

PtP SCIP Case Study: Wates

Client: Wates

Project Title: Supply Chain Improvement Programme

Dates undertaken, from/to: September 2022 to March 2023

Project Manager: Helen Carter

The Task
<p><i>Wates were seeking support in upskilling and refreshing the knowledge of their procurement teams in Procurement and Supply Chain Management via our Procurement learning journey of workshops. In addition to this they were looking at specific support relating to carbon reduction. Specifically enabling the supply chain to understand what carbon reduction looks like and how it can relate to improved productivity.</i></p>
The Action
<p><i>The Supply Chain Sustainability School started out by ensuring the participants undertook the procurement self-assessment of 14 skill/topic areas within procurement as a function and scored themselves ranging from 1 point for minimal knowledge to 5 points for expert level knowledge.</i></p>
<p><u>Training:</u> <i>The cohort identified for training were then placed on a training path that took them from the basics of procurement through to the more advanced elements including performance management, supplier relationship management and collaboration training. All the training courses were completed by the team at the end of 2022.</i></p>
<p><i>During the training element of the programme, we ran 8 training courses that included:</i></p> <ul style="list-style-type: none"> ✓ <i>Introduction to procurement</i> ✓ <i>Cost & Value in Materials Procurement</i> ✓ <i>Cost & Value in Subcontracting</i> ✓ <i>Cost & Value through Plant Procurement</i> ✓ <i>Supplier Performance Management (SPM)</i> ✓ <i>Supplier Relationship Management (SRM) and Collaborative Procurement</i> ✓ <i>E-Tendering</i> ✓ <i>Labour</i>
<p><i>The cohort was tailored to ensure that the training was aligned with the roles and responsibilities of the procurement team members however there was still opportunities for individuals to understand other aspects of procurement that they were not directly involved with, and attendees expressed an interest in evolving their careers to undertake other aspects of procurement that they had not thought about.</i></p>

Carbon Reduction and Productivity

In Q1 of 2023 the Supply Chain Sustainability School then undertook a series of workshops with key supply chain partners designed to upskill them in carbon reduction requirements. It aimed to help the supply chain to action plan activity it can take and enable Wates to understand some of the challenges the supply chain is experiencing through the procurement process.

Wates have committed to carbon reduction targets but have linked the requirement with increased productivity and improved efficiency.

5 sessions were run covering 5 categories of spend, namely:

- 1) Facades*
- 2) Fit Out*
- 3) Frame*
- 4) GW & Infrastructure*
- 5) MEP*

The training sessions outlined Wates targets in carbon reduction and linked them to productivity requirements. The supply chain was then given an insight into carbon hotspots and measurement and finally they were then challenged to pull together actions they could take to address the challenges and support carbon reduction and productivity targets.

The Outcome, Benefit and Lessons Learnt

Outcomes from Phase 1 lead to Phase 2 wherein we:

- a) Engaging with all levels of procurement staff within Wates and allowing the more senior members of the teams to share knowledge and best practice*
- b) Identified procurement resources from our School to align with the organisation's strategic priorities, namely:

 - Embedding a more collaborative relationship with suppliers*
 - Embedding a more formalised approach to supplier management process that would allow collaboration, innovation, and continuous improvement*
 - Developing an approach to performance management that encouraged collaboration**
- c) Engagement with the supply chain, allowing for collaboration in areas of carbon reduction and productivity and an understanding of how procurement can be used to incentivise outcomes.*

Participant Feedback

- ☞ *Great course, fabulous presenting, very inclusive, very relevant content, helped me realise I knew more about Procurement than I thought but has also expanded my knowledge and given me a better understanding of Procurement and how it fits into the business and how we can look to improve.*
- ☞ *A lot of what was discussed people could relate to for the most part which left it open for some interesting topics. Other conversations around real life past experiences and the challenges we have all faced or going to face moving forward as a business.*
- ☞ *Even if I do not use subcontract procurement within my role it is always very useful to be in the know and good practice.*

Testimonial Quote for use on our website and to submit to CITB, as appropriate

Testimonial Quote – David Oates Wates Group Procurement Director

“The support and the quality of training from the SCSS has been fantastic, they have accommodated our requirements and delivered a programme of workshops which have allowed us to upskill our Teams and give really insightful knowledge to our Key Supply Chain Partners”

David Oates & Jane Seabright - Date: 1st March 2023