



INNOVATION
DRIVEN
PROCUREMENT

INNOVATION DRIVEN PROCUREMENT (IDP) PROJECT

| Insights and Impacts



theidp.co.uk



FOREWORD



Dr Emmanuel Manu, Associate Professor in Quantity Surveying and Project Management at the School of Architecture, Design and the Built Environment, Nottingham Trent University (NTU)

“The CITB funding commission on Improving Performance through Procurement (IPP) provided us with the opportunity to collaborate with our industry partner Morgan Sindall in developing supply chain capacity in the UK construction sector. The IDP project aimed to promote collaboration, innovation, and value addition among small businesses in the construction sector and help them address their own productivity challenges through training and tailored support. For the past 3 years, we have worked in partnership with Morgan Sindall and Construction Coach to deliver training, coaching and consultancy support to many small businesses in the construction sector. We have also created legacy resources that can help small businesses in construction to improve productivity. These resources will be used to sustain the long-term impact of the IDP project”.



Darren Eaton, Commercial Director, Morgan Sindall Property Services

“This is a crucial time for the construction industry as well documented skills shortages and volatile prices require innovation to be at the forefront of our thinking. The project was designed to support development of ideas from operatives on site and SME's to give them the confidence and tools to drive innovation. We hope that by bringing this diverse team together we have added to the collective efforts and success that our industry continually shows in delivering an amazing built environment”.



Maria Coulter, Founder and Managing Director, Construction Coach

“I was delighted to be a delivery partner for the IDP Project. Seeing the positive impact of coaching, specialist consultancy and training has been really insightful and hugely rewarding. We have gained valuable knowledge into the mindset of SME's and Micro-businesses, the challenges they are facing in the market and the barriers to receiving support.

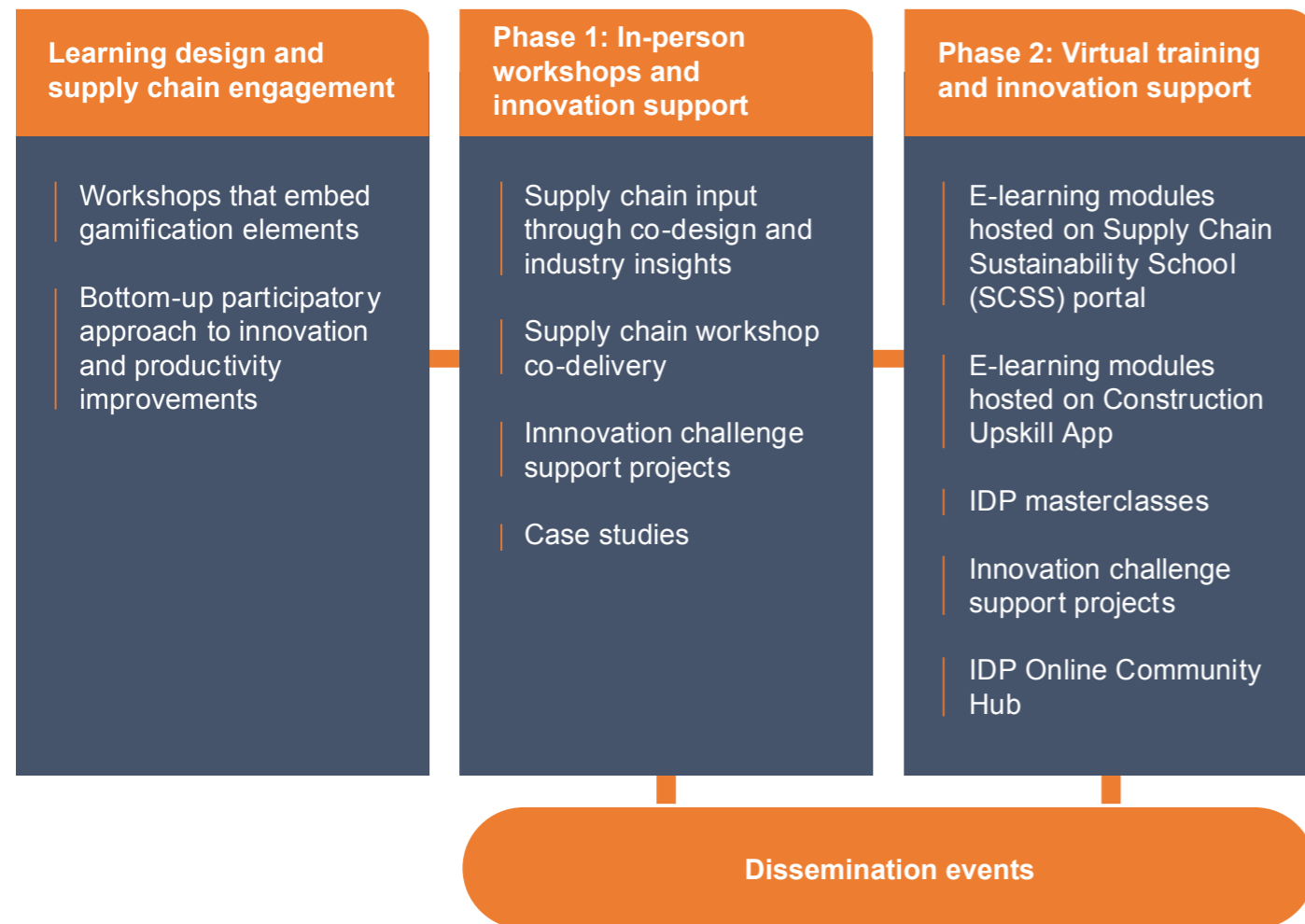
This work is only the start. We now have case studies showing the impact taking time out to work on their business can have on both mindset, productivity, and profitability. We also have a bank of solutions covering a range of procurement challenges to showcase what can be done to improve procurement opportunities, deliver value to clients and the start of a community to support construction businesses with innovation”.

PROJECT OVERVIEW AND SCOPE

The Innovation-Driven Procurement (IDP) project was initiated by Nottingham Trent University (NTU) in collaboration with Morgan Sindall Construction as an industry partner with funding from the Construction Industry Training Board (CITB). The IDP project sought to tackle the lagging productivity in the construction industry by using collaborative principles, processes, tools, and support mechanisms to drive innovation and add value for all stakeholders.

This was achieved through joint development of training packages with the supply chain, in-person and virtual training activities and an innovation support package of mentoring, coaching and consultancy to help construction SMEs adopt new processes and tools. A fundamental aspect of the IDP approach was to avoid a top-down approach to how the supply chain is engaged and trained.

Scope of Activities for the IDP Project



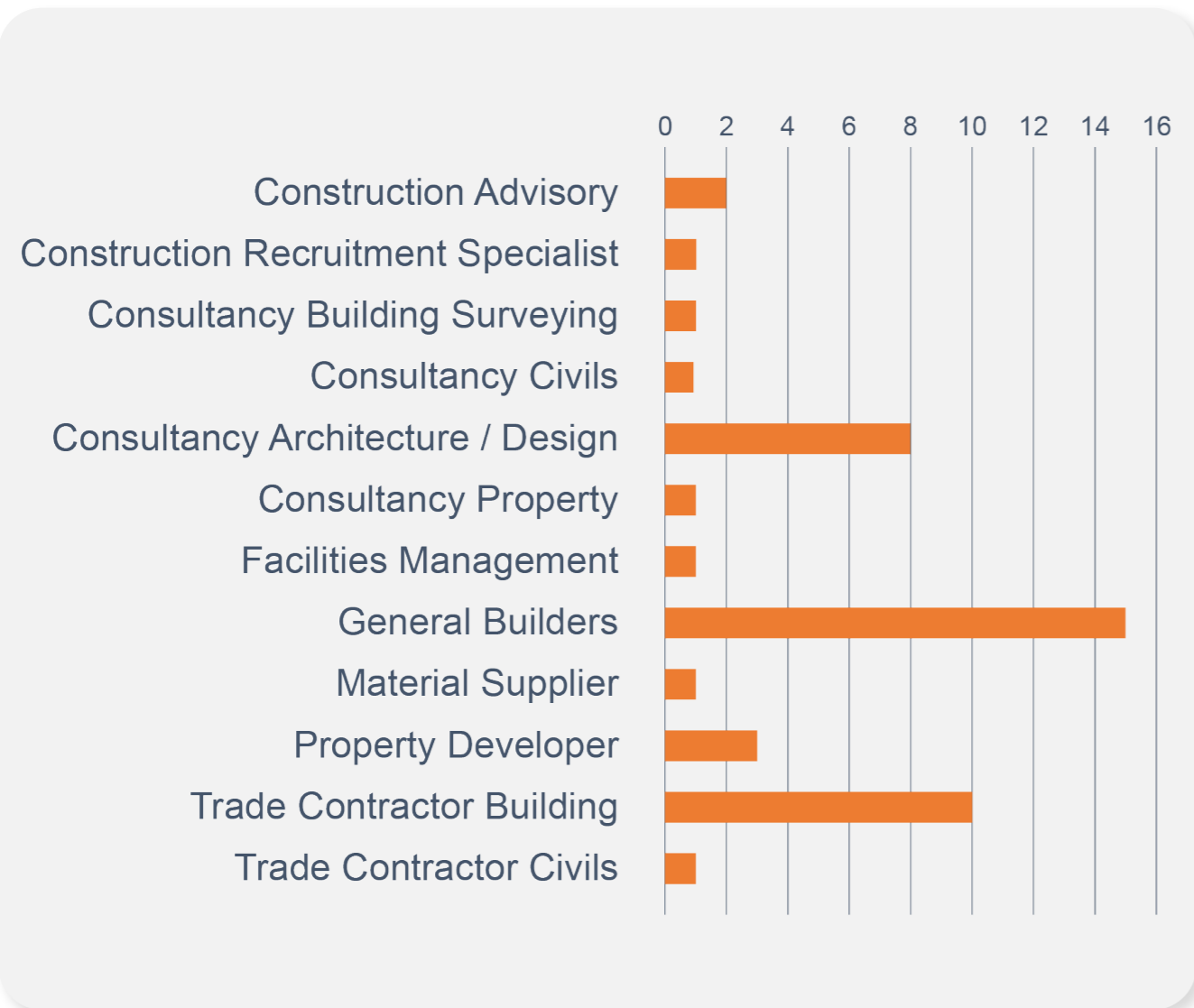
PROJECT OUTPUTS AND OUTCOMES

In total the following outputs have been achieved:

- 12** in-person workshops
- 4** e-learning modules on the Supply Chain Sustainability School (SCSS) learning portal
- 4** e-learning modules on the Construction Upskill App
- 7** virtual masterclasses
- 48** innovation workshops
- 46** innovation challenge support projects
- 5** dissemination events in addition to masterclasses
- 10** case studies
- 85+** members on the IDP Online Community Hub
- 550+** supply chain participants have been trained via in-person workshops and e-learning modules
- 150+** participants engaged in virtual masterclasses
- 450+** participants engaged in dissemination events

Category of firms supported

Innovation workshops resulted in support for **46** innovation challenge support projects across the supply chain with beneficiaries comprising general builders, architectural practices, specialist trades, property developers and consultancies.



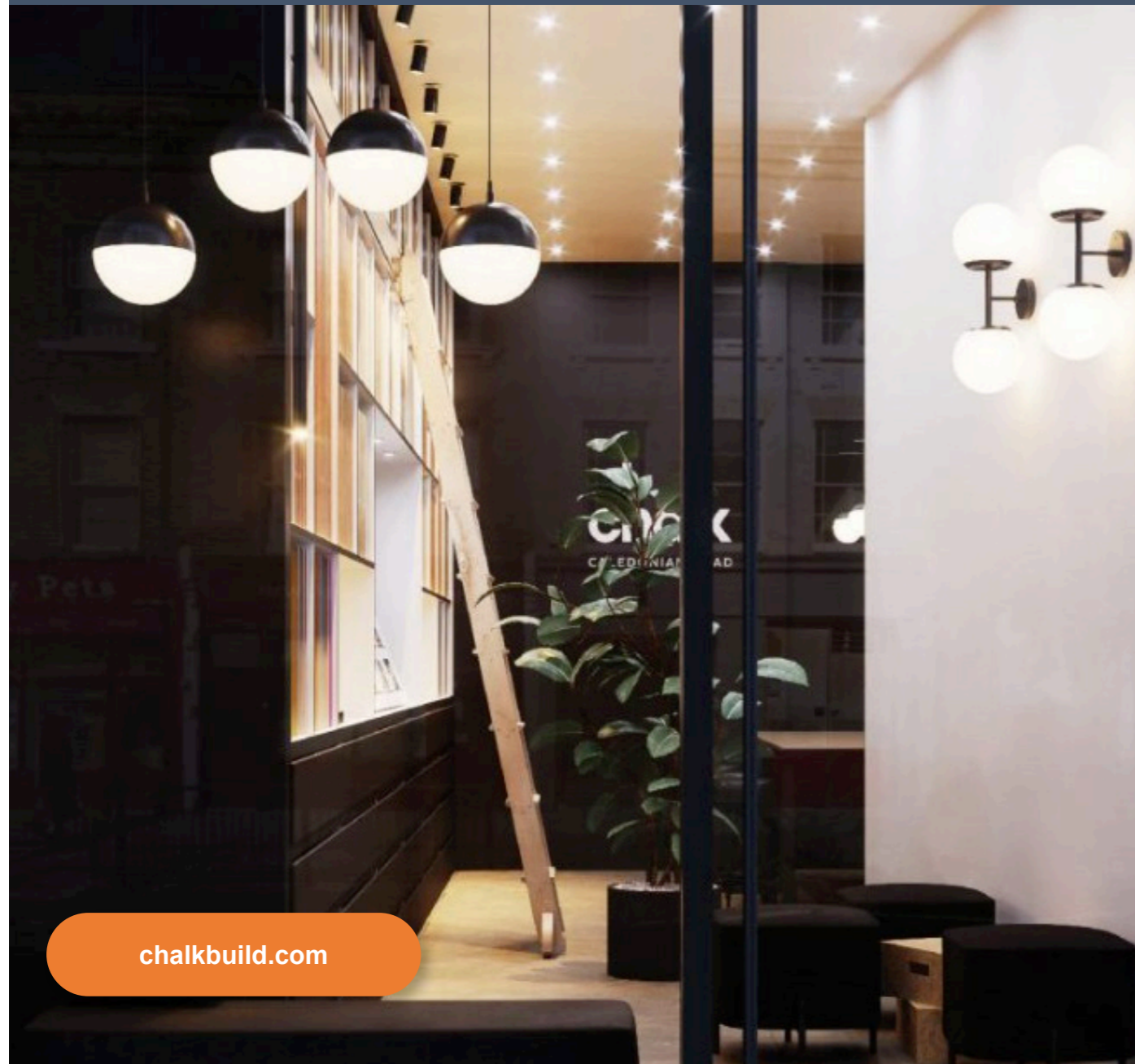
Firms were supported across a range of areas that included improvements to tendering and work-winning processes, workforce development, performance and efficiency improvements, integration of equality, diversity, and inclusion (EDI), sustainability, and wellbeing initiatives into their procurement practices, and improvements to tender pricing, cost control and claims management processes.

- | | |
|---|---|
| 2 Claims management and payment recovery | 2 Simplified sub-contracts |
| 3 Employee recruitment and retention | 2 Sustainable procurement - ESG |
| 7 Efficiency improvement | 1 Sustainable procurement - net zero |
| 4 Performance management | 4 Tender pricing and cost control |
| 1 Workforce development | 3 Enhance design development |
| 2 Upskilling clients | 2 Wellbeing practices as part of tender submission |
| 2 Upskilling supply chain | 1 Equality, Diversity and Inclusion (EDI) practices as part of tender submission |
| 1 Procurement of material suppliers | 4 Tendering for public sector contracts and improving win rate |
| 1 Procurement evaluation | 1 Finance and investment |
| 3 Procuring retrofit works | |

Benefits reported by the supply chain firms:

- £790,000+** direct cost savings
- 38** firms reported an increase in future work opportunities
- 36 out of 46** reported proposed time-saving benefits from innovation challenge projects
- 30 out of 46** reported proposed cost-saving benefits from innovation challenge projects

Chalk Build Ltd received consultancy support on Setting Quality Standards and Implementing a Quality Monitoring Process.



Chalk Build has been raising the standards in the construction and building industry, leading the way in quality, transparency, and customer care. The name is a tribute to their origins and location: Caledonian Road, built in 1826, was initially known as Chalk Road. Chalk is also a type of rock used for centuries to create — be it simple blackboard drawings or pre- Victorian homes as a building material. Today Chalk Build design and construct with significantly more advanced tools yet honouring the past and focusing on the future.

The Chalk Build challenge was about developing quality control systems, to ensure the company standards are being met, and to protect the client experience. The overarching ambition was to protect Chalk Build's time and efficiency and reduce losses on projects. The project was supported by Company Director, Mustafa Dervis.

Through the IDP project, Chalk Build received consultancy support from Nicola Slater and Mark Johnston of Cube Construction Consultants, experts in offering advice, bespoke support, Construction Management Reviews, and hands-on assistance throughout the construction management process.

The outputs from the support to Chalk Build included an executive summary explaining the challenge and solutions, a complete organisational process map identifying roles, responsibilities, key actions, key milestones, and appropriate control measures. This was supported with fully branded documentation.

From Cube's objective outlook, both senior directors of Chalk Build, have crystallised the key objectives for improved project delivery.

Some lessons learnt for SMEs from this case study, are:

- *The benefit of not having to pay to do the same work twice due to poor quality.*
- *Projects will finish on time, and resources can be used on NEW projects, instead of over running for weeks, if not months on end.*
- *reputation is protected - with more satisfied clients, more referrals, more projects booked in the calendar, more profit at the end of each project, and a great opportunity to evolve as a company.*

Mustafa told us how the IDP project has helped Chalk Build.

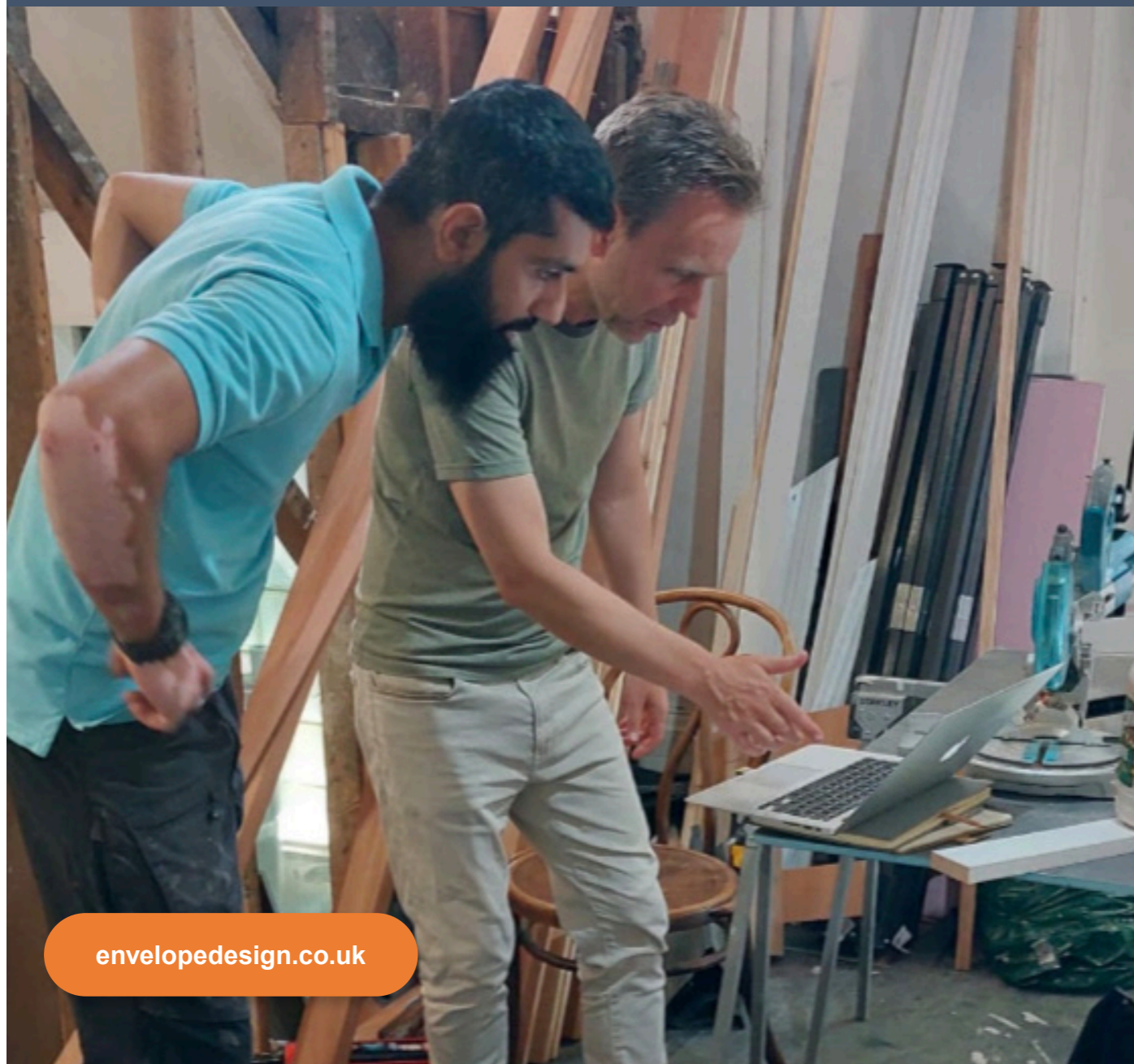
"We believe that Chalk Build will benefit from the expertise of Cube Construction Consultants, as well as from the implementation of their processes. We are excited to move forward with these new changes and look forward to positive results."

Mustafa Dervis, Chalk Build

"Having reviewed Chalk Builds current operating documentation, we have been able to provide a bespoke process map utilizing existing good working practice and supplementing where required. The additional content supports Chalk Builds desire to secure project outcomes. A great deal of focus has been placed on roles and responsibilities, to ensure suitable and sufficient resources is allocated to meet the business time, quality, and growth aspirations."

Mark Johnston, Cube Construction Consultants

Envelope Design received consultancy support on How to Market their Innovative 'Design File' - an interactive digital library for SMEs and homeowners.



Envelope Design is a team of architects, designers and project managers who are pioneering a new, integrated design and project management service to build better residential projects.

'Design Files' is a design toolkit which brings together good architectural design, product specification, product pricing and project management, into a powerful database that will allow designers to design faster, better, and with cost transparency. It also aims to enable users that may not be technically trained to better design buildings. 'Design Files' provides good quality up-to-date design detail cheaper than is traditionally the case. It produces quicker detailing, as the system is streamlined, and can be used immediately after planning permission drawings are produced by the architect.

The Envelope Design challenge of how to bring better design to more people for less cost, was worked on by Director, Tony Pritchard. Tony has worked in residential building design, construction, and development for almost 30 years.

Through the IDP project Tony received 1-2-1 consultancy support from Michaela Wain of Design & Build UK, an expert in marketing, to explore how the project could support the marketing of 'Design Files' to potential new clients. It included working through 3-phase marketing techniques of planning, strategies, and tactics and culminated in the development of a new business model and associated marketing strategy, along with the development of the Envelope website, SEO, and social media. The marketing includes a new way to provide better design detailing together quickly and easily with integrated project management tools for residential

construction projects. Tony now has a clear strategy to win new clients with a clear 'One Envelope' offer. This enables homeowners to have a single point of contact to procure detailed design for their renovations. Design and Management can be procured or just the design files.

Benefits of cost saving, from the IDP project are that Tony has been able to procure new website design services for a lower fee, as he is much clearer on the strategy and outcomes required from the knowledge gained through the project. The Design Files will integrate design and project management to speed up the construction process and build better buildings. Also, as Envelope Design will be offering a quicker, cheaper, and better-quality drawings and specification, it will be more attractive to clients, project managers, and developers.

Tony told us why the IDP project has helped him and Envelope Design, and the plans after the consultancy.

"The conversations with the IDP mentor, Maria Coulter of Construction Coach, helped to draw out what the focus of the challenge was. It identified that I needed to better communicate what our offer is, how it can benefit people and who the target audience is. By doing the workshops I was able to rethink how 'Design Files' might be positioned in the marketplace and led to me to rethink the marketing strategy, rebranding, and the website. "Biggest personal takeaway is to question why we are doing 'Design Files.' Through the IDP process I went back to our core values, who and why, before moving forward. "I'm not a natural marketing person so it was great to have a marketing expert to support me.

Tony Pritchard, Director, Envelope Design

Kingsley Fencing received consultancy support on Getting Bid Ready for Public Sector Contracts.



kingsleyfencing.co.uk

Kingsley Fencing is a small construction company based in Cardiff, Wales specialising in fencing, decking, and outbuildings. Kingsley Fencing has built a successful company driven by right-first-time high-quality delivery, sustainable products, and a passion for protecting local wildlife.

The Kingsley Fencing challenge of Winning new work through public sector and supply chain procurement, was supported by company founder and director, Kingsley Hyden. Kingsley has worked in the construction industry for over 13 years, with a background in landscaping. He is passionate about the core principles of insightful design, quality sustainable materials and craftsmanship.

Through the IDP project Kingsley received consultancy support from Caroline Brock of Talent Lab Ltd, an expert in tendering services and business social value engagement, in tendering guidance and the exploration of increasing public sector procurement and supply chain opportunities suitable for Kingsley Fencing. The project focussed on the processes of how to tender for public sector contracts to understand what is needed to meet compliance and quality-related capability and what needs developing to position for success. The foundation-level training, provided as part of the support, was consolidated to produce a guidance document.

The guidance document has been developed into a legacy piece for the IDP project which features a case study of the challenge and support to Kingsley Fencing. The guidance document is focused on developing the capabilities of SMEs in tendering for public sector contracts. SMEs can benefit from the Public Procurement Bill which seeks to “reform the way public authorities purchase goods, services and public works by simplifying and



modernising procurement rules and procedures” which is set to become law in 2024. This reform bill will open opportunities for micro and small companies to win public sector contracts.

Outcomes for Kingsley Fencing from the IDP project includes registering on local and national government portals for tender alerts, Meet the Buyer events, and formalising compliance through a leading construction industry verification platform (as a supplier to a global sustainability leader which manage facilities for blue chip companies). The facilitated focus sessions revealed environmental commitments and community involvement which can be leveraged in terms of social value and driving forward energy efficient solutions as part of its core services.

Kingsley told us how the IDP project has helped him and Kingsley Fencing.

“I did not have a clue where to start and didn’t even know that there were specialists who help with tendering. What I did know was that my business has the experience and capability to deliver public sector contracts - I just needed to know how we could make it happen. The training has been invaluable, particularly

knowing that the effort we put in also helps towards prequalifying on supply chains which saves us a lot of time. Caroline made the process easy to understand and relevant to my business, with lots of other ideas that I know will be key to finding and winning new business.”

Kingsley Hyden, Kingsley Build

“It was really enjoyable supporting Kingsley. He was fully committed to the process and took the time to understand what needed to be achieved to get the business “compliant-ready” as well as other marketing elements that needed updating. Their business is known for their responsiveness, and this was evidenced through Kingsley’s commitment driving forward the actions. During the period of consultancy, he was proactively developing compliance through a leading verification platform and met face to face with a global leader for supply chain opportunities. And, just by chance through conversations within NTU, Kingsley is also connecting into a wildlife research project. It has been a pleasure working with Kingsley and I have no doubt the passion and commitment will pay off with new work in the very near future.”

Caroline Brock, Talent Lab Ltd



Scope received consultancy support on the Readiness for Public Sector Framework procurement.



Scope was launched by two directors with a strategic plan to grow into a SME, providing construction services to the high-end residential, commercial, and development markets. The company continues to go from strength-to-strength, delivering high quality schemes and developments, providing clients with bespoke, professional services delivered on time, on budget and to the highest quality, working collaboratively with teams to achieve their desired outcomes.

The IDP challenge supported Scope's business plan to be ready for Public Sector Frameworks in terms of compliance with the newly adopted Common Assessment Standard (CAS) (replacing PAS 91) as well as enabling Scope to capitalise on the new Government Procurement rules aimed at presenting more opportunity to SMEs. It was supported by Head of Business Development Strategic Partnership, Glenn Slater.

Through the IDP project Scope received consultancy support from Kate van der Sluis of Humber HR People, experts in HR, whose mission is to change the perception of HR and offer a range of services that recognise and celebrate the fact that people are fundamental to business success. Through the consultancy Scope undertook a compliance audit and improvement plan; worked through creating the right culture for public sector work winning; recruitment and onboarding; and people management.

Benefits from the IDP project for Scope was the ability to get the best performance from their people so that it directly enhances contract delivery. The innovation for Scope is the ability to do things differently so that performance and delivery can be improved.



Glenn told us how the IDP project has helped Scope

"The consultancy support enabled a HR expert to undertake a full review and audit of our company documentation and policies, which has helped us to identify gaps and updates. We would like to thank Kate for making available to us branded documents, ready for us to implement across our business. The process has been quick and easy – and we are now set to implement our improvement plan. Already Scope has benefitted from the support by being able to fully complete a pre-qualification tender (PQQ) and gaining some work. This was due to us having identified the need to have a Modern Slavery Statement, and process, which is fully implemented."

Glenn Slater, Scope



WHAT'S NEXT?

Join the IDP Online Community Hub to receive mentoring and coaching support and drive productivity in your business. You will be joining other business owners from the construction supply chain to share ideas for business growth. You will also benefit from masterclasses delivered by experts on various topics. You can utilise legacy resources to support business growth and productivity. Sign-up for the IDP Online Community Hub by following this link:

[JOIN HERE](#)

LEGACY RESOURCES

Documents and Toolkits

A-Z of How to Recruit in the Construction Industry

[Link](#)

A Guide to Procurement for Construction SMEs

[Link](#)

Builders' Introduction to Retrofit

[Link](#)

Checklist for Subcontracts

[Link](#)

Client Best Practice Guide

[Link](#)

Labour-Only Subcontract in 500 Words

[Link](#)

Marketing Plan Template

[Link](#)

Pricing Document with Valuation and Cost Reconciliation Procedures (Example)

[Link](#)

Recruitment: Onboarding Checklist

[Link](#)

Tender Pricing and Cost Control and Cashflow Forecast Guidance for Construction SMEs

[Link](#)

Tender Checklist

[Link](#)

Tender Readiness and Action Plan Toolkit

Available through the IDP Online Community Hub

Tender Readiness and Action Plan Template

[Link](#)

The Digital Landscape for SMEs in the Construction Industry

[Link](#)

Tender Pricing, Cost Control and Cashflow Analysis Toolkit

Available through the IDP Online Community Hub

Variations Toolkit

Available through the IDP Online Community Hub



INNOVATION
DRIVEN
PROCUREMENT