

Attendees: Ian Heptonstall (Action Sustainability), Alfie Gilbert (Supply Chain Sustainability School), Ken Davie (Action Sustainability), John Browne (Balfour Beatty), Steve Fozard (Costain), John Handscomb (Kier), Nick Bromell (Lendlease), Geoff Fawkes (McAvoy Group), Andrew Day (Telford Homes), Kieran Brocklebank (United Utilities)

Apologies: Alan Clucas (Laing O'Rourke), Peter Kelly (ISG), Colin Sergeant (Elliott UK), Paul Cleminson (BAM UK), Lyndon Trinder (Balfour Beatty), Steve Cook (Willmott Dixon), Robert Robinson (Georg Fischer), Stuart Whiting (Prater), Ben Lever (CITB), Dave Merchant (NG Bailey), Jim Taylor-Rose (Taylor Woodrow)

1. Introductions

Ian Heptonstall (AS) welcomed attendees and asked for any AOB outside of the meeting agenda.

Agreed:

- ✓ As noted by Steve Fozard (Costain) the group agreed it would be interesting to talk about Offsite industry trends, specifically in relation to the performance of Offsite approaches and technologies in the residential market.
- ✓ Following on from a residential focus, the group agreed it would be good to try and get Bovis involved with future sessions as a potential new partner of the group. Andrew Day (Telford Homes) confirmed he would be happy to help with this.

Actions:

- Ian Heptonstall (AS) to speak to Paul Parkinson (AS) about approaching Bovis as a potential partner.

2. Progress Against Plan

Ian Heptonstall (AS) confirmed that the Offsite School is exceeding the targets set for the 2018-2019 calendar year. In line with this, questions were raised as to how the School can do more to promote the impact it is having.

Discussions then moved onto the fact that the Offsite School has been doing more with the other departments in the Supply Chain Sustainability School to try and promote offsite. The group discussed whether a closer alignment with Buildoffsite would help with this, and Ian Heptonstall (AS) confirmed this is something the School is trying with its Design Offsite Group and a formal MOU with Build Offsite.

The group then moved on to discuss how the School can start to influence more actors within the value-chain, namely cost-consultants and M&E organisations. Ian Heptonstall (AS) confirmed that there had been no progress on this from the last meeting owing to more pressing business focuses.

Agreed:

- ✓ School performance figures show that there is a lot of interest in offsite, and the School should be doing more to try and understand who its audience is and what they are interested in.
- ✓ The School should be doing more to promote its impact across communication platforms.
- ✓ We need a plan and resources to get more cost consultants and M&E professionals involved with the group.

- ✓ Having government and policy makers involved with the School's training sessions would be an interesting evolution for the sessions.
- ✓ This group would like to keep updated with outcomes from the Design Offsite Practice Group.

Actions:

- The Alfred Gilbert (AS) to review Offsite users for 2018-2019 to see which markets they are from, and then research what resources and/or training is most popular.
- Alfred Gilbert (AS) to circulate the meeting minutes from the last Design Offsite Practice Group meeting.

3. DfMA Workshop Programme:

The group would like to try and get government and policy makers along to sessions where appropriate. They would also like to explore running an offsite workshop with a 'water' focus, but it was confirmed BuildOffsite are currently doing a lot of work in relation to this.

The group then talked about whether training and events could be 'layer-caked' to facilitate cross-market learning (i.e. resi, commercial and infra combined).

Ian Heptonstall (AS) confirmed that the School still has capacity to run workshops for the partners and had not done any this year for a number of members in the room. The group were asked to reach out to Alfred Gilbert (AS) if they would like to host, speak at or attend a session.

Agreed:

- ✓ It was agreed that the School should investigate further cross-sector workshops.
- ✓ In line with this, the group would like the School to host more 'general' offsite workshops rather than focused on specific markets.
- ✓ The group will try to do more to get involved with the School's events

Actions:

- Alfred Gilbert (AS) to circulate the upcoming list of events to the Offsite Group
- Alfred Gilbert (AS) to liaise with Build Offsite to see what they are doing in the water sector and report back.
- All group members to review the event lists and notify Alfred Gilbert (AS) of any training they would like the School to deliver and/or be a part of.

4. CITB Increasing training capability and capacity bid

Ian Heptonstall (AS) updated the group that the School has not hear back on its bid and that it would not likely hear until December.

The group briefly discussed the new resources that would be created from the funding, and it was confirmed that the material will sit inside of the School.

5. Business planning priorities for next School year

Ian Heptonstall (AS) introduced the group to an exercise focused on 5 key areas for the School's future:

- 1) Facts
- 2) Current Activities:
- 3) Opportunities:

- 4) Threats:
- 5) Creativity:

The Group's feedback on each of these areas was then put into an ease and impact grid on feedback by the group.

You can see the summation of the feedback from the group session in appendix 1 included with this document.

Actions following this exercise are listed in the appendix.

6. AOB

The group discussed trying to host the next meeting at MTC in mid-January 2019. John Handscomb (Kier) offered their Foley Street Offices (London) as a potential venue for meetings throughout 2019, pending room availability.

A date of Wednesday 16th, 10:00 – 12:00 at Kier's Foley Street offices was agreed.

The School will then circulate meeting dates for 2019 following January's meeting.

Actions:

- ✓ John Handscomb (Kier) to confirm if Kier's Foley Street offices are available for Wednesday 16th January, 10:00 – 12:00
- ✓ Alfred Gilbert (AS) to confirm with the group the date and venue for the next group meeting through a calendar invite.

Offsite Leadership Group Meeting

20/11/2018



Our Business Plan priorities for 2019

Ease & Impact Grid:



Our Business Plan priorities for 2019

We developed 9 priorities for 2019, we agreed to consider these before the Christmas break and feedback to the School team on these and whether there was anything we were missing. Feedback to the team by Wednesday 20th December please.

1) Understand Members and Partners

By better understanding the members and partners of the School, we will be better able to target our communications to them around resources that will engage and inspire them.

Action: Supply Chain School to review member data and activity data to better inform school outreach and service offering.

2) Keep educating the supply chain

By better understanding the members and partners of the School, we will be better able to target our communications to them around resources that will engage and inspire them.

Actions:

- **Build upon activities this year and continue to reach target audience**
- **Deliver activities through the Homes, Construction, Infrastructure, Welsh and Scottish Groups**
- **Devise an improved communications plan**

3) Capturing impact

We need to understand what difference the School is having on the supply chain. We are output focuses currently, we need to move to outcome and then impacts.

Actions:

- **Devise a methodology to record impact the School is having – building upon current Impact survey**

4) Improve current web resources

We need to ensure that all resources on the School are reviewed and updated.

Action: Partners to provide the School with any resources that they feel would benefit the School's members.

Action: School team to review all current resources

5) New Materials

By continuing to deliver training resources, interest pieces and industry news, the School can further position itself as the go-to provider for Offsite information and training

Action: Partners to provide the School with any resources that they feel would benefit the School's members.

Action: Partners to notify the school if they want to collaborate on the development of any new training resources and/or events.

Action: Supply Chain School to ensure better tagging of resources through web-redevelopment to ensure members can easily access the wealth of resources on the site (make better use of what we have already)

6) Sharing Offsite Case Studies

Case studies will help School members understand how the theory of Offsite processes can be applied to projects across the built environment. Readers can relate these case studies to their own developments and working practices.

Action: Partners to provide the School with any case studies they have across the built environment that use offsite approaches and try to share the lessons learned from these projects.

7) CEO Briefings Paper

By better engaging decision makers, the School will be able to better advance the offsite agenda and be in conversation with people who will be able to drive change in businesses

Action: Supply Chain School, in collaboration with Partners to produce an Offsite briefing that can be sent to the School's CEO network.

8) Engaging Other Organisations

By better engaging stakeholders from throughout built environment supply-chains (i.e. designers, manufacturers, contractors, etc) the School will be better able to upskills key influencers that would traditionally limit Offsite applications (i.e. designers not including offsite approaches).

Action: Supply Chain School to continue reaching out for new partners

Action: Partners to notify the School of any potential members or organisations that they feel would benefit from engaging with the School.

9) Advocacy Government

Securing Offsite advocates (government, ambassadors, etc) will help to promote the Offsite agenda across the built environment value chain.

Workshop Feedback – Detailed Summary

Key focus areas for the School's future:

1) Facts: Where are we now?

This prompt was to get the group to think about where the School is currently at in terms of its performance, position within the industry, and our current assets.

Feedback:

- The School is seen as one of *the* centres of excellence in terms of training and knowledge sharing, but questions remain as to whether we are the go-to provider in our market for these services.
- The Offsite School is backed by a leadership group who know their stuff:
 - deep and varied sector experience
 - Intelligent and up-to-date on offsite issues
 - Passionate about the sector
- There is a government preference and push for Offsite that the School should be able to capitalise on. The Leadership group furthers the credibility for the School to qualify for funding submissions in this space.

2) Our Current Activities: What should the School do more of, the same of, or stop doing!

This prompt is focused around the School's deliverables and/or overall performance.

Feedback:

More:

- The School should be doing more to engage with CEOs
- The School could do a better job at using the data it has on its members to assess the general capability of its audience in relation to Offsite and therefore better target resources.
- Collaboration: The school should look to do more with social media outside of its events and comms to engage members with offsite opportunities.
- The group would like to see more training materials, with a specific interest area being the application of offsite technologies.
 - In support of this, the group would like to have easier access to exemplar projects that successfully implement an offsite approach.

Same:

- The quality of events ran by the School is good.
- The group want to the School to continue developing its training and raising awareness about key offsite issues with its network.
- It is also felt that the current Leadership group is a key asset.

Stop:

- The only query raised was around whether the School can support increasing numbers in terms of content provision, platform functionality and communications.

3) Opportunities: How can the School better address sustainability issues?

What are the issues the School should be addressing? Are there any sectors we should be working with? Is there any low hanging fruit? Burning Issues?

- Key Topics Areas to explore:
 - Post Occupancy Evaluation, Building performance and whole-life cost measures
 - Embodied Carbon Assessments
 - Benefits of offsite – Logistics
 - Circular Economy
 - Social Value delivered by offsite approaches
 - New technology and automation in the space
- School Performance:
 - Alliances – the School should do more to build alliances in the space (e.g. Buildoffsite)
 - Learning from the world’s best – we should engage with the Leadership group to get them to share their leading knowledge of offsite.
 - The School should shout about its winners!
 - There is the chance to celebrate those who are bronze/silvr/gold members more actively, with ideas including leadership tables, prizes, etc
- New Market + Professionals Opportunities:
 - Rent-to-buy developments
 - Home Builders
 - Digital Solution Providers and/or innovators
 - Policy makers, regulators and government officials
 - Ambassadors

4) Threats: What threats or difficulties do you see for the School?

What is not working well at the moment with the school? What may we want to do differently? Are there any external threats we should be dealing with?

- Generally, for the offsite Sector:
 - Potential impact of Brexit causing dramatic demand increase
 - Lack of standardisation in the industry in terms of definitions and actual working practices
 - Lack of clients driving the offsite agenda forwards
 - Changes to government policy and regulations
- Generally, for the School:
 - Too many others ‘dabbling’ in the space and creating conflicting information
 - Project 13 and other competitors in the space
 - Securing funding past 2020
 - Over-Targeting of the converted – need to make sure the offsite agenda is reaching new issues and influential people.

5) Creativity: What could the School do that is new?

Key areas include: subject matter, leadership, target audience, geographic reach, accreditation, partners, new knowledge, funding.

Innovation Ideas:

- Create an offsite app allowing users to access resources offline
- Make better use of YouTube as a sharing platform.
- Engage third party influencers and/or potential ambassadors

General Points:

- The group felt it would be interesting to try and partner the Offsite leadership group with a 'traditional design consultancy' to help diversify the knowledge in the group.
- Another idea was possibly using the knowledge in the group to write a provocative report – this would present the group as thought leaders and cement authority in the space.
 - A potential 'easy win' discussed was linking this into industry legislation and trying to create standardised methods, terms and definitions to be used.