

**Attendees:**

Ian Heptonstall (SCSS (Supply Chain Sustainability School)), Naomi Pratt (SCSS), David Emery (SCSS), Ken Davie (SCSS), Amanda D’Silva (National Highways), Andrew Dewdney (Kier), Andy Batterham (Ibstock), Ben Stone (Keepmoat), Cameron McDougall (Saint Gobain), Carl Norris (Balfour Beatty), Charlotte Nye (Willmott Dixon), Cliff Jones (Mid Group), Ellie Jenkins (Akerlof), Emmanuel Daniel (University of Wolverhampton), Gareth Wheeler (Onsite Support), Gaynor Tennant (Offsite Alliance), Graham Cleland (Countryside), Hannah Limberger (Limberger Associates), Jez Sweetland (Bristol Housing Festival), Jim Cowell (Elliotts), Jim Taylor-Rose (Taylor Woodrow), Josien van der Meer (Akerlof), Kevin Dundas (Willmott Dixon), Kevin Morrissey (HE Simm), Lucy Davies (Tilbury Douglas), Mark Southgate (Offsite Alliance), Mark Beirne (Offsite Alliance), Mark Griffin (NG Bailey), Mark Worrall (BBI Services), Mark Taylor (BAM Nuttall), Michael Reibel (Hawkins\Brown), Mitchell Smallwood-Rose (Vistry), Molly Brydon (Countryside), Monica Ferguson (Costain), Natalie Wilkinson (NG Bailey), Nigel Fraser (Build Offsite), Nigel Ostime (Hawkins\Brown), Peter McDermott (University of Salford), Rihanna Austin (Laing O’Rourke), Sabrina Passley (Saint Gobain), Sadia Ahmed (National Highways), Sarah Coughlan (Social Value Portal), Sasha Molloy (National Highways), Sarah Kingdom (Environment Agency), Steve Fozard (National Highways)

**Apologies:** David Lawrence (ISG), Dirk Vennix (CIRIA), Steven Saunders (Laing O’Rourke), Emily Landsborough (Ibstock), John Bowden (Keepmoat), Matthew Badger (Environment Agency), Andrew Day (Telford Homes), Andy Higson (Saint Gobain), Sally Ann Smith (ESS Modular), Jaimie Johnston (Bryden Wood), Lanre Gbolade (L&Q), Simon Haddy (Donaldson), Anne Watson (McAvoy), Alfie Gilbert (Mott MacDonald), Liz Holford (Network Rail), Emma Gubbins (Wates), Gwen Beeken (Osco Homes), Emily King (Spatial Initiative), Sally Ann Smith (ESS Modular)

Action	Owner
Bring together the inputs from the scoping workshop into a new report scope to share	SV (Social Value) team
Set a date and circulate for the next project workshop	SV team
Set time aside to review the learning pathway and add in DfMA (Design for Manufacture and Assembly) overlay videos	SCSS team
Let us know if any comments on Business Plan	All

**1. Introductions and notes of last meeting**

IH introduced the meeting and new attendees introduced themselves. Everyone was happy with the notes from last meeting.

**3. Offsite and Social Value**

Throughout the workshop ideas from the group were captured on [this Jamboard](#).

NP gave background to the School’s project aims and timelines, and EJ explained some of the context, including types of social value (inherent vs embedded) as well as drivers (policy, ESG (Environmental Social Governance) ratings etc.).

We discussed some of the social value benefits specific to offsite construction (see Jamboard slide 2).

- Permanent roles – setting up long term supply relations gives clients more confidence to invest in people. CLC (Construction Leadership Council) are talking about this – shifting opportunities away from casualised labour
- Legacy benefits – National Highways are looking at this. After they have delivered social value, they go back and check what worked. E.g., for an apprentice – did that person progress to become a civil engineer?

- Carbon consequence mapping – Countryside have been able to map the road, rail and sea journeys for materials coming into manufacturing locations and calculate the carbon for a typical plot. This has helped them compare suppliers based on more than cost.
- Information transparency - Hawkins\Brown – collecting data on supply chain and construction process and communicating this keeps people informed – increases accountability for local communities.

### Challenges:

- we know areas we are creating value in, but we are not great at evidencing this
- important to recognise and communicate that there may be trade-offs for different social value themes.

Mark (Offsite Alliance): Rather than trying to squeeze in social value into procurement - as so often is the case - if we work with clients to adopt the value toolkit & playbook and frameworks to work towards Constructing the Gold Standard, a natural value based social value should emerge which is much more sustainable including in offsite. Clients think SV costs more, but this is not always the case.

Michael (H\B): Hawkins\Brown make a distinction between "Process Social Value" and "Social Value by Design". This is their way of avoiding the "procurement trap".

The group split into breakout rooms to discuss needs and experience (see Jamboard slides 3-6). We then reconvened to discuss key themes that the group would like to be covered in the report:

- The challenge of local v national benefit. The MoD will be useful here as they have created separate measures of local. However, it is important to remember that there will also be a benefit locally from offsite, in terms of skills, air quality, health and safety, which should be communicated.
- The levelling up agenda
- Temporal considerations - long term vs short term wins
- Reconciling competing demands of clients, government, and other stakeholders
- Suggestion to separate the report by sector
- Understanding the data that is required
- What data do we have on social value from offsite projects that we can use for comparative assessments to bolster the case? Where are the gaps? EPDs (Environmental Product Declarations) are only part of the solution.
- Keeping in mind the relative impact of different MMC (Modern Methods of Construction) systems – include all categories including on-site technologies
- Showcasing different projects
- Map out who needs to know about the SV benefits of offsite and what mindset change is needed
- Include considerations of what local authorities need and what their pressures are

We discussed that in addition to the report being a practical guidance document, it should also serve as a policy piece, and a call to arms for a consistent approach and up-front conversation. We would also like it to be useful to local authority planning departments and committee members.

We will not be able to cover everything, so the SCSS team will go away and create a scope layout to share with the group with the key topics we hope to cover and will set up another workshop during May. We will also stay connected with the School's Social Value group to share knowledge.

### Resources mentioned in the discussion:

- [https://www.clydeco.com/clyde/media/fileslibrary/Reports/PC\\_Off-site\\_Manufacturing\\_Report.pdf](https://www.clydeco.com/clyde/media/fileslibrary/Reports/PC_Off-site_Manufacturing_Report.pdf)
- <https://www.hawkinsbrown.com/cms/documents/Delivering-Social-Value.pdf>

#### 4. Update on performance in current financial year

Naomi updated the group on progress towards the KPIs this financial year (see Fig.1). All KPIs are either on track to meet targets (green) or have been met (blue), the only exception being company assessments.

All DfMA Overlay videos have now been released. They can be viewed through the DfMA webpage of the School.

The training needs assessment is in the queue with the developer, and we hope it will be ready in the next couple of weeks.

Deliverables Target	Q1	Q2	Q3	Q4	Total	Total to 9.3.22
Business Bytes <i>(Target 100 attendees)</i>	1	1	1	1	4	4
Training workshops <i>(Average of 15 learners)</i>	3	4	4	3	14	13
Webinars <i>(Average of 100 learners)</i>	2	2	2	2	8	11
Learners @ training <i>(Number of individuals attending training and webinars)</i>	115	130	130	130	505	590
Active companies <i>(Companies currently learning about offsite; to end Feb)</i>	250	225	175	100	750	1026
E-learning downloads <i>(Offsite or Mgt)</i>	500	500	500	500	2000	2604
E-marketing campaigns <i>(Monthly market news)</i>	3	3	3	3	12	12
Assessments and re-assessments <i>(Individual)</i>	85	85	85	85	340	335+127
Assessments and re-assessments <i>(Company)</i>	30	30	30	30	120	36+25
Learning pathway enrolments	No target					157

  

Training type	When	Type	Learners	Quality (Excellent or good) Target: above 95%	Relevance (Very or mostly) Target: above 80%
Offsite for QS and CC	7.9.21	Workshop	21	100%	82%
Launch of the DfMA Overlay	15.9.21	Business Bytes	276	97%	94%
DfMA for Architects	20.10.21	Workshop	21	100%	86%
The DfMA Overlay: manufacturers perspective	11.11.21	Lunch n Learn	44	89%	89%
Offsite for QS and CC	25.11.21	Workshop	14	92%	83%
Offsite and MMC Procurement	30.11.21	Lunch n Learn	29	100%	83%
Offsite Logistics	14.12.21	Workshop	6	100%	100%
DfMA for Architects	12.1.22	Workshop	17	100%	100%
Decarbonising Concrete	24.1.22	Lunch n Learn	149	95%	90%
What does Offsite mean for Site Managers?	15.2.22	Lunch n Learn	32	83%	83%

Figure 1 - Progress against KPIs

#### 5. Business Plan 2022/23

IH ran through the Business Plan and there were no comments or corrections. We will circulate with the minutes.

#### 6. AOB

## Offsite Leadership Group Meeting

9.3.22



There was no other business.

### **Date of next meeting (s)**

Social Value working group: Weds 20<sup>th</sup> April 10:00-11:00 (Teams)

Offsite Leadership Group: Weds 1<sup>st</sup> June 10:00-12:00 (Zoom)