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## Making a Lasting Impact: Sustainability of the Innovation-Driven Procurement (IDP) Programme

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Nottingham Trent  
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**CONSTRUCTION  
COACH**

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## 1. Sustainability of the IDP Project

Sustainability of projects and programmes have always been of primary concern to funders because it is about designing interventions that create long-lasting benefits for all. This report is specifically focused on the sustainability of the IDP project. Sustainability has various meanings depending on the context in which it is applied. Within the context of improvement programmes, sustainability is about “that which persists from the original programme”<sup>1</sup> and can be sustained beyond the funded period.

In assessing the sustainability of the IDP programme, different features have been built into the delivery to leave a lasting impact and legacy on performance improvement through procurement. These include the collaboration between Nottingham Trent University (NTU), the Supply Chain Sustainability School (SCSS) and the Civil Engineering Contractors Association (CECA) in establishing the Collaborative Construction Procurement Training Hub to host e-learning modules on procurement improvement, the launch of the Construction Upskill App, IDP microsite and social media activity, the IDP online community hub, the innovation challenge support projects and legacy resources for supporting the wider construction supply chain. It is anticipated that these features will contribute to sustaining the benefits of the IDP project. These resources will be used to embed changes from innovation projects and sustain the attention that is needed to improve performance through procurement in the construction supply chain. It is envisaged that these legacy resources will also enable the development and adoption of new processes, practices, and partnerships.

## 2. Collaborative Construction Procurement Training Hub

As part of the second phase of the 2-phase IDP project, 4 e-learning modules were developed and hosted on the Supply Chain Sustainability School (SCSS) online learning portal. Following the in-person workshops (Phase 1 of the IDP project), the 4 e-learning modules on collaborative behaviours, collaborative design, collaborative risk management and innovation and value in the supply chain were designed. These modules have been hosted on the SCSS portal as part of the Collaborative Construction Procurement Training Hub (CCPTH), which is an ongoing collaboration between three CITB-funded projects i.e., NTU/Morgan Sindall, SCSS and the Civil Engineering Contractors Association (CECA). These e-learning modules will contribute towards the long-term impact of the IDP project as they will continue to be available on the SCSS portal for the construction supply chain to access beyond the funded period of September 2023. It will also help to maintain the partnerships that were formed as part of the CITB Improving Productivity through Procurement (IPP) commission to drive productivity improvements in the construction supply chain through procurement training. NTU will work collaboratively with SCSS and CECA to review, refresh and update the e-learning modules as part of future activities for the CCPTH.

## 3. Construction Upskill App

The Construction Upskill App has been developed based on the insight that emerged from engagement with the construction trades on site who are faced with an “earn versus learn” dilemma of losing money when they take time out to undertake training. The site workers do not traditionally spend time on laptops undertaking online CPD modules and will find it easier

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<sup>1</sup> Greenhalgh, T., Macfarlane, F., Barton-Sweeney, Catherine., Woodard, F. (2012). “If we build it, will it stay?” A case study of the sustainability of whole-system change in London. *The Milbank quarterly*, 90(3), 516-547.

to engage with learning materials that are short, engaging and easily accessible on their mobile phones. It is this insight that prompted the development of the Construction Upskill App in partnership with the School of Computing at Nottingham Trent University. The Construction Upskill App is freely downloadable on both the Android and Apple app stores. This is an app that is dedicated to upskilling the construction supply chain on innovation, productivity and other topic areas that become necessary for enhancing the delivery capacity of the supply chain.

Currently, bite-sized versions of the 4 e-learning modules for the IDP project have been re-designed as app-based modules that the supply chain can easily access. Over the longer term, it is envisaged that the Construction Upskill App will provide the backend infrastructure for the deployment of further training content which will be considered necessary for upskilling the construction supply chain on other productivity-related topics. This app will contribute to sustaining the lasting impact of the IDP project.

#### **4. IDP Project Microsite and Social Media Activity**

The IDP microsite was developed to provide information about the IDP project, training content past, and upcoming events. It was also used to signpost the supply chain to sign up and join the IDP community hub where they can access mentoring and coaching, case studies and other downloadable legacy resources. The IDP project microsite will be maintained beyond the funded period of September 2023. Some of the resources from the project will be continuously hosted and shared via the IDP project microsite beyond the funded period so that it generates long-term benefits for the wider sector. This will help drive the continued engagement of the supply chain on issues to do with productivity improvements, including re-directing participants to the e-learning content hosted on the SCSS online training portal. Social media handles were also set up for the IDP project to boost marketing activity and promote events. The IDP social media handles were set up on LinkedIn and Twitter (Now X). These social media handles will continue to be used to disseminate and promote news and events related to the legacy of the project and the wider issue of driving productivity improvements across the supply chain.

#### **5. IDP Online Community Hub**

As part of the IDP innovation challenge, mentoring and coaching process, construction SMEs have been invited to join the IDP online community hub to access online peer-to-peer group mentoring and support and benefit from the legacy resources and toolkits. This online community is now up and running on the Mighty Networks portal and currently has 85+ members from across the construction supply chain (<https://the-idp-community.mn.co/>). The mentoring and coaching support provided will help fellow business owners embed the learning and make the changes that can enhance productivity. This support is targeted at business owners of construction SMEs who usually lack the headspace to engage with productivity-improving innovations as they are trying to get along with the hectic day-to-day running of the business. It is envisaged that the IDP online community hub will remain as a network for fostering peer-to-peer learning amongst construction SME business owners. It will be used to support construction SMEs to adopt collaborative and innovative processes, tools, and technologies post-project completion and contribute towards the lasting impact and legacy of the IDP project.

## 6. Innovation Challenge Support Projects

The innovation challenge support package was used to support the supply chain in embedding new processes, tools, technologies, and products that could improve work winning and productivity and value for all stakeholders. Innovation champions (ICs) were the designated persons from the supply chain firms that were leading the initiative to identify an area of challenge for support. 12 hours of consultancy support were provided for 46 projects by 21 consultants, including NTU. This was in addition to the mentoring and coaching support provided by Maria Coulter of Construction Coach throughout the innovation challenge process. All the projects supported have been summarised in Figure 1.

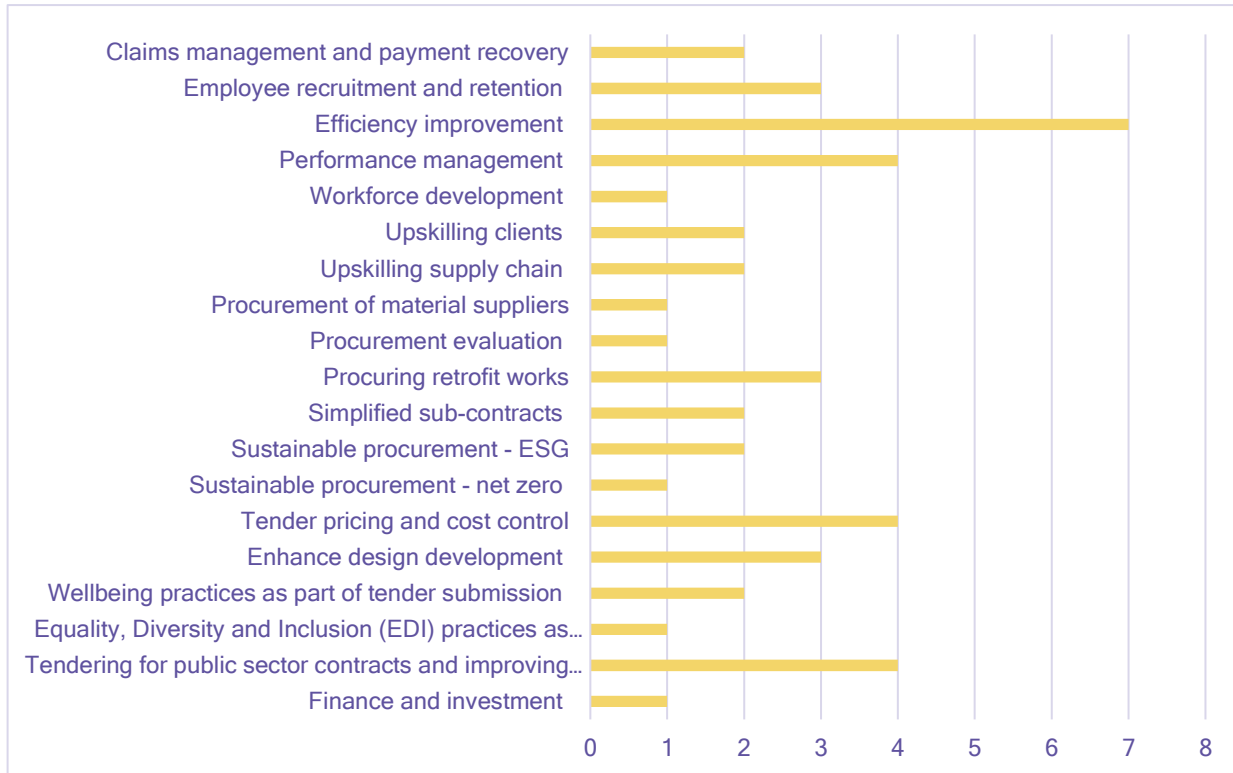


Figure 1: Areas of procurement supported for the IDP innovation challenge project.

The insights developed from these projects, legacy resources and toolkits and the case studies, including all the beneficiaries will contribute towards the legacy of the IDP project.

## 7. Outputs, Impact, and Insights

The outputs that have been delivered for the IDP project include:

- 12 in-person workshops
- 4 e-learning modules on the Supply Chain Sustainability School (SCSS) e-learning portal
- 4 e-learning modules on the Construction Upskill App.
- 7 virtual masterclasses which doubled as dissemination.
- 48 innovation workshops
- 46 innovation challenge projects.
- 5 dissemination events in addition to masterclasses

- 85+ construction SME members on the IDP online community hub

These outputs have led to positive outcomes and impact that include:

- 550+ participants trained via in-person workshops and e-learning modules.
- 150+ participants engaged in virtual masterclasses.
- 300 participants engaged in own dissemination events.
- 190+ participants engaged in shared dissemination events.
- 36 out of 46 supply chain firms reported proposed time-saving benefits from innovation challenge projects.
- 30 out of 46 firms reported proposed cost-saving benefits from innovation challenge projects.
- £790,700 tracked as a direct increase in profitability from innovation challenge projects.

Some insights have been provided below from selected supply chain participants who received support through the IDP project:

**Scope received consultancy support through the IDP (Innovation Driven Procurement) project on the *Readiness for Public Sector Framework procurement*.**

### Scope

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.”*

**Kingsley Fencing received consultancy support through the IDP project on *Getting bid ready for public sector contracts*.**

### **KINGSLEY FENCING**

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**

**Chalk Build Ltd received consultancy support through the IDP (Innovation Driven Procurement) project on *Setting Quality Standards and Implementing a Quality Monitoring Process.***

### **CHALK BUILD LTD.**

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, and 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 through the IDP (Innovation Driven Procurement) project on how to market their innovative *'Design File' - an interactive digital library for SMEs and homeowners.*

## ENVELOPE DESIGN

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 who may not be technically trained to better design buildings. **'Design Files'** provides good quality up-to-date design details at 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 designs 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*

## 7. Legacy Resources

The log of legacy resources produced through the IDP training content and innovation challenge projects has been provided in Appendix 1. These comprise documents and toolkits, links to e-learning modules, the Construction Upskill App, the IDP community hub, the IDP microsite and social media handles.

## 8. Challenges and Risks to the Sustainability of the IDP Programme

There are aspects regarding the creation of a long-lasting impact beyond the CITB-funded period of September 2023 that will require some funds to be committed. This includes funds to continuously engage with and support firms that sign up for the IDP online community hub and maintain the IDP microsite and social media activity. Through negotiations, NTU has committed some funds to help sustain the long-term impact of the project. Whilst the funds that have been made available can help sustain activities over the next year, what is not yet clear is the point at which some activities may have to be scaled back due to lack of funds.

Another challenge involves capturing data from the SCSS portal regarding details of engagement with the IDP modules and generally on maintaining the CCPTH. There is a risk that beyond the funded period of the project, interest in maintaining the CCPTH will wane despite the current appetite to do so, especially to review and refresh e-learning modules to keep them up to date.

Appendix 1: Log of Legacy Resources for the IDP Project

|    | Legacy Resources: Documents and Toolkits   | Link to Download                                      |
|----|--|---|
| 1  | A-Z of How to Recruit in the Construction Industry                                   | <a href="#">Link</a>                                  |
| 2  | A Guide to Procurement for Construction SMEs   | <a href="#">Link</a>                                  |
| 3  | Builders introduction to Retrofit  | <a href="#">Link</a>                                  |
| 4  | Checklist for Subcontracts   | <a href="#">Link</a>                                  |
| 5  | Client Best Practice Guide   | <a href="#">Link</a>                                  |
| 6  | Labour-Only Subcontract in 500 Words   | <a href="#">Link</a>                                  |
| 7  | Marketing Plan Template  | <a href="#">Link</a>                                  |
| 8  | Pricing Document with Valuation and Cost Reconciliation Procedures (Example)         | <a href="#">Link</a>                                  |
| 9  | Recruitment: Onboarding Checklist  | <a href="#">Link</a>                                  |
| 10 | Tender Pricing and Cost Control and Cashflow Forecast Guidance for Construction SMEs | <a href="#">Link</a>                                  |
| 11 | Tender Checklist   | <a href="#">Link</a>                                  |
| 12 | Tender Readiness and Action Plan Toolkit   | <i>Available through the IDP Online Community Hub</i> |
| 13 | Tender Readiness and Action Plan Template  | <a href="#">Link</a>                                  |
| 14 | The Digital Landscape for SMEs in the Construction Industry                          | <a href="#">Link</a>                                  |
| 15 | Tender Pricing, Cost Control and Cashflow Analysis Toolkit                           | <i>Available through the IDP Online Community Hub</i> |
| 16 | Variations Toolkit   | <i>Available through the IDP Online Community Hub</i> |

| Legacy Resources: E-Learning Modules on Supply Chain School Portal |   | Link to Resource  |
|--|---|---|
| 1  | Module 1: Collaborative Behaviours      | <a href="https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=248&amp;currentorg=1 - Collaborative Behaviours ORG&amp;scoid=480">https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=248&amp;currentorg=1 - Collaborative Behaviours ORG&amp;scoid=480</a>   |
| 2  | Module 2: Collaborative Design          | <a href="https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=249&amp;currentorg=2 - Collaborative Design and the Supply Chain ORG&amp;scoid=482">https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=249&amp;currentorg=2 - Collaborative Design and the Supply Chain ORG&amp;scoid=482</a>                       |
| 3  | Module 3: Collaborative Risk Management | <a href="https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=250&amp;currentorg=3 - Collaborative Risk Management Using Flow Walks ORG&amp;scoid=484">https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=250&amp;currentorg=3 - Collaborative Risk Management Using Flow Walks ORG&amp;scoid=484</a>             |
| 4  | Module 4: Innovation and Value          | <a href="https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=251&amp;currentorg=4 - Driving Value Through Innovation in the Supply Chain ORG&amp;scoid=486">https://learn.supplychainschool.co.uk/mod/scorm/player.php?a=251&amp;currentorg=4 - Driving Value Through Innovation in the Supply Chain ORG&amp;scoid=486</a> |

| Legacy Resource: IDP Community Hub, Microsite and Social Media Handles |                     | Link to Resource  |
|--|---------------------|---|
| 1  | IDP Microsite       | <a href="https://www.theidp.co.uk">https://www.theidp.co.uk</a>   |
| 2  | IDP Community Hub   | <a href="https://the-idp-community.mn.co/">https://the-idp-community.mn.co/</a>   |
| 3  | IDP LinkedIn Handle | <a href="https://www.linkedin.com/company/innovation-driven-procurement/">https://www.linkedin.com/company/innovation-driven-procurement/</a> |
| 4  | IDP Twitter Handle  | <a href="https://twitter.com/InnovationDriv2">https://twitter.com/InnovationDriv2</a>   |

|   | Legacy Resource: Construction Upskill App             | Link to Resource  |
|---|---|---|
| 1 | Construction Upskill App on Android Google Play Store | <a href="https://play.google.com/store/apps/details?id=com.citb.cpd&amp;gl=GB">https://play.google.com/store/apps/details?id=com.citb.cpd&amp;gl=GB</a> |
| 2 | Construction Upskill Apple App Store                  | <a href="https://apps.apple.com/gb/app/construction-upskill/id1638725035">https://apps.apple.com/gb/app/construction-upskill/id1638725035</a>           |



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