



Offsite

Understanding Offsite: Site Management

A Guide for trainers



Introduction to this Course

Introduction to the Offsite Skills Project

The Improving Skills in Offsite Construction Project was developed by the Supply Chain Sustainability School, in partnership with the Manufacturing Technology Centre (MTC) and National Open Colleges Network (NOCN) and with funding from the Construction Industry Training Board (CITB). The project is divided into six courses: Design; Procurement; Quantity Surveyors and Cost Consultants; Logistics; Project Management and Site Management. All the courses provide the fundamental content required to help professionals better understand what they need to do differently when adopting offsite construction techniques.

Course Aims

Purpose: To educate participants on the requirements needed for successful site management within offsite construction.

On completion of this course, participants will have a greater understanding of:

- The offsite and MMC systems available and their suitability for different sectors
- The different benefits for site managers involved in delivering offsite solutions
- The different risks for site managers involved in delivering offsite solutions
- How factory processes and logistics affect offsite site management and differ from traditional construction.

The participants need to come away feeling more knowledgeable about site management for offsite construction and importantly what skills and knowledge they can implement on a project.

This course can either be run as a 6-hour face to face course, where the first half of the course covers offsite fundamentals in detail, or it can be run as a 3-hour virtual course, where the offsite fundamentals section is only briefly covered as a reminder. In the case of the virtual course, it is recommended that all participants complete the **offsite fundamentals: systems** and the **offsite fundamentals: sectors** e-learning modules prior to attending.



Course Learning Outcomes

The course is split into five sections, each with their own learning outcomes.

1. Great examples of offsite design

By the end of this module the participants should be able to:

- Have an appreciation of offsite residential designs;
- Have an appreciation of offsite non-residential designs;
- Have an appreciation of offsite infrastructure designs.

2. Offsite fundamentals

By the end of this module the participants should be able to:

- Understand the industry context;
- Understand the Construction 2025 targets;
- Know the importance of collaboration;
- Understand the benefits and business case of offsite construction;
- Understand the importance of using the Modern Methods of Construction (MMC) Definition Framework to speak a 'common language';
- Know the MMC Spectrum and that the framework consists of categories 1-7;
- Have an appreciation of how different MMC systems are categorised.

3. Offsite risks for site managers

By the end of this module the participants should be able to:

- Understand the common risks of offsite site management;
- Understand how to mitigate these risks;
- Know real-life case studies.

4. Offsite benefits for site managers

By the end of this module the participants should be able to:

- Understand the common benefits of offsite site management;
- Understand how to get the most benefit from offsite construction;
- Know real-life case studies.



5. Planning and logistics

By the end of this module the participants should be able to:

- Know what is different between offsite and traditional construction;
- Understand the differences in planning;
- Understand the differences in logistics;
- Know how to apply the learning to everyday life.



The Trainer's Role

- The facilitator needs to enable a course environment for hands-on discussion and learning, such that the delegates leave understanding how they can use offsite construction in their day-to-day work.
- During the full-day session, the facilitator will remind the learners of the key components of offsite construction and will guide them through the process of applying the learning successfully to offsite construction.
- The facilitator needs to ensure that by the end of the course the participants have a solid understanding of the key learning outcomes:
 1. There is an offsite and MMC hierarchy;
 2. Differences in clients, project types and site constraints will drive different offsite solutions;
 3. Different offsite solutions will influence different cost strategies and will have implications on funding, preliminaries, enabling works and post-construction;
 4. Site managers must know the planning and logistics requirements for offsite solutions.



Preparation for a successful workshop

Before the workshop, the **facilitator** should:

- Using the course presentation, familiarise themselves with each slide and any speaker notes attached to it.
- Complete the **Offsite: Site Management e-learning module**.
- Familiarise themselves with the **offsite topic on the Supply Chain Sustainability School's website**, as well as **offsite related resources**.
- As the participants are recommended to complete an **offsite self-assessment**, the facilitator should also complete an offsite self-assessment so that they understand what the participants have been asked to complete.
- Edit the slide deck to include their own name and contact details.
- Edit the relevant slide to show the venue's wi-fi log-in details.
- Familiarise themselves with the location of the venue's facilities and the emergency procedures in the event of a fire; these should be communicated to the participants near the start of the session.
- Ensure that they have a copy of the '**Intro Loop**' PowerPoint file, which can be left running before the session starts and during any breaks.

Before the workshop, the **participant** should:

- Familiarise themselves with the **offsite topic on the Supply Chain Sustainability School's website**, as well as **offsite related resources**.
- Complete an **offsite self-assessment** to understand where their current gaps in knowledge are regarding offsite and to receive a tailored action plan of learning resources.

Who should attend?

This course is aimed at those involved in site management, with little to no experience of offsite construction. We recommend that workshops of 15-20 people will enable good interactions, discussions and ideas on how offsite techniques can be used and integrated into day-to-day work.



Materials needed to run the Face to Face Course

As the workshop requires a lot of hands-on discussion, the facilitator should prepare the following should they wish to take notes and thoughts from delegates throughout the day:

- White board space or flip chart paper
- Post-it notes

The trainer will also need enough hard copies of the following documents for each participant:

- Attendance sheet
- Feedback form
- Exercise - Offsite risks and benefits for a site manager
- Exercise – What's different in offsite for a site manager?



Face to Face Course Programme: 6 hours

The following programme describes the activities the facilitator should lead the group of delegates on.

Encourage the delegates to share their experience of offsite site management and what skills and knowledge they can take forward into their future work – this will lead to more fruitful discussion and a sense of collaboration.

Section	Activity	Guidance notes for the trainer
Note: Timings are suggestions only		
1	Welcome and Introductions	<p><i>10 minutes</i></p> <p>Get the delegates to introduce themselves to each other, stating their role, experience and knowledge of offsite construction.</p> <p>Explain the aim and purpose of the day's course, including the learning objectives.</p> <p>Ensure each delegate signs the attendance sheet and is provided with a feedback sheet.</p>
2	Introduction to offsite	<p><i>40 minutes</i></p> <p>This section provides an overview of the benefits and business case of offsite. Whilst these are already proven, it is important to get the participants to think about why they are proven and how it can improve their work.</p> <p>The sector case studies are to provide an overview of the types of buildings that can be constructed using offsite methods.</p> <p><i>Exercise: What are the benefits of an offsite approach?</i> This short 15-minute exercise requires the group to split into smaller groups, discuss the benefits and their experience. Consider using post-it notes so that each group can list the benefits, and then report back their findings to the overall group.</p>
3	MMC Definition Framework	<p><i>40 minutes</i></p> <p>This is an important section that gives participants the fundamental knowledge they need to discuss offsite project management in greater detail. The section provides detail on the MMC spectrum and information on each of the categories 1-7.</p>



4	Break	<i>20 minutes</i>
5	Construction Industrialisation	<p><i>20 minutes</i></p> <p>This section aims to help participants to understand where project management fits within the whole construction industrialisation process.</p> <p>The interactive ‘Where are you now?’ question aims to get the participants to think about where their organisation is now and where they could be after attending this course. It is important to note that not all projects are appropriate to offsite and MMC, and the facilitator should explain that this is not a ‘more offsite is better’ question.</p> <p>Question: Where is your practice/company on the scale of DfMA & MMC adoption?</p> <p>This short 5 – minute exercise aims to get the participants to think about where their organisation is now and where they could be after attending this course. It is important to note that not all projects are appropriate to offsite and MMC, and the facilitator should explain that this is not a ‘more offsite is better’ question. Encourage the delegates to discuss their reasonings, drawing on experience.</p>
6	Offsite for site management: risks and benefits	<p><i>60 minutes</i></p> <p>This is a key section that gives participants the fundamental knowledge of the risks and benefits of offsite for site managers. This is also the section where a guest speaker may join and provide case studies of their experience, as well as answering questions.</p> <p>Encourage the participants to draw on experience and provide examples throughout this section.</p> <p>Exercise: What are the risks and benefits of an offsite approach?</p> <p>This detailed exercise requires the group to split into smaller groups, discuss the risks and benefits, and draw on their experience. Consider using post-it notes so that each group can list the benefits or use the handout <i>Exercise – Offsite risks and benefits for a site manager</i>. Get the group to report back their findings and discussion afterwards to the overall group. This should then encourage a detailed discussion. The following slide then provides some suggested and common answers.</p>



7	Lunch	<i>40 minutes</i>
8	Offsite planning and logistics	<i>60 minutes</i> <p>This is a key section that gives participants the fundamental knowledge of what the differences are between traditional and offsite construction for site managers. This is also the section where a guest speaker may join and provide case studies of their experience, as well as answering questions.</p> <p><i>Exercise: What's different in offsite for a site manager?</i></p> <p>This detailed exercise requires the group to split into smaller groups, discuss the differences, and draw on their experience. Consider using post-it notes so that each group can list the benefits or use the handout <i>Exercise – What's different in offsite for a site manager</i>. Get the group to report back their findings and discussion afterwards to the overall group. This should then encourage a detailed discussion. The following slide then provides some suggested and common answers.</p>
9	Discussion, reflection and questions	<i>40 minutes</i> <p>This final section encourages delegates to reflect on what they have learnt from the course and from one another and discuss any outstanding points or interesting topics. Consider revisiting any sections that require additional understanding. If a guest speaker is present, allow them to present case studies and inform how the learning material specifically relates to the understanding of offsite site management. Use the guest speakers subject matter knowledge, as well as your own, to answer questions.</p>
10	Summary and close	<i>15 minutes</i> <p>Summarise and answer any additional questions. Remember to point the participants in the direction of further learning. Ensure the participants fill in a feedback form and have signed the attendance sheet.</p>



Materials needed to run the Virtual Course

The virtual workshop requires a lot of facilitated discussion. They should therefore contact the Supply Chain Sustainability School before running the virtual course, so that they can be given all of the relevant online access information for the tools to enable good facilitation. The workshop should be facilitated on a virtual meeting space, such as Microsoft Teams or Zoom, using Mural as a tool to facilitate discussion.

Tools for the workshop

- Online platform to hold the workshop on – typically Microsoft Teams or Zoom. Zoom enables delegates to split into different break out groups, enabling networking and tailored group discussion.
- Mural – an online digital workspace for visual collaboration (access here: <https://www.mural.co/>). The facilitator must contact the School to obtain an access code and receive further instructions on how to use Mural. The template 'Offsite for Site Managers' should then be used as the basis for the workshop. The template is set up to direct the facilitator throughout the workshop, allowing delegates to interact and put virtual post-it notes on the whiteboard. A duplicate should be made of the template, ensuring that on the new mural the answers in the outline are 'hidden' so that the answers are not revealed to the delegates. The facilitator should then reveal the answers using the outline reveal function, once the delegates have completed the exercise.
- Attendance – the facilitator must capture all of the participants who attend. Both Microsoft Teams and Zoom enable you to download a meeting list after the event.
- Feedback forms – the facilitator must coordinate with the Supply Chain Sustainability School so that they can obtain a customised link to the feedback forms, powered by Survey Monkey. All delegates must be provided with this link at the end of the event and then should complete the 5-minute feedback form.



Virtual Course Programme: 3 hours

The following programme describes the activities the facilitator should lead the group of delegates on.

Encourage the delegates to share their experience of offsite quantity surveying and cost consultancy and what skills and knowledge they can take forward into their future work – this will lead to more fruitful discussion and a sense of collaboration.

Section	Activity	Guidance notes for the trainer
Note: Timings are suggestions only		
1	Welcome and Introductions	<p><i>10 minutes</i></p> <p>Introduction and agenda</p> <p>Explain the aim and purpose of the day's course, including the learning objectives.</p> <p>Instruction: Start in Zoom with PowerPoint, ensuring everyone has cameras on and microphones live in Zoom.</p>
2	Ice breaker exercise	<p><i>15 minutes</i></p> <p>Get the delegates to put a post it note on the map where they are, adding their name, company and a word or two that describes the best thing about their job. Then get them to introduce themselves when prompted.</p> <p>Instruction: Change to Mural. Post-Its in Mural so attendees can write answers to the following: Name? Company? Which town are you in? What's the best thing about your job? Then ask each person to read their answers on camera.</p>
3	MMC Definition Framework	<p><i>20 minutes</i></p> <p>This is a refresher exercise, as the delegates should already have completed the offsite fundamentals: sectors and the offsite fundamentals: systems e-learning modules, to provide them with an understanding of the fundamentals of offsite.</p> <p>Instruction: In mural, you must get the participants to view the 'Which category?' question, featuring the picture of the offsite solution. The participants should then vote, using the poll option</p>



		in Mural. Once all votes are cast and a discussion has been had, reveal the answers using the outline.
4	Offsite for site management: risks and benefits	<p><i>45 minutes</i></p> <p>This is a key section that gives participants the fundamental knowledge of the risks and benefits of offsite for site managers. This is also the section where a guest speaker may join and provide case studies of their experience, as well as answering questions.</p> <p>Encourage the participants to draw on experience and provide examples throughout this section.</p> <p><i>Exercise: What are the risks and benefits of an offsite approach?</i></p> <p>Instruction: This detailed exercise requires the group to split into smaller groups, discuss the risks and benefits, and draw on their experience. They can split into breakout rooms to facilitate smaller discussion. Use post-it notes in Mural so that each group can list their ideas. Get the group to report back their findings and discussion afterwards to the overall group. This should then encourage a detailed discussion, which should also include revealing the suggested and common answers. Additional discussion should then take place based on the common answers. The key to this section is to get participants to draw on their own experience. You should also get the participants to discuss and decide on the top 3 risks and the top 3 benefits.</p>
5	Break	<p><i>10 minutes</i></p>
6	Offsite planning and logistics	<p><i>45 minutes</i></p> <p>This is a key section that gives participants the fundamental knowledge of what the differences are between traditional and offsite construction for site managers. This is also the section where a guest speaker may join and provide case studies of their experience, as well as answering questions.</p> <p><i>Exercise: What's different in offsite for a site manager?</i></p> <p>Instruction: This detailed exercise requires the group to split into smaller groups, discuss the differences, and draw on their experience. They can split into breakout rooms to facilitate smaller discussion. Use post-it notes in mural so that each group can list their ideas. Get the group to report back their findings and discussion afterwards to the overall group. This should then</p>



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7	Discussion, reflection and questions	<i>20 minutes</i> This final section encourages delegates to reflect on what they have learnt from the course and from one another and discuss any outstanding points or interesting topics. Consider revisiting any sections that require additional understanding. If a guest speaker is present, allow them to present case studies and inform how the learning material specifically relates to the understanding of offsite site management. Use the guest speakers subject matter knowledge, as well as your own, to answer questions.
8	Summary and close	<i>15 minutes</i> Summarise and answer any additional questions. Remember to point the participants in the direction of further learning. Ensure the participants have the link to fill in the online feedback form

Related Workshops

The other courses in this Offsite Skills Project include:

- Understanding Offsite: Project Management
- Understanding Offsite: Procurement
- Understanding Offsite: Design
- Understanding Offsite: Logistics
- Understanding Offsite: Quantity Surveyors and Cost Consultants



Appendix: Navigating the Slide Deck

This slide deck has been developed in such a way that the trainer can navigate in a non-linear fashion. The trainer will display an agenda slide, from where individual topics can be explored by clicking on a 'Zoom Link'. Each zoom link is a thumbnail view of the slide at the start of the section. By clicking on the thumbnail, the presentation 'jumps' to the start of the section and, at the end of the section 'jumps back' automatically to the agenda slide you were originally on, from where the next topic can be accessed from another zoom link. You should use your mouse to click on the section you would like to look at. If you click your right arrow on the keyboard, it may skip sections.



Figure 1 Summary zoom slide example.

Figure 1 shows a summary zoom slide example. You should click (using your mouse) on the section that you would like to learn about, from which the presentation 'zooms' you into that section. You can then use your right arrow to progress through that section, at the end of which you will be brought back to the summary slide. Once you have completed all of the sections, you can then click using your mouse, or press the right arrow on your keyboard, to move on to the next section.