

**Attendees:** John Handscomb (Akerlof), Liam McGovern (Shay Murtagh), Lisa Lthurralde (HS2), Marcus Bennett (CITB), Jim Taylor-Rose (Taylor Woodrow-Vinci), Kevin Morrissey (HE Simm), Joe Dyde (BuildOffsite), Elizabeth Cook (Kier), Dominic Coyne (Build Space), Alex Gosney (Laing O'Rourke), Mark Worrall (LCInternational), Ian Heptonstall (Supply Chain Sustainability School), Imogen Player (Supply Chain Sustainability School), David Emery (Supply Chain Sustainability School), Ken Davie (Supply Chain Sustainability School),

### 1. Introductions

Ian introduced the meeting.

### 2. Notes of last meeting

John Handscomb updated the group on Akerlof's project with Innovate UK funding to look into embodied carbon of concrete and implications for offsite use. An agenda item will be added to the next meeting to discuss this in greater detail. John will circulate an update in the new year.

### 3. Offsite Initiatives

- Elizabeth Cook demonstrated Kier's new Modern Methods of Construction database map, available to access [here](#). This has been added as a resource to the School, available [here](#). This can now be added to any learning pathways that partners wish to set up for their own organisations. The map will also be added to the main offsite page on [www.supplychainschool.co.uk](http://www.supplychainschool.co.uk)
- The RIBA Plan of Work 2020 requires a new DfMA Overlay; an updated version of the 2013 overlay. RIBA have agreed and the School are putting together a group of people to input, including Hawkins\Brown Architects and other architects.

**Action: Contractor and manufacturer input.** Joe Dyde to put BuildOffsite colleagues, and Alex Gosney to put LOR colleagues in touch that can help with this reviewing process

- Thanks to input from HS2 and Vinci, the School have recently launched the Offsite Fundamentals learning pathway, a self-enrol pathway featuring key resources for offsite. 34 people have currently self-enrolled, with 3 people having completed the pathway. We will monitor feedback over the next 2 months and report back at next meeting.

#### Actions:

- i. Group members and colleagues to enrol onto the learning pathway
  - ii. School team to report back on use and feedback at next meeting.
- The Industry Launch Event: *Offsite for Everyone* took place on 20<sup>th</sup> October 2020. The launch event was well received, with 210 attendees at the business bytes session, a quality rating of 93% and a relevance rating of 84%. The six taster workshops had a total of 98 attendees, with an average of 92% quality rating and an 80% relevance rating. All of the materials from the event can be found on the [Offsite for Everyone](#) page on the School.
  - At the last offsite leadership group, partners asked for a draft visual roadmap that looks to integrate all of the functions of the School, helping organisations to visualise and understand how they can achieve their sustainability goals. We have developed a draft visual infographic that aims to incorporate all of the functions of the School and how it ties in with your organisational strategies. The draft infographic is detailed in figure 1. After receiving comment and review from the group, we will then take the draft infographic to designers.

**Action:** Group to review the infographic and provide comment.

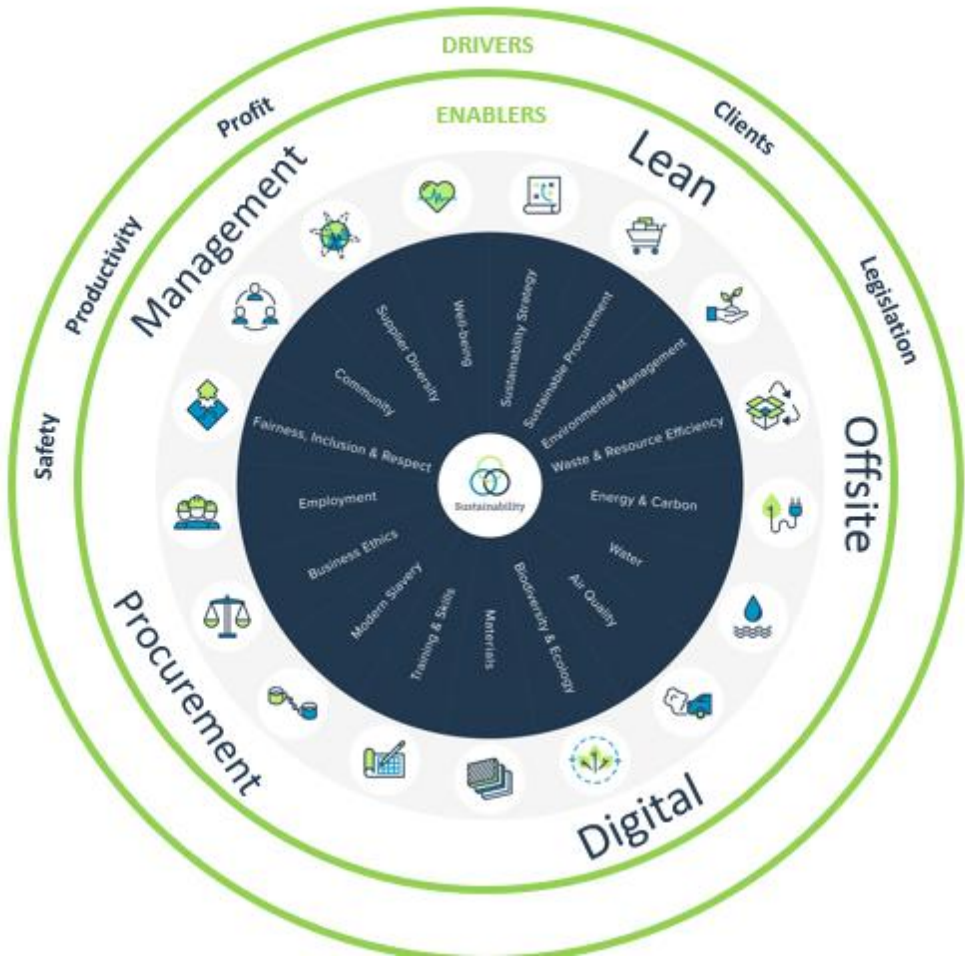


Figure 1 Draft infographic

**4. Business Planning 2021**

Ian updated the group on the activities to date and progress against KPIs (see figure 2). In the 2020/2021 budget, the School had a 28% reduction on budget, yet delivered 75% more learning. Similarly, in 2021/2022 there will also be a 10% reduction in budget.

Across the School there has been a 73% increase in resource views, an 80% increase in e-learning views, a 113% increase in the number of training activities and an increase of 86% learners at training sessions.

Training type	When	Type	Learners	Quality (Excellent or good) Target above 92%	Relevance (Very or mostly) Target above 82%
Understanding your offsite skills needs	23 <sup>rd</sup> April	Lunch n Learn	18	100%	100%
Offsite fundamentals	27 <sup>th</sup> April	Virtual workshop	19	83%	100%
Understanding the MMC Definition Framework	14 <sup>th</sup> May	Lunch n Learn	21	90%	80%
Leading change	26 <sup>th</sup> May	Virtual workshop	12	100%	86%
Offsite design	2 <sup>nd</sup> June	Virtual workshop	19	92%	92%
Offsite procurement	9 <sup>th</sup> June	Lunch n Learn	30	86%	95%
Lean construction	23 <sup>th</sup> June	Virtual workshop	23	100%	93%
Offsite site management (pilot)	29 <sup>th</sup> June	Virtual workshop	11	83%	67%
Construction industrialisation	14 <sup>th</sup> July	Lunch n Learn	46	95%	65%
Offsite procurement	28 <sup>th</sup> July	Virtual workshop	13	75%	25%
Lean to drive site productivity	6 <sup>th</sup> August	Lunch n Learn	27	100%	91%
Offsite for logistics	20 <sup>th</sup> Aug	Virtual workshop	9	100%	100%
Offsite for project managers	2 <sup>nd</sup> Sep	Virtual workshop	11	100%	86%
Understanding 35 in Lean Construction	15 <sup>th</sup> Sep	Lunch n Learn	42	86%	79%
Quality in Construction	24 <sup>th</sup> Sep	Lunch n Learn	22	100%	93%
Offsite for Quantity Surveyors and Cost Consultants	29 <sup>th</sup> Sep	Virtual workshop	9	88%	88%
Offsite for Everyone launch	20 <sup>th</sup> Oct	Launch	210	93%	84%
Offsite for Everyone: 6 x taster workshops	20 <sup>th</sup> Oct	Launch	98	Average: 92%	Average: 80%
Offsite fundamentals	6 <sup>th</sup> Nov	Virtual workshop	16	80%	50%
Offsite skills assessment lunch n learn	11 <sup>th</sup> Nov	Lunch n Learn	2	100%	100%
Lean productivity workshop	20 <sup>th</sup> Nov	Virtual workshop	12	100%	80%
Lean supply chain management lunch n learn	24 <sup>th</sup> Nov	Lunch n Learn	33	81%	68%
Offsite design workshop	3 <sup>rd</sup> Dec	Virtual workshop	TBC	To complete	To complete
Learners @ Training (target to end of Dec 375)	To date: 707				

Deliverables Target	Q1	Q2	Q3	Cumulative target to end of Dec	Cumulative actual to end of Dec	Q4	Total
Launch event (to launch new learning materials, target 100 attendees)		1		1	1		
Supplier briefings Combined with Infra, Homes Construction, Wales or Scotland (Average of 50 learners @ each)	1	1	1	3	3	1	4
Training workshops (Average of 15 learners)	3	4	4	11	12 (excl. 6 x taster workshops)	3	14
Webinars (Average of 10 learners)	1	1	1	3	Lunch n learns 9	1	4
Learners @ training (Number of individuals attending training and webinars)	115	130	130	375	707	130	505
Active companies (Companies currently learning about offsite, target to end of Dec 500)	To end of Nov: 736						
E-learning downloads (Offsite or Mgt target to end of Dec 450)	To end of Nov: 2,681						
E-marketing campaigns (Monthly market news)	To end of November: 15						
Assessments and re-assessments (Target to end of Dec 155)	To end of Nov: 226 (184 assessments and 42 re-assessments)						

Figure 2 Progress against KPIs

The group reflected on where we are now and what they would like to see in 2021/2022. The results of which are provided in figures 3, 4 and 5.

Rank where we are now. 1 = it's not achieving anything we'd like it to 10 = it's already where we want it to be, no room for improvement!

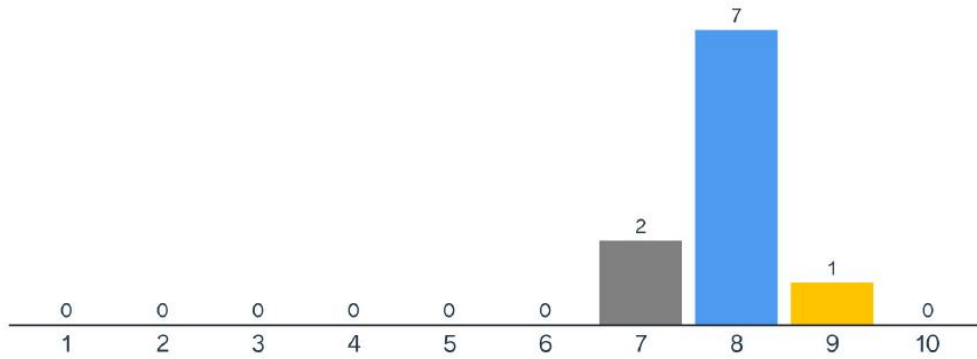


Figure 3 Group Business Planning

Please rank the 7 areas of learning in your priority order.

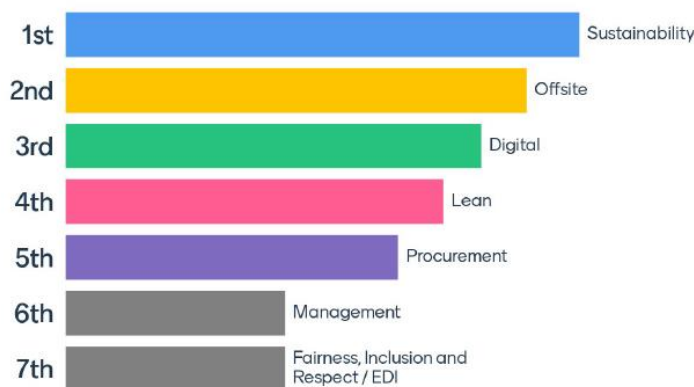


Figure 4 Group Business Planning

Please select your top 5 priority issues from the list below:

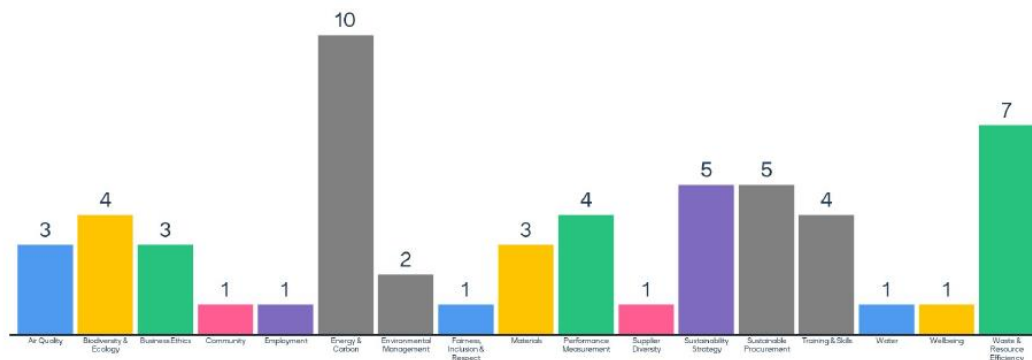


Figure 5 Group Business Planning

The group was asked to identify key ideas for 2021/2022 business planning. The following tables provide the outputs.

**Our Current Activities**

Must do	Should do	Could do	Won't do
E-learning	Updating e-learning	FIR	Workshops in person – reduce cost base
Virtual training	Blended learning – integrate classroom and enhanced online	MMC contractual workshop	
Learning pathways	Leverage data	Case studies of good practice	
Digital training	Knowledge development: waste	Integrating MMC into traditional construction	
Knowledge development	Alignment to construction playbook		
Learning Management System training			

**Opportunities**

Challenges	Who do we need to engage/upskill to address this challenge?	What do the supply chain need to respond to this challenge?
For procurement: Green Book Update; how to stop adding lots of amendments to contract documents	Value toolkit; how do we actually 'procure for value'; playbook; public sector procurement departments; private sector client understanding	Support for SMEs in a post furlough/project funding uncertain world – e.g. how best to engage with contractors/clients. Tips on completing PQQs/tender returns; Understand new requirements and provide training on how to address issues/opportunities; fostering the right culture through the supply chain; continue to upskill on BIM and focus on data standardisation across industry
Architects and designers	RIBA overlay; platform design programme; CIBSE & MEP consultants; create a partnership offer specifically for consultants; engage with business model challenges	Influence; clarity around timescale requirements for provision of design
Cost consultants	Systems engineering approach	Develop tools to evaluate and quantify the benefits of offsite; provision of whole life cost information; data standardisation
Clients	The challenges are mostly human not knowing how to use technology – leaders need to understand benefits and risks and options	Clarify benefits of offsite/MMC; how to market the UK construction as the best and most innovative industry in the world
Manufacturers	Fragmented uncoordinated MMC supply chain – lots of small start	More commonality/standardisations e.g. project seismic type common

	ups doing their own thing; MMC capacity register; engage with trade bodies including BESA	parts; digital is an enabler but if people haven't got the basic skills to start with the join in they get left at the start line so need hand holding; bringing in global best practice (outside UK)
Brexit	New procurement processes post Brexit – how do the UK lead the world in innovative procurement processes; labour shortage post brexit	

### Threats

What's not working well	What may we want to do differently?	External (sustainability) threats
A reluctance to engage and learn despite efforts	Link to European agencies	Reduced funding from continued covid-19 related issues
Question: are people able to apply the learning and derive the benefits post-training	There is still place for face-to-face – even if a majority goes online. Especially when getting people started in new fields of learning	Pandemic effects on young people creating longer term shortage of champions for future MMC
	Increased marketing to maintain interest/prioritisation for training vs pressure to return to normal	Fragmented offsite industry with lots of models

### What could the School do that is new?

Subject matter/leadership	Target audience/geographic reach	New knowledge/funding
Holistic view of how the different e-learning resources interface and interlink	Education piece for LAs and HAs on warranty schemes	Potential for use longer term of immersive learning approaches as part of a blend
New offsite show in May 2021; considering a new skills hub and could collaborate with the School on this	Encourage MOBIE to engage	
	Create a graduate/apprentice leadership sub-group to focus on this issue	

### 5. AOB

The School will be hosting a SMART Construction Network Business Bytes on Thursday 21<sup>st</sup> January 2021.

COVID-19 permitting, there will be a new offsite construction show May4-6<sup>th</sup> 2021.

Date of next meeting: Via Teams, Wednesday 24<sup>th</sup> February 10am to 12noon.