

**Attendees:**

John Handscomb (Akerlof), Mark Worrall (LC), Ian Heptonstall (Supply Chain Sustainability School), Laura Hobbs (BAM Group), Ken Davie (Supply Chain Sustainability School), David Emery (Supply Chain Sustainability School), Kit Lee (MTC), Imogen Player (Supply Chain Sustainability School), Sally Coultas-Paul (MTC), Ben White (Kilnbridge), Ciaran Alstowe (VGC Group), Elizabeth Cook (Kier), James Cowell (Elliott), Dimitrios Oikonomidis (HS2), Dominic Coyne (Buildspace), Evan Dobson (MTC), Alex Gosney (Laing O'Rourke), Joe Dyde (Buildoffsite), Kevin Dolan (John Sisk & Sons), Kevin Morrissey (HE Simm), Marcus Bennett (CITB), Martin Turner (CITB), Olivier Villeneuve (Hors-site), Andrew Day (Telford Homes), Naomi Pratt (Supply Chain Sustainability School).

Apologies from Stephen Burns (VGC Group), Jim Taylor-Rose (Taylor Woodrow), Liam McGovern (Shay Murtagh).

**1. Introductions**

Ian introduced the meeting.

**2. Notes of last meeting**

Everyone was happy with the notes from last meeting.

**3. Update on performance in current financial year**

Imogen updated the group on progress towards the KPIs this financial year (see fig. 1). Targets for the number of workshops, conferences and webinars have been met or exceeded, with the total number of learners being almost double the initial goal. Quality ratings have been good or excellent, with lots of interest in the assessments and re-assessments. 82 people have signed up to the learning pathway launched in December. There are three virtual workshops still to come booked in for this financial year.

Figure 1 Progress against KPIs

**Key performance indicators 2020/21**

Deliverables Target	Q1	Q2	Q3	Q4	Total	Cumulative actual to end of Mar
Launch event/ Conference <i>(to launch new learning materials, target 100 attendees)</i>		1			1	2
Supplier briefings <i>Combined with Infra, Homes Construction, Wales or Scotland (Average of 50 learners @ each)</i>	1	1	1	1	4	This target was decided before Covid. The School put on many general briefings virtually instead of sector specific.
Training workshops <i>(Average of 15 learners)</i>	3	4	4	3	14	14 (excl. 6 x taster workshops)
Webinars <i>(Average of 10 learners)</i>	1	1	1	1	4	Lunch n learns 10
Learners @ training <i>(Number of individuals attending training and webinars)</i>	115	130	130	130	505	1,123
Active companies <i>(Companies currently learning about offsite, target to end of March 600)</i>	To end of Feb: 845					
E-learning downloads <i>(Offsite or Mgt target to end of March 600)</i>	To end of Feb: 2,053					
E-marketing campaigns <i>(Monthly market news)</i>	To end of Feb: 18					
Assessments and re-assessments <i>(Target to end of March 200)</i>	To end of Feb: Individual: 315 (264 assessments 51 re-assessments) Organisation level: 54 (35 assessments 18 re-assessments)					

Training type	When	Type	Leaners	Quality (Excellent or good) Target: above 95%	Relevance (Very or mostly) Target: above 80%
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	2nd June	Virtual workshop	19	92%	92%
Offsite procurement	9th June	Lunch n Learn	30	86%	95%
Lean construction	25th June	Virtual workshop	25	100%	93%
Offsite site management (pilot)	29 <sup>th</sup> June	Virtual workshop	11	83%	67%
Construction industrialisation	14th July	Lunch n Learn	46	95%	65%
Offsite procurement	28th July	Virtual workshop	15	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 5S 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%

Training type	When	Type	Leaners	Quality (Excellent or good) Target: above 95%	Relevance (Very or mostly) Target: above 80%
DfMA Welsh Water	26 <sup>th</sup> Nov	Virtual workshop	19	86%	100%
Smart Construction Network	21 <sup>st</sup> Jan	Conference	357	96%	79%
Digital Construction on a shoestring	11 <sup>th</sup> Feb	Lunch n Learn	40	100%	50%
Offsite for Logistics	18 <sup>th</sup> Feb	Virtual workshop	TBC	TBC	TBC
Offsite for Design	11 <sup>th</sup> Mar	Virtual workshop	TBC	TBC	TBC
Offsite for Quantity Surveyors and Cost Consultants	17 <sup>th</sup> Mar	Virtual workshop	TBC	TBC	TBC
Learners @ Training (target to end of March 505)			To date: <b>1123</b>		

#### 4. Understanding the constraints to MMC and Offsite

Sally introduced the internal project MTC are running, which is mapping constraints to MMC and Offsite, and understanding better how the industry can be supported to overcome these. During the discussion, the following main points were raised:

##### Constraints

- Steel supply –related to Brexit, COVID, demand in China - costs per tonne up to £800 from £550.
- Demand issues – mix of market sectors, level loading / long term visibility.
- Barriers to entry such as requirements around testing and the significant R&D, skills costs of getting a product to market. Disruption to business.
- Lack of reliable cost data and no credible benchmarking data, tendency to default to traditional cost models.
- Lack of consistency across markets – for example moving from education to healthcare where there are more stringent criteria.
- Need for more collaboration, trust, and early engagement, especially in the private sector. Procurement frameworks can provide opportunities for this.
- Traditional methods embedded in the operating models of Tier 1 firms, which will require deep restructuring and shift in thinking.

- Lack of investment in digital – view towards automation, need to first upgrade towards manufacturing and retain flexibility.
- Large variety of models across the industry and lack of consolidation.
- Difficulties in engaging people who need training, e.g., reaching out to FE colleges.
- No contract type for MMC – challenges for cash flow for manufacturing.

**Action: attendees encouraged to contact Sally and Kit directly with ideas on how the MTC can support industry on this.**

## 5. Business plan

Ian gave an overview of the business plan for the coming financial year (see figure 2 for KPIs).

### Main priorities

- Engage the supply chain, including linking with other markets and collaborating with Offsite shows (one is being postponed to May 2022)
- Educate the supply chain – CITB training courses, learning pathways.
  - Dominic mentioned that the training has been helpful to bridge the skills gap with MMC. The appetite for the sector is growing rapidly especially for public and residential projects.
- Capture the impact in the supply chain – to what extent has the training helped?
- Develop collaborative activities – working closely with RIBA, CIPS, MTC, RICS, Build Offsite, Smart Construction Network.
  - CIPS have been looking through procurement lens on how to improve knowledge on MMC, and want to assist SCSS to make a balanced scorecard / standard.

### Other activities

- Developing the DfMA overlay to RIBA Plan of Work 2020
- Review and development of Offsite assessment – last looked at 6 years ago.
- Align learning to Construction Playbook and Procuring for Value
  - AG mentioned that work is being planned on a private sector Construction Playbook.
  - Buildoffsite published a response to the CP and will be discussing this with IH.
- Supporting the Smart Construction Network – important link to academia
- KD pointed out that there is a heavy weighting of beginner modules which should be addressed.

Figure 2 KPIs for coming financial year.

## KEY PERFORMANCE INDICATORS 2021/22

Deliverables Target	Q1	Q2	Q3	Q4	Total
Active companies (Unique companies learning about offsite)	250	225	175	100	750
Learners @ training (Numbers attending offsite conferences, training and webinars)	250	250	250	250	1,000
Business Bytes \ DfMA Overlay launch \ Smart Construction Network (to launch new learning materials, target 100 attendees)		1	1		2
Business bytes - Supplier briefings Combined with Infra, Homes Construction, Wales or Scotland (Average of 50 learners @ each)	1			1	2
Training workshops (Average of 15 learners)	3	4	4	3	14
Webinars (1 hour) (Average of 10 learners)	2	2	2	2	8
E-learning downloads (Offsite or Mgt target)	500	500	500	500	2,000
E-marketing campaigns (Monthly market news)	3	3	3	3	12
Assessments and re-assessments (Individuals and corporate)	85/30	85/30	85/30	85/30	340/120

### 6. DfMA overlay to RIBA Plan of Work

Ian updated the group on progress. Two workshops have been held with industry stakeholders and leading architects from different sized companies. The current plan is to have an initial draft by end of April, final draft mid-June, and the launch on 15th September (10am to 12 noon).

A discussion followed on the overlay structure, the main feedback points being:

- Delivery models in Playbook – how does each process differ in line with the models?
- MMC definition framework – widening this beyond housing.
- Discussion on the terms DfMA and MMC moving to Smart Construction and Design for Whole Life Value, enabled by digitalisation.
- Bringing in closed loop understanding / doughnut economics
- Ambition to build in MMC directly into the Plan of Work in future

**Action: IH to circulate the case study template, those interested to submit case studies (quality over quantity) and to let IH know if you are interested in sponsorship or have more detailed comments.**

### 7. Offsite training needs assessment

Ian discussed a potential update to the current self-assessment and benchmarking tools provided by the school. Currently Offsite is graded on a 1-5 basis whereas other topics use maturity statements which give a more detailed and specific statement against which to rank knowledge. The proposal was well received, and it was agreed this will help with the accuracy and utility of the self-assessment.

What's missing from the assessment?

- Collaboration
- Digital
- Value
- Behavioural change

## Offsite Leadership Group Meeting

24.02.2021

- Procurement – different contract types

LH suggested that a specific workshop is set up around procurement with CIPS, interest in setting a standard.

**Action: Those interested in being a part of workshops on this should contact IH**

### 8. AOB

Overlay good opportunity to engage with designers.

**Action: KD would like suggestions on how to publicise the resources outside of the school, towards architects / designers.**

Thanks to Imogen, as she's moving on to other projects.

### Date of next meeting (s)

Via Teams, Weds 26<sup>th</sup> May, 10-12.