

Temporary Accommodation Strategic Procurement Strategy

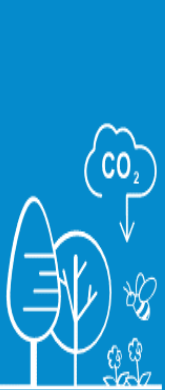
Executive Summary – Temporary Accommodation

Temporary Accommodation (TA) – There is a need to identify a consistent, minimum standard, and sustainable approach to the use of temporary accommodation on scheme sites across all NH investment programmes through collaboration with Tier 1 and Tier 2 suppliers and sharing best practice to help understanding and achievement of NH targets for staff welfare, net zero carbon, eco-friendly and sustainable targets across the sector


Current Status:

- Statement of Need CCF Stage Gate 1 Assurance approval not required for SPS development as not associated with a procurement

Challenges:

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- Quality:** Differing quality of temporary accommodation impacts the health, safety and wellbeing of on-site users and does not always respect welfare, including EDI, considerations.
 - Product:** The standard and variation of Temporary Accommodation provided to site often depends on the Tier 1 contractor and there is currently no consistency in this approach
 - Market Options:** Options to hire and maintain, buy and buy back are inconsistent and vary across suppliers
 - Implementation:** Lack of NH engagement with Tier 2 supply partners makes it difficult to drive expectations/efficiencies, including social value, throughout the sector as the Tier 1 suppliers often determine scope requirements.
 - Demand:** Lack of visibility of pipeline from either NH or Tier 1 suppliers to enable Tier 2's to plan ahead with certainty so market supply can meet NH demand
 - Carbon/Innovation:** Work with Tier 1 and 2 suppliers to align NH strategic Corporate Net Zero Carbon aims for 2030, 2040, 2050

To fully address the challenges and to align with our imperatives the strategy recommendations are as follows:

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- Collaboration:** Early engagement of the supply chain, Tier 1 & 2's to align objectives and support NH demands, carbon net zero, sustainability, environmental and social value targets.
 - Carbon:** Develop a carbon plan for achievement of Net Zero Cabins in collaboration with the supply chain to support NH Net Zero Carbon commitments, and aligned to PIDs 2.3c and 2.5c.
 - Design:** Standardisation of design / scope options, developing the circular economy approach and asset recyclability including hire v buy options
 - Incentivisation:** Establish links with suppliers to encourage further investment in innovation and assist in this by providing greater visibility of demand
 - Route to Market:** Explore opportunities to contract directly with Tier 2 suppliers through existing and future NH contracts

Key aims of the Temporary Accommodation Strategy



Carbon Net Zero Develop a Carbon Plan for the category including the complete lifecycle and waste disposal, supporting NH net zero carbon commitments aligned to PID 2.3c and 2.5c for achievement of Net Zero Site Cabins.



Standardisation of design options – Build consistency in the quality and sustainability of the product by adoption of a standardised approach to all TA aspects, including welfare provisions, applying the circular economy approach, reuse, repurpose and recycling of units, and analysis of the hire v buy options



Social Value – Identify opportunities to embed social value into the supply chain to enhance economic prosperity, improve the environment, community wellbeing and welfare of site staff.



Incentivise the supply chain and drive innovation through utilisation of the most environmentally sustainable solutions to Temporary Accommodation and assist in this through greater visibility of demand, adopting a standardised approach and identifying schemes for pilots/trials.



Shape the Market by direct engagement with Tier 2 organisations to align with NH strategic objectives (carbon, sustainability, social value) and provide greater cost control over Temporary Accommodation and also engage with other users of TA – e.g. HS2, Network Rail and other industry users.

- **Our proposal is to pursue these aims through multiple workstreams incorporating collaborative working with both internal and external stakeholders to develop a standardised approach to sustainable eco-friendly temporary accommodation that aligns and supports the net zero carbon target**

How will this deliver to the Business Objectives

The problem statements/challenges: To address the lack of consistency in the procurement of temporary accommodation by establishing a temporary accommodation category strategy and embed within National Highways contracts and supply chain partners, Tier 1 & Tier 2's

Safety/wellbeing: Excellent quality of cabins enhancing staff welfare facilities and Improving the air quality for workers and local community

Customer Service: Meeting environmental considerations and social value opportunities that benefits the communities that are being served.

Deliver Efficiencies: Consideration of hire v buy options and collaborative working through NH contracts and the supply chain

Innovation: Delivering carbon and sustainability targets, as well as social value considerations.

Directorate	Benefit/Objectives	Short (0-2yrs)	Medium (2-3 yrs)	Long term (3+ years)
Operations	<p>OD use the Scheme Delivery Framework that does not have any carbon targets or any temporary accommodation requirements. Framework suppliers source own temporary accommodation directly.</p> <p>There is therefore a clear benefit in the introduction of a temporary accommodation category strategy that would aim to add NH targets, including carbon net zero, into OD contracts / ways of working.</p>	<p>Collaboration with OD partners to build awareness and start alignment to the strategy through the existing Scheme Delivery Framework and M&R contracts use of mobile units</p> <p>Identify if there are any quick-wins through existing frameworks / M&R contracts ensuring best practice is shared across regions</p> <p>Maintain collaboration and awareness with OD and their supply chain</p>	<p>Work in collaboration with OD across all aspects of the temporary accommodation strategy</p> <p>Develops Ops approach and ensure considerations are included for the SDF replacement framework</p> <p>Establish alignment across Ops & MP</p>	<p>Full alignment across Ops & MP contracts to achieve strategic aims of the strategy</p> <p>Provide assurance of demand/spend</p>
MP: SMPA/RIP/ CIP/LTC	<p>Introduction of temporary accommodation standards will provide a unified strategic and resilient approach to meet NH targets for quality, sustainability and carbon targets in order to achieve consistency across all MP programmes.</p> <p>SMA objective will be to implement opportunities within the current Alliance contract through the existing Supply Chain Relationship Managers</p> <p>For RIP, CIP and LTC to seek to introduce the strategy into ways of working and for introduction into new/replacement contracts.</p>	<p>Collaboration with SMA/RIP/CIP/LTC partners and supply chain to build awareness and start alignment to the strategy through current schemes/projects.</p> <p>Identify if there are any quick-wins through sharing of best practice and elimination of any waste on existing SMA/RIP/CIP/LTC contracts.</p> <p>Build awareness with RDP contract owners to ensure Integrated Delivery Framework documents development include for Temp Accommodation category strategy requirements</p>	<p>Roll out implementation with SMPA</p> <p>Build alignment across MP teams, SMPA, RIP, CIP and LTC and all investment programmes</p>	<p>Embed into existing SMA and future contracts - supporting RP2/3 and achieving carbon targets</p> <p>Full alignment across Ops & MP contracts to achieve sustainable, environmental, carbon and social value targets</p> <p>Provide assurance of demand/spend</p>
SES	<p>Improve sustainable methods and achieve consistency for all temp accommodation requirements across NH</p> <p>Consider the complete lifecycle for temporary accommodation from design–construct–use–recycle/disposal, achieving carbon, sustainable and eco-friendly targets</p>	<p>Develop market awareness of NH initiatives for Net Zero Carbon, innovation and supply chain resilience</p> <p>Consider standardisation of products to provide assurance of sustainable products and demand/spend.</p> <p>Consideration of impact the implementation of the temporary accommodation strategy may have on other SES standards (esp. around net zero carbon)</p>	<p>Work in collaboration to achieve implementation and increased use of optimised and sustainable techniques and materials.</p> <p>Develop standardisation and alignment across the investment programmes that will provide assurance of demand/spend.</p>	<p>Implementation and increased use of standardised items, optimised techniques and materials</p> <p>Alignment across the investment programmes that will provide assurance of demand/spend with efficiencies realized and reported</p>

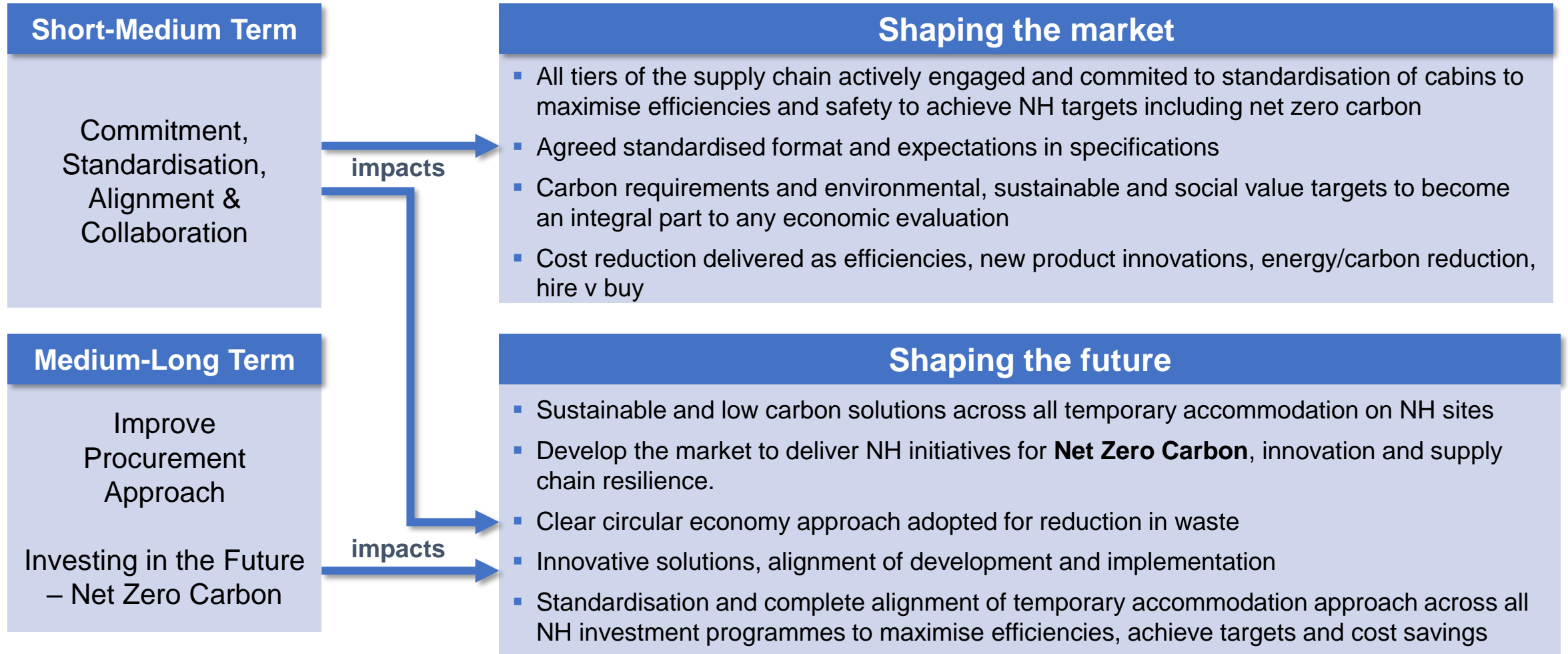
Temporary Accommodation



- **Definition** – Temporary Site accommodation to be of eco-friendly, sustainable construction and energy efficient and includes for office space, kitchens, drying areas, furniture, heating, welfare facilities, mobile welfare units, sleeper accommodation
 - **Site accommodation** – *complete lifecycle through design, construction (modulisation), transport, installation, fit out, recycle or disposal, adding social value where possible*
 - **Mobile welfare units** – *vans and small units for 7-15 persons, including canteen, welfare area, wc*
 - **Sustainable energy systems** *that increase the energy efficiency of accommodation whilst reducing and meeting Carbon Net zero targets*

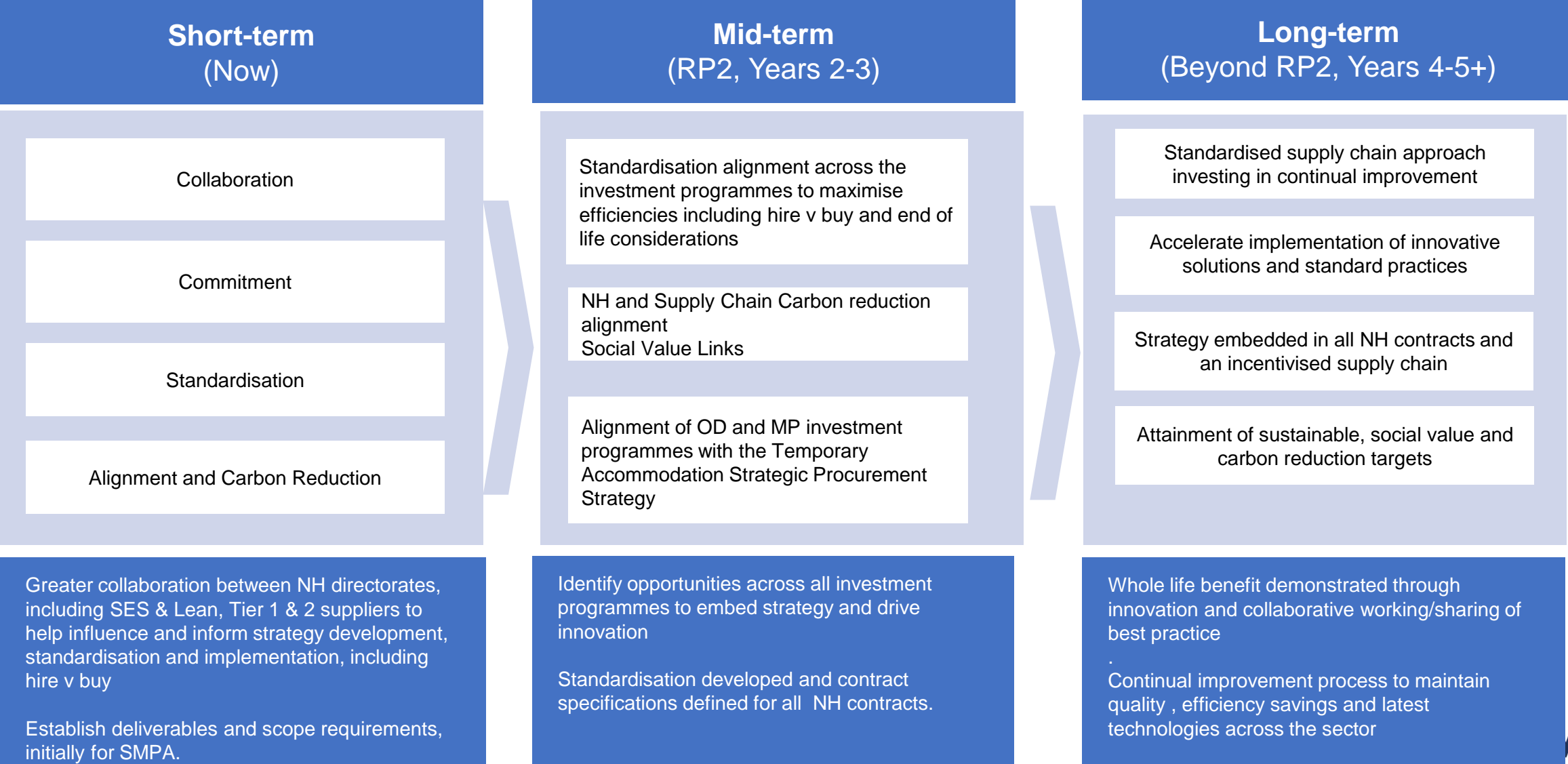


Snapshot on our future vision

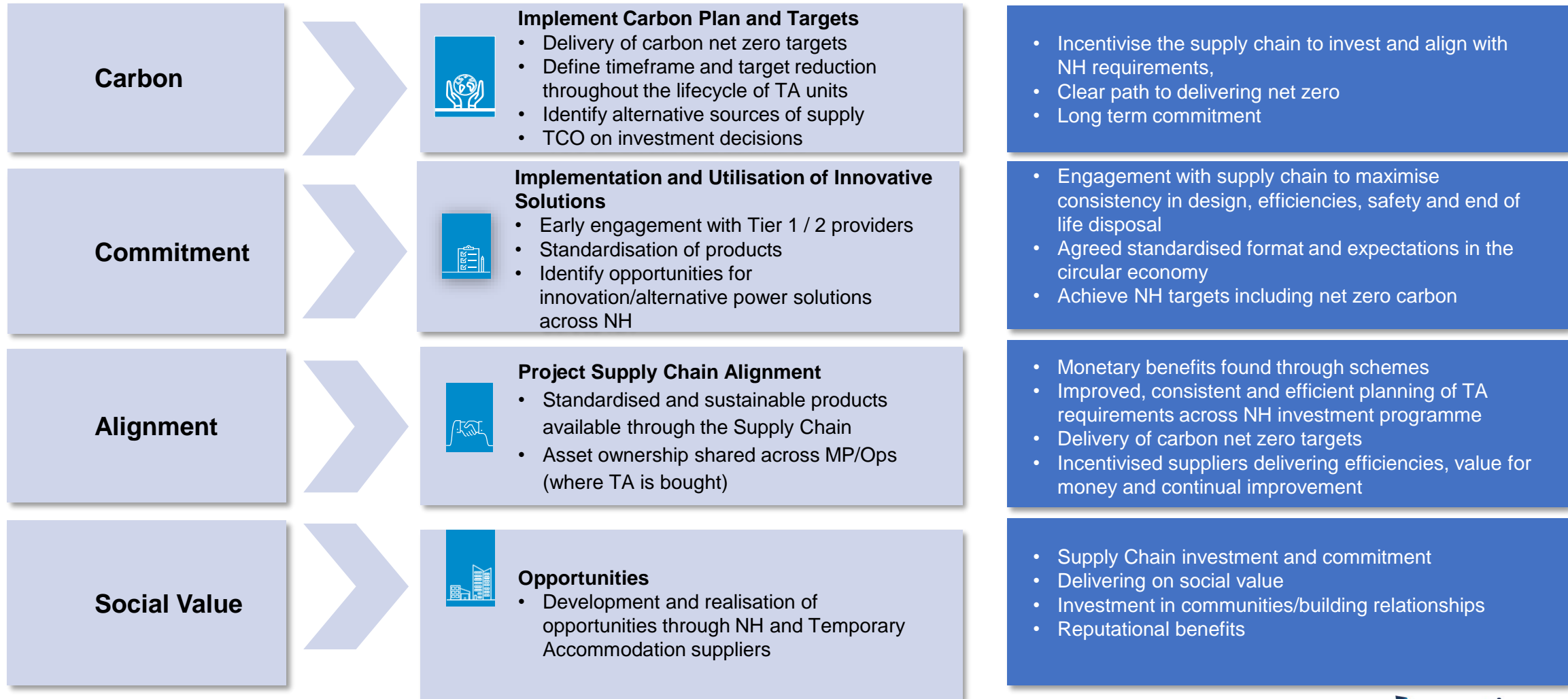


This is a high level overview. Key objectives will be delivered working with stakeholders across all solutions

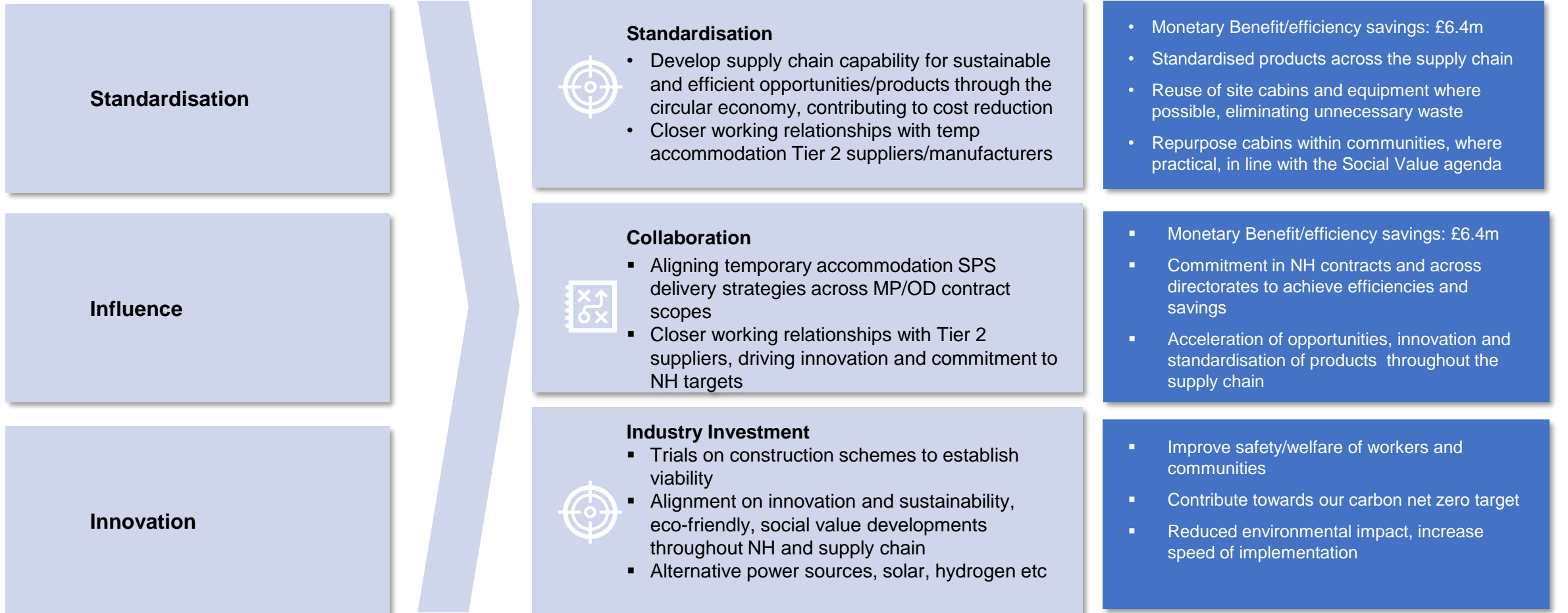
Phased High-level Plan to Deliver Our Key Aims



Rollout of Short-Medium Term Solutions



Rollout of Medium to Long Term Solutions

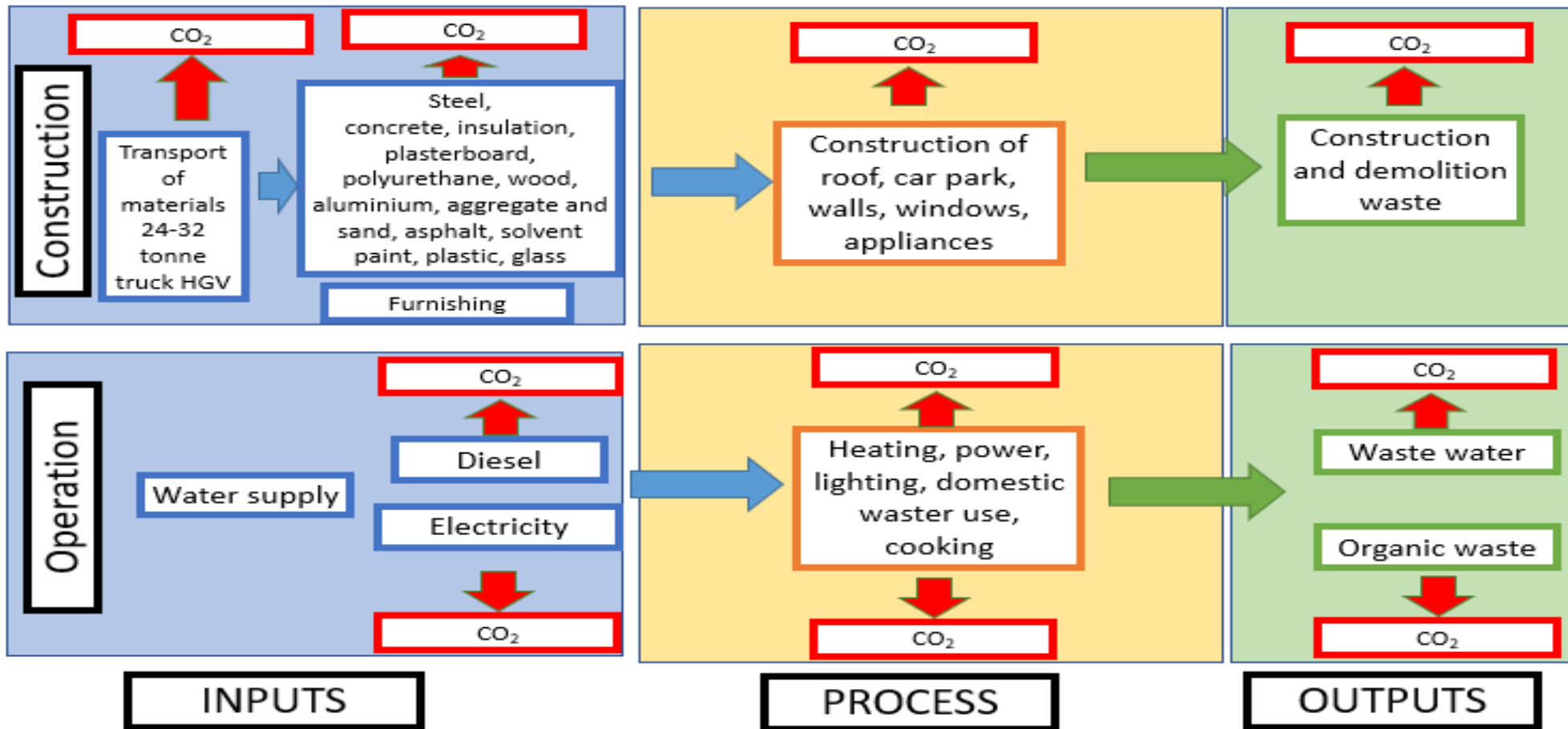


Category Strategy – Carbon Net Zero

Key drivers of carbon emissions in category	Corporate emission	Maintenance & construction emission	Road user emission	Carbon emissions per year associated with key driver [tons of CO2]
Decarbonisation of TA units throughout the circular economy from construction materials to end use and waste. To include fit-out and power sources		x		*pending volume analysis
Identified measures to address key drivers in category	Expected impact / CO2 reductions [tons of CO2]	Timescale [by MM/YYYY]	What is needed to implement measure (investment/support, etc)?	
Energy saving design/standardisation	Standardisation will ensure swift implementation of TA plans increasing productivity. Energy saving design will reduce CO2 emissions in regard to both direct fuel use and servicing visits. Inbuilt telemetry will allow remote monitoring of units for maximum efficiency.	2023-2025	<ul style="list-style-type: none"> Eco-friendly designed, energy efficient solutions/efficient standardisation providing assurance Built-in circular economy process In built telemetry to ensure energy saving details are measured for reporting Carbon Statements produced at end of each hire 	
Reuse and recycling of TA units/equipment	Hire of TA will ensure most efficient reuse of units. Purchased units to be managed with legacy end or buy back scheme. All hire units to be delivered as part of circular economy model whereby they are re-engineered with updated technology and innovations as they are developed. Aim to reduce carbon emissions by up to 50% with this model	2003-2025	<ul style="list-style-type: none"> Asset ownership – management of bought units to ensure best value is achieved throughout lifecycle Standardisation of hire units to ensure units are suitable for all site set ups. 	
Alternate Fuel Source to meet net targets	Immediate introduction of hybrid and renewable energy powered TA will reduce on site carbon emissions by up to 95%.	2023-2025	<ul style="list-style-type: none"> Innovation and road map to implementation of alternate fuel source Decarbonisation of TA units Introduction of TA powered by hybrid and renewable energy sources. 	

Carbon Emissions from Temporary Site Accommodation

The current carbon emissions and potential carbon risks throughout the lifecycle of temporary site accommodation from the construction and operation to end use waste (J. Ho – SES)



Category Profile

Vision: To identify a strategic category approach for Temporary Accommodation that will meet the demands of all NH investment programmes whilst meeting net zero carbon targets in achieving the most sustainable, innovative, economic and Social Value solutions. Driving efficiencies and standardization within the supply chain to strive to achieve 10% cost savings.

Goals

- Derivation of standard approach to Temporary accommodation from a NH perspective obtaining greater cost control over procurement of accommodation
- Procurement of sustainable accommodation to support carbon net zero target
- Develop an understanding of best practice in the market place through Tier 1 and Tier 2 supply chain and capitalisation of innovation to drive sustainability targets
- Provide social value to communities, the environment and the economy
- Investigation into the economies of scale of the Hire vs Buy methodology for the commodity

Scope:

Temporary Accommodation is inclusive of mobile welfare units and modular accommodation utilised for site offices and cabin and welfare facilities inclusive of canteens, toilets, drying rooms, sleeper units and is utilised across all of MP and Operations.

Opportunities:

- Capitalisation on a standardised approach to temporary accommodation across MP
- Cost benefits by provision of accommodation demand modelling across schemes, potential of self investment from supply chain
- Contribute towards zero carbon target

Business Need

Safety

Customer Service

Delivery

Temporary Accommodation Strategy - Executive Summary

Landscape:

Tier 2 Suppliers for Temporary accommodation are not currently contracted directly by NH, instead all their work is sub-contracted through Tier 1 Main Contractors although there are few Tier 1 suppliers who provide temporary accommodation in-house. The standard of Temporary Accommodation provided to site depends on the Tier 1 contractor and there is currently no consistency in this approach

The Tier 2 Supply chain manage the delivery, installation, maintenance and removal aspects of temporary accommodation

The delivery mechanism is on a hire basis in 80% of instances

The design of the temporary accommodation varies in responsibility on a 50 / 50 basis between Tier 1 and Tier 2

Market Analysis

- Most of Tier 1 contractors have a set of preferred vendors for temporary accommodation and welfare facilities
- Tier 2 suppliers have a nationwide presence with depots across the UK. With service ranging from a full turn key solution to hire with few suppliers offering a buy solution.

Strategic Approach

Objectives	Year 1	Year 2-3	Year 4+
Supplier Engagement	Supplier Community implementation T1 & T2	Fully collaborative working with the supply chain	Drive for Innovation and environmental targets
Commercial & Procurement Strategy	Develop NH Standardised TA offering Focus on Carbon Net Zero	Review opportunity for Direct Engagement with T2	Realisation of Strategy Efficiencies
Adoption of Strategy	Identify DIPs/SMA/OD schemes for pilots	Integration within all MP areas	Standardised approach BAU

Conclusion:

Major Opportunities for Temporary Accommodation in optimising a standardised approach with direct engagement with Tier 2 supply chain
Key focus is on supporting the carbon agenda through sustainable temporary accommodation procurement which should also identify cost efficiencies

Statement of Need - Temporary Accommodation



A Safer Network

- Ensuring procurement of Temporary Accommodation compliant to CDM standards and Fire Safety Standards
- Taking ownership of maintenance aspects of Temporary Accommodation to ensure the safety and welfare of workers utilising the services



Improving Customer Satisfaction

- Standardising the approach from a NH perspective to Temporary Accommodation to improve welfare, staff facilities and scheme delivery
- Capitalising on sustainability and reduction in NH carbon footprint
- Improved air quality in communities



Delivering the RIS

- Provision of scheme forecasting for the RIS to support innovation within the market place and drive cost efficiencies through standardisation and direct engagement

The Requirements

- Derivation of standard approach to Temporary accommodation from a NH perspective
- Develop an understanding of best practice in the market place through Tier 2 supply chain
- Allow capitalisation of innovation in the market place to drive sustainability targets
- Obtain greater cost control over procurement and the economies of scale of the Hire vs Buy methodology

The Objectives

- Adoption of a centralised procurement strategy by NH
- Drive for innovation and support towards net zero carbon target
- Drive for cost efficiencies by visibility of schemes / demand

The Challenges

- Agreement of a uniform contracting approach with the DIPs for RDP
- Ability of the SDF framework to utilise potential framework for OD schemes
- Difficulty in understanding of demand forecast for temporary accommodation

The Outcomes

- Evaluation of the viability of a NH specific framework for direct utilisation and also by our Tier 1 contractors aligned to NH standardised methodology
- Capture true efficiencies/savings demonstrating the value and objective of the strategic procurement approach
- A strategy that safely delivers value as well as meeting the delivery timescales of our individual investment programmes
- Improved investment by the industry into Highways due to greater demand visibility
- Potential collaboration with DfT members to ensure future demands issues do not affect requirements




Value Chain Analysis

Value Chain	Value Factors	Current Situation	Changes Needed
Procurement	Market engagement – direct relationships with Tier 2 suppliers to improve understanding of requirements and increase visibility of demand	Little engagement with Tier 2 suppliers who provide TA and ancillary services	Incentivise the supply chain and drive innovation through utilisation of the most environmentally sustainable solutions to Temporary Accommodation and assist in this by greater visibility of demand
Design	Methodology – better VFM through NH schemes purchasing TA units as units are predominantly hired	Consideration of buy vs hire is made at project level with little consistency in the approach across NH	Need to streamline standardised solutions to drive efficiencies and sustainable solutions across the sector bringing better VFM and identifying a NH standard (but taking account of the specific needs of each site)
Manufacturing	Quality of product – standardisation of TA and ancillary services to ensure consistency across all NH schemes	NH asset ownership is not recorded on a national basis so it is unclear where bought cabins are and when they may be available to be transferred to other schemes.	Need to ensure net zero carbon targets are met through the circular economy including transport, alternative power sources/outputs, waste and disposal
Technology	Circular Economy – all areas of the TA unit lifecycle from manufacture to reuse/end of life need to be sustainable, eco-friendly and meet NH targets,	Lack of consistency in the standard of TA for the workforce as well as variations in quality of service due to reliance on Tier 1 suppliers.	Need to consider usage at the end of scheme life so consider the hire v buy methodology, reuse and potential for social value benefits in the community
Installation	Net Zero Carbon Target to ensure compliance with NH targets (PID 2.3c & 2.5c)	Lack of consistency in the approach to achieving NH net zero carbon targets by 2030 (PID 2.8) and being eco-friendly	Identify opportunities to embed social value strategy into the supply chain to enhance economic prosperity, improve the environment, community wellbeing and EDI aspects
Maintenance	Social Value –most suppliers provide social value to the communities they serve but not through reuse of TA units	Little social impact with reuse of TA units	




Conclusion:

The Temporary Accommodation Strategic Procurement Strategy (SPS) will ensure working with NH Delivery Programmes, SES and the supply chain to establish standards across the complete lifecycle of TA units and delivering against NH sustainability, social value and carbon net zero targets.

Product/Item Description – Products and Techniques

Name	Description	
Modular buildings		Eco-friendly, low energy, inter-connecting units for on-site accommodation of large numbers of people. Units will provide welfare facilities (meeting full EDI requirements, offices, canteen, toilets, showers, drying rooms, meeting rooms, changing rooms, first aid rooms, sleeper accommodation).
Fitting out, desks, chairs etc		Furnishings required for modular buildings, e.g. desks, chairs, phones, IT,, meeting EDI needs, kitchen equipment
Mobile/static Welfare Units		For short duration works on the network, welfare facilities including canteen/welfare room, office (if needed), drying facilities, electrics, wc's and washing facilities. Compliant with HSE and innovative solutions - low fuel use, eco-friendly, sustainable .

Product/Item Description – Products and Techniques

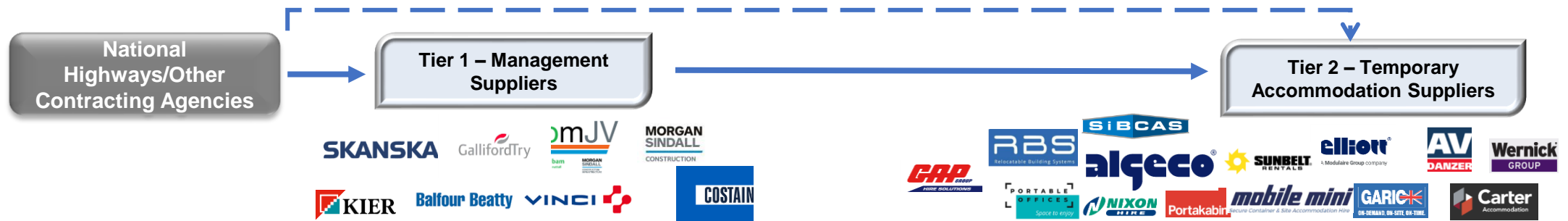
Name	Description	
Energy Efficient Systems		<p>Energy efficient systems to include for power*, lighting, smart energy, insulation/double glazed windows, water savings, infrared heating, dehumidification, smart meters. Aiming to be net-zero and as sustainable as possible. *consideration of alternative power options to meet net zero carbon targets, e.g. hydrogen, solar power, HVO</p>
Transport		<p>Temporary Accommodation units would be expected to be transported from depot to site / site to site by most sustainable methods, i.e. EV vehicles, to reduce greenhouse gas emissions and improve air quality</p>
Foundation Jackpads		<p>A reusable foundation system with the ability to support modular buildings of all manufacture in various single, double and treble storey configurations.</p>

Key Factors for Implementation –

1. Need to identify sustainable, eco-friendly energy efficient systems compliant with NH targets for net zero carbon (PID 2.3c, 2.5c) and Social Value.
2. Standardisation of products will drive consistency in the lifecycle of TA units and the supply chain

Supply Chain Mapping – role of key stakeholders

Supply Chain Mapping



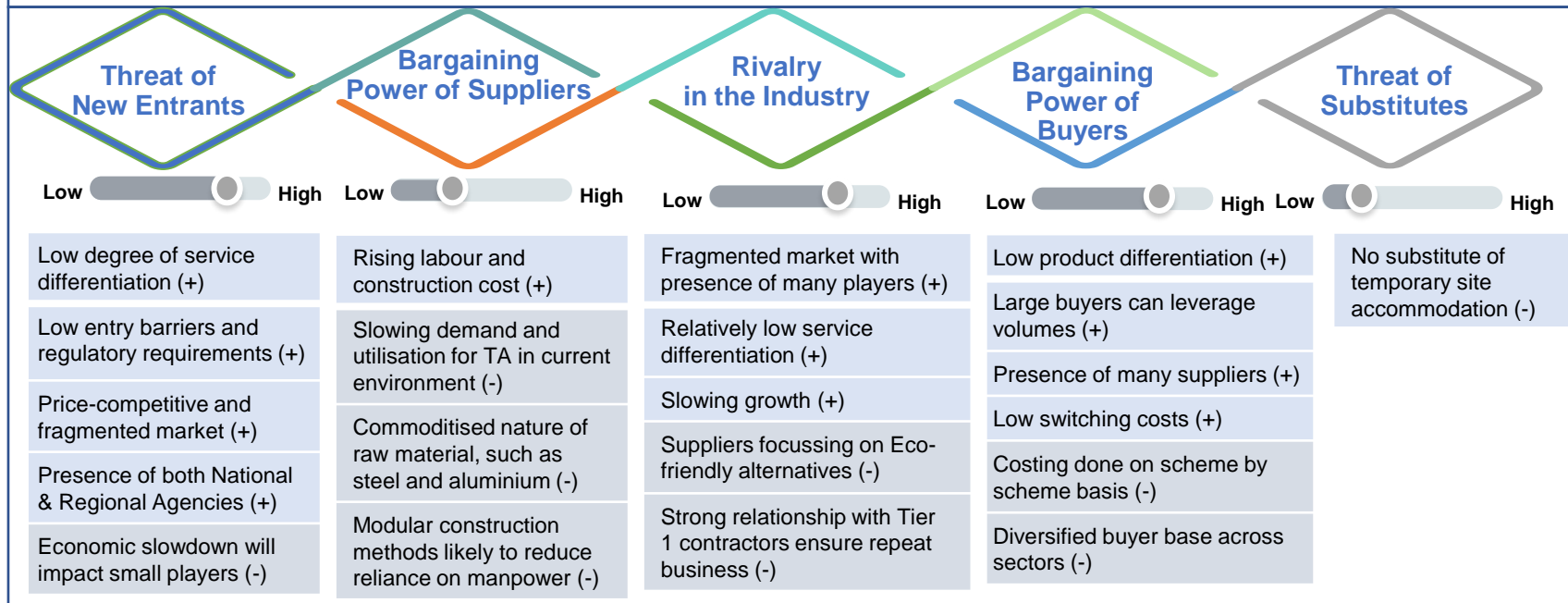
- Tier 1 management organisations deploy & co-ordinate contracting suppliers to deliver design specifications & meet the client’s performance expectations
- They manage each aspect of the project plan, mitigating risk & facilitating required inputs from Work Contractors to achieve milestones; also reports progress to NH
- The standard of Temporary Accommodation provided to site depends on the Tier 1 contractor and there is currently no consistency in this approach; however, the clients and the contractors have responsibilities regarding the provision of HSE compliant site accommodation on construction projects
- Most of Tier 1 contractors have a set of preferred vendors for temporary site accommodation and welfare facilities

- The Tier 2 companies are the suppliers of temporary accommodation facilities for construction projects; they manage the delivery, installation, maintenance and removal aspects of temporary accommodation
- The design of the temporary accommodation varies in responsibility on a 50 / 50 basis between Tier 1 and Tier 2
- Most of the Tier 2 suppliers have nationwide presence with depots across the UK; Tier 2 suppliers range from full turn key solution in terms of manufacture and hire to only hire
- The delivery mechanism is on a hire basis in 80% of instances
- Lighting, trakway, fencing and barriers are other common offerings

Conclusion: National Highways should ensure Tier 1 contractors are engaging HSE compliant facilities for temporary site accommodation; Tier 1 contractors usually have a set of preferred Tier 2 vendors for temporary site accommodation, and hence, there are variations in quality of services.

Market Insight and Landscape – Temporary Accommodation

- Enabling works are part of the construction process that ensures the construction site can facilitate the build works required, including establishment of required site accommodation, formation of vehicle and personnel entrances, security fencing and visual indicators of what is taking place on the construction site
- The industry witnessed robust growth in 2020 and 2021 due to COVID-19 requirements with respect to utilisation of temporary accommodation from the healthcare sector and the increase in social distancing requirements
- The construction industry in the UK is expected to witness ~3.4% Y-o-Y growth in 2022, which will raise the requirement of temporary accommodation; however, suppliers are facing challenges on account of rise in raw material prices (steel, aluminium, etc.)
- All major temporary accommodation suppliers offer Eco variations of products available and there is a drive towards investment in innovation towards sustainable solutions
- The industry is fragmented with presence of several national and regional players; most providers offer similar services – however, the standard of site accommodation received is often determined by the Tier 1 contractor managing the site



Conclusion: National Highways could look to capitalise cost efficiencies by running NH specific framework for TA ensuring forecasted opportunities are communicated to all Tier 2's to allow for economies of scales and standardisation can be obtained to support wellbeing



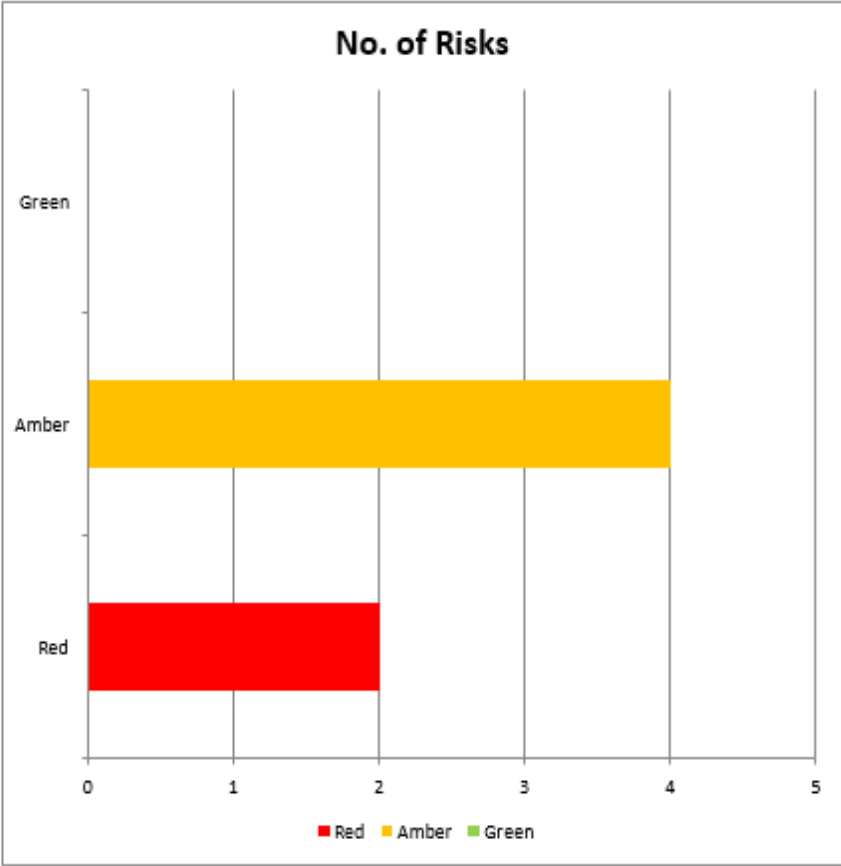
Source: Design Build Network

Supply Chain Risks – Temporary Accommodation

Risk type	Risk Description	Impact	Priority	Mitigation/Action
Supply Chain	<ul style="list-style-type: none"> Temporary Accommodation is currently procured as required by Tier 1 contractors; their on-site knowledge complements their profit-driven approach to retain this responsibility The market offers substantial margins based upon durable assets that lend themselves to upgrades e.g., addition of solar panels However, financial and operational stability of Tier 2 & 3 suppliers in the wake of economic slowdown and probable recession, high inflation, and soaring energy and labour costs will be a key risk to monitor 	<ul style="list-style-type: none"> Inefficient use of public funds contributing to private supplier margins Contractors delivering lower quality work due to timeline pressure 	High	<ul style="list-style-type: none"> Progress category understanding by establishing working groups and furthering understanding of how the supply chain approach on-site accommodation NH should carry out supply chain mapping exercise to get better understanding of the capabilities of Tier 2 and Tier 3 suppliers involved in the supply chain, as several diversified suppliers provide a multitude of offerings
Innovation	<ul style="list-style-type: none"> All major TA suppliers offer Eco-friendly variations of products and there is a drive towards investment in innovation towards sustainable solutions The current Tier 1 driven approach may prefer more profitable, less 'eco-friendly' approaches 	<ul style="list-style-type: none"> Limited uptake of innovative approaches in Temporary Accommodation 	Medium	<ul style="list-style-type: none"> Large margins encourage or allow investment in sustainable assets e.g., 'eco-offices' National Highways to encourage use (and reporting) of more sustainable and eco-friendly products
Capacity	<ul style="list-style-type: none"> Economic slowdown and soaring inflation have impacted the overall construction spend; consequently, demand for temporary accommodation is likely to get adversely affected compared with past 1–2 years when it was high due to increased social distancing requirements 	<ul style="list-style-type: none"> National Highways may evaluate the feasibility of collaborating with smaller, specialised firms to promote eco-friendly alternatives 	High	<ul style="list-style-type: none"> Progress Category understanding by establishing working groups and furthering understanding of how the supply chain approach on-site accommodation

Conclusion – The current distance between National Highways and the procurement / provision of onsite temporary accommodation should be narrowed to understand the cost / benefits and bring the activity closer to NH. It should also promote and encourage more sustainable and eco-friendly products.

Risk Map – link to risk register



Conclusion:

- Supply and demand related risks to be monitored in alignment with other categories and also mitigated by better forecasting provision to Tier 2 supply chain as currently there is no flow down of this detail.
- Mitigation of ability to adapt by arranging discussion and looking to pilot strategy within MP

Category Opportunities

Strategic Themes	Opportunities	Benefits	Obstacles
Carbon Net Zero	<p>Carbon Net Zero Roadmap of carbon targets aligned to strategy implementation and supplier targets. Apply total cost of ownership methodology to all investment decisions (supply chain products and services) aligned to long term carbon reduction targets</p>	<ul style="list-style-type: none"> Incentivise the supply chain to invest and align with NH requirements, Clear path to delivering net zero Long term commitment Reduction in carbon often leads to reduction in cost 	<ul style="list-style-type: none"> Tier 1 suppliers need to drive changes through their supply chain Smaller Tier 2 suppliers may not have the capacity and/or capability to achieve NH targets in the timescales suggested
Incentivise Supply Chain	<p>Incentivise supply chain to self invest in innovation and assist in this by providing greater visibility of demand modelling and achieving a standardised approach to temporary accommodation products</p> <p>Drive Innovation through utilisation of most environmentally sustainable solutions to Temporary Accommodation including Net Zero Carbon and Social Value Agenda</p>	<ul style="list-style-type: none"> Closer alignment with Tier 1 and Tier 2 suppliers will help shape the market to deliver sustainable & low energy products 	<ul style="list-style-type: none"> Smaller Tier 2 suppliers may not have the capacity and/or capability to meet NH targets and expectations
Standardisation	<p>Standardisation of design options through greater analysis into Hire vs Buy methodology, research into circular economy and asset recyclability/disposal and development and adoption of a standardised catalogue of products</p>	<ul style="list-style-type: none"> Standardisation and circular economy alignment across the investment programmes to maximise economies of scale and cost reduction throughout the lifecycle of TA units. 	<ul style="list-style-type: none"> Tier 1 suppliers predominantly buy in services so need to ensure supply chain can offer the full range of products Not all Tier 2 suppliers can offer the full range of products
Shape the Market	<p>Shape the Market by direct engagement with Tier 2 organisations to align to NH Strategic Procurement Strategy and provide greater cost control over Temporary Accommodation</p>	<ul style="list-style-type: none"> Clear expectations driven through Tier 1 suppliers to align requirements with their supply chains Established relationships with Tier 2 suppliers will help drive the market to deliver sustainable, eco-friendly and energy efficient products 	<ul style="list-style-type: none"> Not all Tier 2 suppliers have the capacity and/or capability to achieve NH targets in the timescales suggested

Recommendation

Benefits Strategy	Description	Recommendation
CARBON	<ul style="list-style-type: none"> • Use of energy efficient systems that target net zero throughout the lifecycle of TA units • Roadmap of carbon targets aligned to strategy implementation and supplier targets. Apply total cost of ownership methodology to all investment decisions (supply chain products and services) aligned to long term carbon reduction targets 	<ul style="list-style-type: none"> • Incentivise the supply chain to invest and align with NH requirements, • Clear path to delivering net zero • Long term commitment
COMMITMENT	<ul style="list-style-type: none"> • Standardisation throughout the lifecycle of TA units is aligned across the investment programmes and supply chain to achieve efficiencies, improved welfare and achieve NH carbon, sustainability and social value targets 	<ul style="list-style-type: none"> • Maximise commitment of the supply chain to meet NH targets across the complete lifecycle of temporary accommodation. • Engagement with supply chain to maximise design efficiency benefits e.g. standardisation
ALIGNMENT	<ul style="list-style-type: none"> • Alignment of delivery strategies with Temporary Accommodation SPS across OD and MP investment programmes • All tiers of the supply chain actively engaged in planning and design to achieve implementation of efficiencies and improved welfare, meeting NH carbon, sustainability and social value targets 	<ul style="list-style-type: none"> • Monetary benefits found through schemes • Improved planning and execution delivering to carbon net zero targets. and investing in efficiency opportunities
SOCIAL VALUE	<ul style="list-style-type: none"> • Making best use of temporary accommodation units especially at the end of scheme life and if local communities/voluntary organisations can benefit from their use 	<ul style="list-style-type: none"> • Industry investment and commitment • Delivering on social value • Investment in communities/building relationships • Reputational benefits