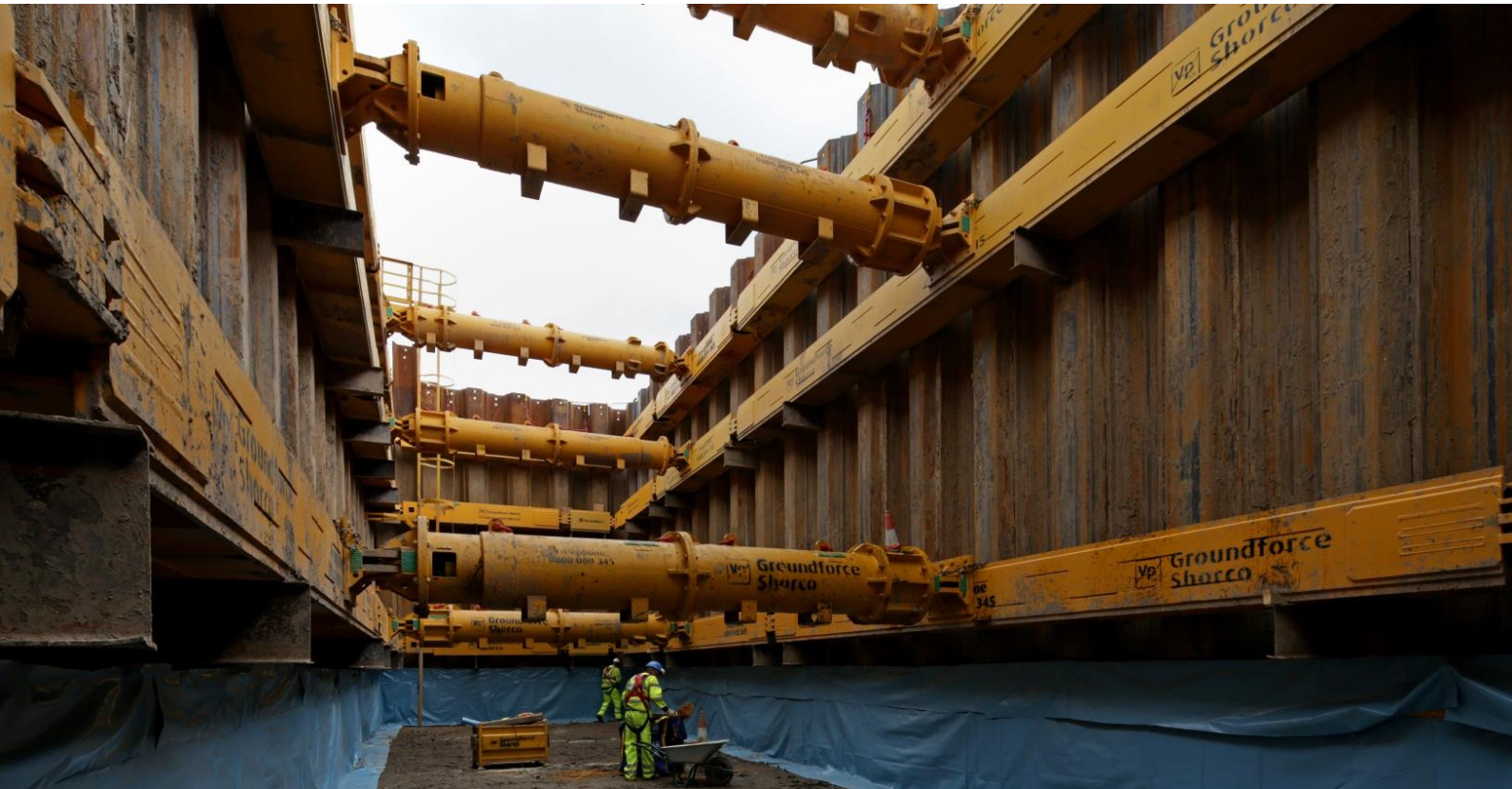


## Civil Engineering Contractors Association

# Boosting Infrastructure Productivity Programme

2019-2023



CITB Funding Report  
CECA IPP-19-01

Date submitted:

25<sup>th</sup> May 2023

## Summary

The Boosting Infrastructure Productivity Programme has been incredibly successful with regards engagement with the infrastructure sector, and delivery of focussed and targeted training initiatives to support civil engineering businesses in improving their working practices and productivity. We have achieved the vast majority of targets set throughout the commissioned project, agreeing updated and increased targets mid-way to ensure continued commitment to the project.

Through engagement with the Project 13 Steering Group, we have been able to engage with and influence future procurement strategies and ways of working collaboratively on projects across the different infrastructure sectors. Engagement on these and other Working Groups have informed the training and e-learning initiatives that have been developed and delivered as part of this programme.

## Introduction

This project was originally developed to support infrastructure suppliers to be ready for Project 13, a fundamental change in how the sector's clients deliver high performing infrastructure. Project 13 was launched in May 2018. It seeks to develop a new business model - based on an enterprise, not on traditional transactional arrangements - to boost certainty and productivity in delivery, improve whole life outcomes in operation and support a more sustainable, innovative, highly skilled industry.

The supplier group recognised that a major challenge for the roll out Project 13 would be training and development of the workforce. As Project 13 is a new initiative, there is no existing training provision to draw from. The group's proposal was to develop and deliver a syllabus of Project 13 Supplier Readiness training, under a sustainable model that could continue beyond the funded period.

Project 13 will require transformation of suppliers of all sizes and across the whole of the UK. Small businesses, who may not have their own training officers, face particular challenges in responding to this need. To ensure that the programme reaches the widest possible audience, we are proposing that there should be two Project 13 Readiness support officers, covering North of England & Scotland, and South of England and Wales. These officers will be available to provide dedicated support to any business that wants to engage with the programme. The officers will also play a role in supporting the delivery of classroom-based learning, and the development of the P13 Readiness syllabus.

## Information about sector

The CECA membership consists of over 350 contracting organisations, representing contractors that deliver c80 per cent by value of all infrastructure construction activity in the UK. Following the launch of Project 13, a dedicated group of suppliers was established to consider the challenges for such companies in adopting Project 13, and how they could be overcome. The group includes 18 CITB registered employers, two trade federations and 7 other supply chain companies. It is supported by the Civil Engineering Contractors Association, which represents contractors that deliver c80 per cent by value of all infrastructure construction activity in the UK. CECA's extensive contacts among this membership, its supply chain and stakeholders offer an effective means for ensuring wide engagement for this project. In the last five years CECA has delivered more than 10,000 training days across England, Scotland and Wales, with audited performance showing very high levels of satisfaction for companies and individual learners. 85 per cent of those receiving CECA training rated the quality at 8 out of 10 or higher in its most recent audit.

## Amendment to the Project

The initial project agreed via the commission was focussed purely on Project 13 and specific productivity metrics in isolation within the civils sector, but due to the pandemic in 2020 there was a pause in activity and subsequent amendments to the project were agreed with CITB. As a result of changes to ways of working and a switch to hybrid learning activities, a greater focus was placed on delivery of activities to support contractors and the sector during this difficult period, and collaboration with those also working within the Productivity commission. This included Supply Chain Sustainability School, Nottingham Trent University and Morgan Sindall.

Although the focus on Project 13 remained, and the Project 13 Steering Group was still integral to the development of new materials and the syllabus of e-learning modules that was developed, there was a switch during 2020 to delivery of pre-existing supporting training activities than development of new materials, under agreement with CITB.

## Aims and Objectives

This project aims to support infrastructure suppliers to be ready for Project 13 and for enterprise models of engagement across the sector. Through the pandemic, the aims were amended to support contractors and suppliers working within construction and infrastructure to improve and maintain their productivity levels during this challenging period. The aim was to do this through three main areas:

- Development of new Project 13 syllabus materials through many steering group meetings and specified syllabus workshops.
- Development of new e-learning modules to support suppliers in their understanding of and implementation of Project 13 principles.
- Delivery of classroom activities based on Project 13, Contractual and Commercial Improvement and Productivity Improvement.

*Due to the pandemic, these were amended slightly to become more generic in their support of contractors and suppliers through the unprecedented challenges of Covid-19.*

The metrics surrounding engagement during the project are detailed below:

## **Business Engagement**

- More than 50 companies including >20 SMEs to attend P13 syllabus workshops
- More than 300 companies including >120 SMEs to take part in classroom-based learning
- More than 750 companies including 300 SMEs to take part in e-learning
- More than 100 companies in Scotland, Wales and each English region engaged
- Greater than 80 per cent of companies to report as 'very satisfied' or 'satisfied' with quality of training provided

## **Individual Engagement**

- Greater than 80 per cent of those who undertake training to pass assessment
- More than 100 individuals to attend P13 syllabus workshops
- More than 3000 individuals to take part in classroom-based learning
- More than 5000 individuals to take part in e-learning
- More than 500 individuals in Scotland, Wales and each English region engaged
- Greater than 80 per cent of companies to report as 'very satisfied' or 'satisfied' with quality of training provided
- More than 15 clients involved in Project 13 syllabus workshops

The numbers of engagements achieved via the project are detailed in the Results section of this report.

## **Budget and Funding Sources**

The funding provided by CITB for this project was £553,868 with over £578,000 provided by CECA as contribution to the project, through in-kind funding (accounting for time and resource provided free of charge by CECA) utilised for development and delivery of the project.

### **The approach used to meet the objectives**

The project was delivered through communication and consultation, development and review, and delivery of activities. Communication and consultation was delivered through the formal Project 13 steering group meetings, as well as through CECA's Executive Management Board, and Regional Management Committees. This ensured that the activities being developed and delivered were appropriate for the needs of the businesses working within the sector.

This also allowed us to test and develop the e-learning modules that were created as part of the commission. Further communication and collaboration was ensured through the work with Supply Chain Sustainability School and the other stakeholders working within the commission (see below).

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### **The results of the project: Narrative**

As a result of the work with our partners in the commission and the Construction Leadership Council, the [Collaborative Construction Procurement Training Hub](#) was launched in 2021.

This Hub is available as part of the Supply Chain Sustainability School's online resources, and includes information on each activity and area commissioned through the fund, and also links to relevant e-learning modules and materials developed as a result.

With regards training activities, the pandemic brought about the challenge of engaging with companies and delegates in an online setting rather than the face-to-face activities that we were used and very successful in delivering.

Despite the initial drawbacks and re-training to be able to deliver effective programmes online as opposed to in-person, the benefits were that we were able to reach more people and across greater geographical boundaries. Many limitations when arranging venues and delegates were removed or reduced, and through much of the project we were able to deliver more activities to larger numbers of delegates for the same cost. It also allowed us to increase engagement with

SMEs as the restrictions many smaller companies have on releasing staff for travel and training were lessened by the move to online training.

From 2021 onwards, there has been a move to hybrid working with some online and some in-person events taking place, but our initial targets were greatly surpassed due to the change in ways of working during and after covid-19 took a hold of the UK. Metrics relating to the training activities are available in the Appendix.

One area that was a greater challenge to CECA during this project was the development and delivery of e-learning modules. As part of the amendments to the project and the funding stream, which took place in 2020 due to the covid-19 pandemic, we offered to remove the funding that had been allocated to development of e-learning activities and still carry out the activities associated with that cost. The initial proposal was to undertake those activities inhouse, as it was anticipated that the resource would be available within CECA to create and deliver these activities. As it was, despite the pandemic bringing about a slower pace to the construction sector for a while, work within CECA increased as we were increasingly called upon to support our membership in the regular review of Safe Site Operating Procedures, Covid 19 Guidelines, employment issues, retention of talent across the industry, and other areas. CECA also became involved to a greater capacity with CLC (Construction Leadership Council) and were holding regular industry updates with CLC, as well as attending various committees and working groups trying to ensure the continuation of 'work as normal' as far as possible across the sector.

The result, and the result of the last few years following on from Covid, has been an increased workload within our CECA National office and increased engagement with CLC and different areas of the industry. While this has been hugely beneficial for the sector and industry as a whole, it has taken a great deal of resource from CECA National - resource that would otherwise have been available to develop e-learning materials and other resources.

Therefore, the delivery of the e-learning modules - although unfunded - has been delayed somewhat through the course of the programme. The modules that were due to be developed are now complete, but are currently undergoing a formal review and CPD assessment by Supply Chain Sustainability School before they are publicly released online for members and delegates to access.

**The results of the project: Quantifiable Results**

**Progress against Project Objectives**

**Supplier Workshops: Key Deliverables**

Target	Actual
18 workshops	39
50 company beneficiaries	70
20 SMEs company beneficiaries	24
200 participants	510
15 clients involved	18

Throughout the course of the project, there were 39 workshops held. These included specific Project 13 Workshops (including Supplier, Adopter, Joint Adopter meetings), Steering Groups, and Infrastructure Client Group meetings. The outcomes of these workshops and meetings informed the direction of the project at its infancy, and then allowed for continuous feedback and evaluation throughout the duration of the project.

Representatives from 70 companies attended these workshops, surpassing the target of 50, with 24 representatives from SME companies. The target of 200 participants was exceeded greatly, with 510 attendees recorded at these events over the course of the project.

This was largely due to the increased number of meetings being held virtually (which allowed for greater representation and attendance) and also a larger number of sessions being held due to the pandemic. There were 18 clients involved during the process of the project. These included:

ICE	Cabinet Office	Anglian Water	Openreach
Sellafield	Heathrow	National Grid	Network Rail
National Highways	Environment Agency	Yorkshire Water	British Antarctic Survey
KBR	Jacobs	Arup	AECOM
HKA	MACE		

**Training Activities / Classroom Workshops: Key Deliverables**

Target	Actual
104 classroom sessions	296
300 companies (120 SMEs)	299 unique companies (inc. 215 SMEs)
3,000 participants	8155

The classroom learning activities were the most successful aspect of the project, in terms of exceeding each of the targets substantially throughout the project.

Despite the pause and alterations to the project during Covid, our activities continued as we switched sessions from in-person events to online sessions, using ClickMeeting web systems and Microsoft Teams. Although there were alternative costs to using the various web-hosting platforms, and costs for the training providers and speakers, the venue costs greatly reduced during this period which allowed for more sessions to be provided for the same funding.

This also increased our level of engagement, as our sessions became more accessible across geographical boundaries, and involved less down-time and travelling time therefore less costs for our members.

Our target was 104 sessions across the lifetime of the project, but 296 sessions were delivered throughout this period. Although we engaged with the number of companies we had hoped for (299 unique businesses), we engaged with a greater number of SMEs that first anticipated (215 over 120). This was perhaps in part due to the increased accessibility of events due to the switch to online and hybrid learning.

The total number of participants at activities was 8155 (over a target of 3000), which equates to an average of nearly 28 delegates per activity. The nature of online training and seminars delivered remotely allowed for a greater number of participants, and a greater overall reach of the project.

The total amount allocated to this aspect of the project was £308,918 which equates to £37.88 per person (8155 participants) for each training intervention. This represents great value for money when compared against other specialist procurement and productivity training activities costing between £150-500 per person.

### **E-Learning Modules: Key Deliverables**

<b>Target</b>	<b>Actual</b>
8 e-learning modules	8 modules
<i>750 companies (300 SMEs) / 5,000 participants</i>	

The e-learning modules aspect of the project was to create and deliver a number of e-learning modules to support the project, focusing on Project 13, generic procurement and other aspects of business improvement. The syllabus of content to be delivered within these modules was established within the initial syllabus workshops element of the project, in the collaborative Project 13 meetings that included contractors, clients and designers.

The variation to the project contract in 2020 included the removal of funding associated with the e-learning modules, on the basis that CECA intended to still develop and deliver the modules but with no costs attributed to this.



Due to increasing workloads and the dedicated time required to not only become familiar with the necessary software to be able to create the modules but also to develop the content, this became the most challenging aspect of the project.

Although the 8 e-learning modules were developed, it was agreed as part of the Construction Productivity Hub collaboration that the modules would be best hosted through the Supply Chain Sustainability School, so as not to duplicate effort and because of the reach and impact that SCSS has already across the industry. This has meant that although the modules are complete, they are still undergoing review by SCSS for quality control as well as official CPD (continuous professional development) certification.

The modules have therefore not gone live yet, and therefore the participation aspect of this part of the project has not started. We will continue with this after completion of the project (March 2023) on the basis that the modules are still required by industry although the funding associated with the development and delivery was suspended in 2020.

The modules that have been developed are available below:

- [Introduction to Project 13 Module](#)
- [Project 13 - The role of the Integrator](#)
- [Delivering Enterprise Models in the UK rail sector](#)
- [The Procurement Bill](#)
- [Value Toolkit Module](#)
- [Rail Method of Measurement Module](#)
- [The Construction Playbook](#)
- [Demystifying Carbon](#)

**Project Performance Management and Measurement: Key Deliverables**

Target	Actual
12 Quarterly Reports	12 Quarterly Report

Each quarter, CECA have submitted a report to CITB for review and approval, detailing the performance of the project and measuring performance against each key deliverable. These reports have included a summary of all activities, details of project management involvement, trainee and beneficiary information, and identification of good practice and challenges within the project.

These reports have been followed up with quarterly meetings with CITB Funding and Project Managers to summarise the performance of the project, and to talk through any examples of good practice and also any issues that were raised with any deliverables or targets.

Each quarterly report has been received positively by CITB during the course of the project, with approval of payment (under the agreed payment schedule) received shortly afterwards.

**Collaboration: Key Deliverables**

<b>Target</b>	<b>Actual</b>
8 Quarterly Meetings	27 Collaboration Meetings

During the pandemic, the projects funded under this commission were paused and then agreed to restart under a number of variations. Some of these involved reduced costs for activities, and some involved ensuring that there wasn't unnecessary duplication of effort by collaborating with other projects where possible.

Initially, this involved quarterly meetings with the other project partners (Supply Chain Sustainability School, Nottingham Trent University and Morgan Sindall) along with a number of collaboration meetings facilitated by external consultants, Circle Indigo. This evolved into the development of the [Collaborative Construction Procurement Training Hub](#), which was launched in 2021.

This Hub is available as part of the Supply Chain Sustainability School's online resources, and includes information on each activity and area commissioned through the fund, and also links to relevant e-learning modules and materials developed as a result. These collaborations and the resulting working relationships have also been successful within this project.

Summary of Project Statistics

Output Name	Evidence Required	Outputs					
		Number of training programmes / modules developed (example)	Target	Actuals	Variance	Amended Over Performance Target	Amended Over Performance Variance
Workshops	Quarterly report to update on profile set as: • 18 workshops:	Number of companies attending Syllabus workshops	50	70	+20	NA	NA
		Number of individuals to attend Syllabus workshops	200	510	+310	NA	NA
		Number of clients involved in Syllabus workshops	15	58	+43	NA	NA
Classroom / Webinar Sessions	Quarterly report to update on profile set as: • 104 classroom sessions to take place	Number of classroom / webinar sessions delivered	104	296	+192	300	99%
		Total number of companies taking part	300	306	+6	300	102%
E-Learning	Quarterly report to update against profile set as: • 8 e-learning modules developed and delivered: 4 Year 1 & 4 Year 2	Number of SMEs taking part	120	184	+64	200	92%
		Number of individuals taking part	3000	8155	+5155	8000	102%
		Number of e-learning modules developed and delivered	8	8	-	NA	NA
Project Performance Monitoring & Management	Quarterly reports to update on progress and PM activities	Number of companies attending e-learning modules	750	0	0	NA	NA
		Number of individuals attending e-learning modules	5000	0	0	NA	NA
Collaboration	Quarterly meeting with 3 Procurement Collaboration Partners	Submission of Quarterly Report	12	12	-	NA	NA
		Number of meetings with Procurement Collaboration Partners	8	27	+19	NA	NA