaboration with a Senior Management Team to deliver the strategic plan. There are 13 members on the Board - 10 national representatives and three members who form the Presidential Team. The Chair is the National President, who holds the post for two years.

## Focus on Standards

This year the FMB Standards Committee, supported by two members of the FMB Board, has amended the Committee's Terms of Reference to clarify the procedures that are used if a member is referred to the Standards Committee. It has also improved the process for a member to appeal the outcome of such a referral, and introduced more flexible sanctions. This work is important to underpin FMB's commitment to upholding high standards and to applying those standards with integrity and impartiality.

## National Board

- **Chris Carr**, National President – Carr & Carr (Builders) Limited
- **Phillip Hall**, National Vice President – Hall Construction Ltd
- **Janet Etchells**, Immediate Past President – Syntonic Kitchen Technicians Limited
- **Rob Clark**, Board Member North West – Broadfield Construction NW Ltd
- **Joe Cole**, Board Member South West – All Build Development Ltd
- **Aidan Cropper**, Board Member Yorkshire and Trent – IPSUM (UK) Ltd
- **John Ford**, Board Member Southern Counties – Build My Home Ltd
- **Mark Gribbin**, Board Member Northern Ireland – Setanta Construction Ltd
- **Anthony Luckett**, Board Member Central – Peter Luckett & Sons Builders
- **Michelle Radford**, Board Member Northern Counties – Radford Construction Services Limited
- **Alastair Raitt**, Board Member Scotland – H M Raitt & Sons Ltd
- **Annie Summun**, Board Member London – Kiesel Group
- **Graham Williams**, Board Member Wales – D R Williams (Felinwnda) Cyf/Ltd

## Senior Management Team

- **Brian Berry**, Chief Executive
- **Graeme Copestake**, Finance Director
- **Ifan Glyn**, Director of Regions & Home Nations/Wales Director
- **Caroline Hughes**, Director of Operations
- **Hayley Lorimer**, Director of Membership Services
- **Kate McFerran**, Director of Communications (Interim)
- **Seena Shah**, Director of Communications
- **Emma Whyatt**, Director of FMB Insurance Services



# Investors in People Gold Employer

Investors in People aims to 'make work better', with the assessment and accreditation of employers taking part in the global scheme. The FMB has been taking part in Investors in People (IIP) accreditation for the past decade, with the most recent 'temperature check' taken in December 2023.

The survey of FMB colleagues carried out benchmarking across nine indicators, which measured and ranked the FMB in areas such as leadership, performance and structuring of work. IIP ranked the FMB as a Gold Employer, with four out of five people ranking the FMB as a great place to work. The survey showed the highest-ranking

indicator for the FMB was in living the organisation's values and behaviours, closely followed by empowering and involving people, structuring work and delivering continuous improvement.

It also showed the area for future focus was primarily around designing an approach to recognising and rewarding high performance, which the Senior Management Team has been addressing throughout the year in addition to a structured organisation-wide training programme.

## FMB's progress as an Investors In People employer:

- **Accredited** 2015
- **Silver award** 2018
- **Gold award** 2021
- Re-assessment due November 2024



# Financial statements

## FEDERATION OF MASTER BUILDERS LIMITED

(A company limited by guarantee)

### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 £	2022 £
Turnover	4	5,274,040	5,480,303
Cost of sales		(619,378)	(544,566)
<b>Gross profit</b>		<b>4,654,662</b>	<b>4,935,737</b>
Administrative expenses		(5,437,542)	(5,506,896)
Other operating income	5	17,865	67,620
<b>Operating loss</b>	6	<b>(765,015)</b>	<b>(503,539)</b>
Income from fixed assets investments		279,747	233,142
Interest receivable and similar income	10	31,634	3,913
Realised gain on the sale of investment property		-	367,887
<b>(Loss)/profit before taxation</b>		<b>(453,634)</b>	<b>101,403</b>
Tax on (loss)/profit	11	-	(50,208)
<b>(Loss)/profit for the financial year</b>		<b>(453,634)</b>	<b>51,195</b>
Property revaluation and Release of unrealised gains on disposal of property		(1,240,000)	(368,373)
Deferred tax movement on disposal of property/revaluation of property	21	302,982	83,950
<b>Other comprehensive income for the year</b>		<b>(937,018)</b>	<b>(284,423)</b>
<b>Total comprehensive income for the year</b>		<b>(1,390,652)</b>	<b>(233,228)</b>
<b>(Loss)/profit for the year attributable to:</b>			
Owners of the parent Company		(453,634)	51,195

## FEDERATION OF MASTER BUILDERS LIMITED

(A company limited by guarantee)

REGISTERED NUMBER: 00368163

### CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2023

	Note	2023	2022
		£	£
<b>Fixed assets</b>			
Intangible assets	13	415,369	435,858
Tangible assets	14	3,337,577	4,438,010
Investments	15	- 3,600	
Investment property	16	2,139,000	2,287,400
		<b>5,891,946</b>	<b>7,164,868</b>
<b>Current assets</b>			
Debtors: amounts falling due within one year	17	403,513	487,547
Cash at bank and in hand	18	1,962,195	2,480,500
		<b>2,365,708</b>	<b>2,968,047</b>
Creditors: amounts falling due within one year	19	(1,175,713)	(1,357,340)
<b>Net current assets</b>		<b>1,189,995</b>	<b>1,610,707</b>
<b>Total assets less current liabilities</b>		<b>7,081,941</b>	<b>8,775,575</b>
<b>Provisions for liabilities</b>			
Deferred taxation	21	(477,639)	(780,621)
<b>Net assets</b>		<b>6,604,302</b>	<b>7,994,954</b>
<b>Capital and reserves</b>			
Revaluation reserve		502,256	1,439,274
Profit and loss account		6,102,046	6,555,680
		<b>6,604,302</b>	<b>7,994,954</b>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by: **C S Carr**, Director

N.B. This is an extract of the full audited financial statements.



## FEDERATION OF **MASTER BUILDERS**

The Federation of Master Builders (FMB) is the largest trade association in the UK construction industry, representing thousands of firms in England, Scotland, Wales and Northern Ireland. Established in 1941 to protect the interests of small and medium-sized (SME) construction firms, the FMB is independent and non-profit making, lobbying for members' interests at both the local and national level. The FMB is a source of knowledge, professional advice and support for its members, providing a range of modern and relevant services to help them succeed. The FMB is committed to raising quality in the construction industry and offers a free service to consumers called 'Find a Builder'.

For further information about the FMB, visit [www.fmb.org.uk](http://www.fmb.org.uk)