

Offsite Leadership Group

14th September 2023

Attendees:

Alfie Austyn (SCSS), David Emery (SCSS), David Lawrence (ISG Ltd), Andrew Stansbury (Bristol Housing Festival), Jim Taylor-Rose (Taylor Woodrow), Simon Cross (Mott MacDonald), Claudio Magalhaes (Onsite Support), Frederic Bonnefoy (Knauf Insulation), Steve Cranston (Welsh Government), Brian Downes (LI Services)

Performance Update

As part of the School's ambitious target of 50,000 active individuals by 2025, it has set targets for 22,000 active individuals for 2022/23 and 35,000 for 2023/24. The School is also growing its' Partner Relations and Delivery Teams in order to account for this projected growth.

After deciding on a business plan for the School's Offsite Market last meeting, we have set more ambitious targets for learners accessing offsite materials and attending training.

On the whole, our progress is very positive, exceeding our targets in 'Active Companies' within the School, E-learning Downloads and learners at training. Additionally we are on track to reach our target for active individuals and our event outputs by the end of the month. We will be working to encourage individuals and companies complete assessments in offsite, and of course encourage any suggestions from yourselves.

Training feedback and upcoming sessions

Feedback from our training sessions this year has been very positive. In all sessions 85% and over of attendees reported that the quality was 'excellent' or 'good', and over 80% reported that the sessions were 'very' or 'mostly' relevant to their needs.

The upcoming sessions in Offsite include:

- Offsite for Site Managers Webinar | 27th September, 12:00-13:00 - https://learn.supplychainschool.co.uk/local/tlactionplans/resource_intro.php?id=10555&modtype=tlevent
- DfMA for Architects Workshop | 28th September, 9:30-12:30 - https://learn.supplychainschool.co.uk/local/tlactionplans/resource_intro.php?id=10187&modtype=tlevent
- Offsite Fundamentals Workshop | 31st October, 9:30-12:30 - https://learn.supplychainschool.co.uk/local/tlactionplans/resource_intro.php?id=10446&modtype=tlevent
- Offsite Systems Optioneering Workshop | 18th January, 9:30-12:30 - https://learn.supplychainschool.co.uk/local/tlactionplans/resource_intro.php?id=10542&modtype=tlevent

Action

If partners could share these upcoming events with your colleagues and supply chain, it would be greatly appreciated.

Company assessment update

The School has been in the process of bringing together a new maturity assessment for offsite. Those completing it will be provided with an action plan based on their answers.

The new assessment will have questions which ask what your organisation is actively doing in an area, e.g. leadership, as opposed to the last assessment which asks organisations to evaluate their knowledge in an area.

After submitting evidence to show their organisation's progress in an area, partners will be provided with an action plan, along with learning resources to look at. There will then be a second step and another action to follow. The following steps will include creating a strategy, and then embedding the strategy in their organisation.

We will keep partners informed when the maturity assessment is completed and ready to be accessed. Our estimate for the completion period is October.

Good news stories

With a number of high profile 'bad news stories' in Offsite construction, we wanted to spotlight some successes in Offsite.

Akerlof's Insolvency report: <https://akerlof.co.uk/insights/insolvency/>

Vistry exits private market housing for Partnerships-only strategy:
<https://www.constructionenquirer.com/2023/09/11/vistry-to-exit-private-house-building-for-partnerships-only-focus/>

Europe to get first printed football clubhouse: <https://www.globalconstructionreview.com/europe-to-get-first-printed-football-clubhouse/>

The group discussed the above, noting that the context for failures in the sector need to be taken into account and that there are a lot of positive offsite stories outside of the 'buildings' sector, particularly in the infrastructure sector.

MMC group ideas for government to boost offsite

Challenges within Offsite the government has which we can help them solve:

- Lack of affordable housing
- Net Zero
- Regional equalities
- Value for money/productivity
- Skills shortage/gap

Ian Heptonstall, Director of the School, put together a number of ideas which could help the government improve Offsite Construction in the UK. They are as follows:

1. Clusters – encourage regional development of offsite facilities through innovation investment tax breaks. This enables skills and employment pipeline opportunities and ‘levelling-up’ benefits.
2. Finance - Provide low-cost finance for investment in facilities.
3. Long term procurement contracts – offer 10 x contracts for 2,000 homes per year for the next 7 years. This allows the manufacturer to invest in factory processes.
4. Standardised building performance measures – collecting data from offsite projects to inform the in-use performance of the buildings to allow for continuous improvement.
5. Standardised sustainability measurement – embodied carbon and social value.
6. Reform the building control system – so that units can be checked in factory.
7. Change management training – no shortage of knowledge or solutions, but we have shortage of adoption. We are fighting against inertia.
8. Skills development – training the current and next generation.
9. Reform the planning system – allowing high quality designs to be pre-approved \ fast tracked for social housing.
10. Pre-approved standards 2D and 3D components – create a market for standardised kitchens, bathrooms, utility cupboards etc. Need to agree volumes on these as well.

The School has helped the Construction Leadership Council put together a draft to submit to the Government regarding these challenges. The draft which the CLC will be issuing evolved around the following:

1. Clustering of Industries
2. Long-term Procurement contracts
3. Project Finance
4. Standardise Data Collection
5. Regulatory requirement to report on Embodied Carbon
6. Ensure that traditional construction and manufacturing are using appropriate regulations
7. Change Management
8. Lack of Alignment between Planning Aims and Manufacturing Timescales.

Focusing on sectors

Dave posited the question to partners; should offsite in infrastructure be its own group/sector. Some partners expressed that by splitting groups up it could lose the collaboration and quality of sharing best practice and that siloing could make it harder to work because of this. However, others expressed the thought that it could allow a more in-depth focus on issues specific to this sector.

Group outputs

The group then discussed what the School should focus on for its training materials in Offsite going forward. Some ideas included:

- Speaking into the failures we're seeing in offsite, exploring why these failures happened and how they can be avoided going forward
- Strengthening the supply chain in offsite
- Enablers for the supply chain to become more sustainable
- Digital innovations in Offsite
- The impact of AI going forward

Action

We will keep partners up to date with new events that we schedule.

School Summit

After the success of last year's first-ever Supply Chain Sustainability School Summit, we invite you to join us at our 2023 Summit for a day of inspiring talks, business and networking opportunities, and sustainability solutions to help you drive your sustainability goals forward.

The theme for this year's summit, which takes place on **26th September** at the **Coventry Building Society Arena**, is **Net Zero and a Just Transition**. We will discuss the key challenges facing our industry on its journey to net zero carbon and explore the big solutions needed.

You will have the chance to attend various expert panels and get your key questions answered as they explore the how and why of topics such as the talent and skills challenge, the materials challenge, and science-based targets. Lastly, you can celebrate industry achievements, network and enjoy a drink during an informal Awards Ceremony.

Action

We only have 88 places available. Book your place through our registration link [here](#).

AOB

Dave asked the partners on their thoughts about having a chair person for the Offsite group. The Chair will co-run the meetings alongside David Emery and will have a chance to input into agendas/discussion points in addition to other projects within the School. If you are interested, please email myself and Dave, respectively at Alfie.Austyn@supplychainschool.co.uk or David@supplychainschool.co.uk.

The next meeting will be taking place on **7th December** from **10:00 to 12:00**.