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# Shared Learning Event

*Objective Setting,  
Quality, Standard  
Information Plan  
& Community Benefits*

## Summary of Workshop 02

12th May 2021

# Introduction

## Attendees

Aberdeenshire Council  
Aberdeen City Council  
Angus Council  
Architecture & Design Scotland  
Argyll and Bute Council  
Clackmannanshire Council  
City of Edinburgh Council  
Dumfries & Galloway Council  
Dundee City Council  
East Ayrshire Council  
East Dunbartonshire Council  
East Lothian Council  
Falkirk Council  
Fife Council  
Glasgow City Council  
Highland Council  
Inverclyde Council  
Moray Council  
Midlothian Council  
North Ayrshire Council  
North Lanarkshire Council  
Perth & Kinross Council  
Renfrewshire Council  
Scottish Futures Trust  
Scottish Government Learning Directorate  
Shetland Islands Council  
South Ayrshire Council  
Stirling Council  
West Dunbartonshire Council  
West Lothian Council

## Presenters

Colin Campbell	Scottish Futures Trust
Paul Dodd	Scottish Futures Trust
Ryan Tennyson	Scottish Futures Trust
Triona Tiernan	Scottish Futures Trust
Steven Whitton	Scottish Futures Trust

with contributions from;

Gillian Brown	North Ayrshire Council
Louise Playford	Fife Council

## Context

This Shared Learning Event was the third in an agreed series of events designed to promote discussion and sharing of best practice. This event followed on from the first successful event held in December 2020, to learn initial lessons from the Learning Estate Investment Programme (LEIP) Phase 1 Projects and the virtual launch event for the LEIP Phase 2 projects in March 2021.

As with previous events, it was hosted and facilitated by Scottish Futures Trust's (SFT) Learning Estate Infrastructure Team, alongside Architecture & Design Scotland (A&DS). The event was open to all Local Authorities across Scotland to provide an open forum to discuss initiatives and share ideas, best practice and challenges.

As well as a forum for Local Authorities to join together, the Shared Learning Events are designed to compliment support that is available on any aspect of the LEIP, from SFT's Learning Estate Infrastructure Team and wider stakeholders as appropriate.

## Workshop

The workshop was held online on Wednesday 12th May 2021. It brought together 90 delegates from Local Authorities across Scotland, including representatives from SG Learning Directorate.

The event included presentations from SFT's Construction Industry and Delivery Team, who gave an overview of initiatives that are set out in the terms, conditions and outcomes of the Learning Estate Investment Programme (LEIP).

The initiatives presented included;

- Objective Setting Briefing and Evaluation
- Quality
- Standard Information Management Plan
- Community Benefits

Following each presentation there was a discussion session in which delegates were invited to bring forward any comments or questions they had.

# Overview of Construction Industry & Delivery Team Initiatives

## Construction Industry & Delivery

*Improve outcomes for the construction industry and deliver improved infrastructure for the public sector that contributes to the delivery of resilient, sustainable places, and an inclusive net zero carbon economy*

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1. Baseline Skill Set
2. Benchmark Database
3. Objective Setting
4. Quality Initiative
5. Standard Information Management Plan
6. Community Benefits

*The What & Why*

**Paul Dodd**

Scottish Futures Trust

The Construction Industry & Delivery (CI&D) team are working with public and private sector partners to improve outcomes for the construction industry as a key part of Scotland's economy, and deliver improved infrastructure for Clients that contributes to the delivery of resilient, sustainable places, and an inclusive net zero carbon economy.

The Construction Industry, as defined in official economic statistics, represents approximately 6% of Scotland's GVA (2017) and employs in the region of 150,000 workers. The sector like so many others, have experienced significant challenges due to the pandemic. The CI&D team have been working with Scottish Government and public and private sector partners to develop a Construction Recovery Plan to support the sector in the short term but also support a sustainable longer term recovery.

The public sector contributes in the region of 50% of the construction sectors workload. How well the public sector plan, design and procure projects will directly impact on the sustainability and development of a thriving construction sector, as well as support improved outcomes for public sector procurers.

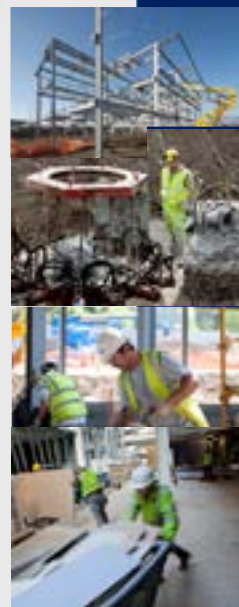
The CI&D team bring a unique combination of skills and experience to bear, building on our organisational and individual relationships to play a leading part in delivering improved outcomes.

In collaboration with the Learning Estate Investment Programme (LEIP), the team have developed a suite of focussed initiatives that can be deployed at a project and organisational level to deliver improved outcomes for both public sector procurers and industry. These include;

1. Baseline Skill Set Tool
2. Community Infrastructure Benchmark Database
3. Briefing & Evaluation
4. Quality Initiative
5. Standard Information Management Plan
6. Community Benefits

The core approach to these initiatives is to ensure that projects are set up for success through effective preparation of project briefing documentation and ensuring the correct skills and budgets are in place. Ultimately to support in the delivery of improved outcomes for local authorities and their supply chain.

## Scotland's Construction Sector



Scottish  
Construction  
Industry  
by numbers

**£7.8bn GVA**

Gross value added (GVA) in the Scottish construction sector in 2018 was £7.8 billion.

**143,000 JOBS**

Construction accounts for 1.5% of jobs within Scotland.

**51,510 ENTERPRISES**

As of March 2019, there were 51,510 enterprises operating in the construction sector in Scotland.

**99% SMALL BUSINESSES**

Small business enterprises (SMEs) account for 99% of the sector.

**Over 120**

Trade and professional organisations support Scotland's Construction Sector.

**50.7%**

of all work in Scotland in 2018 was from the Construction and Demolition Sector.

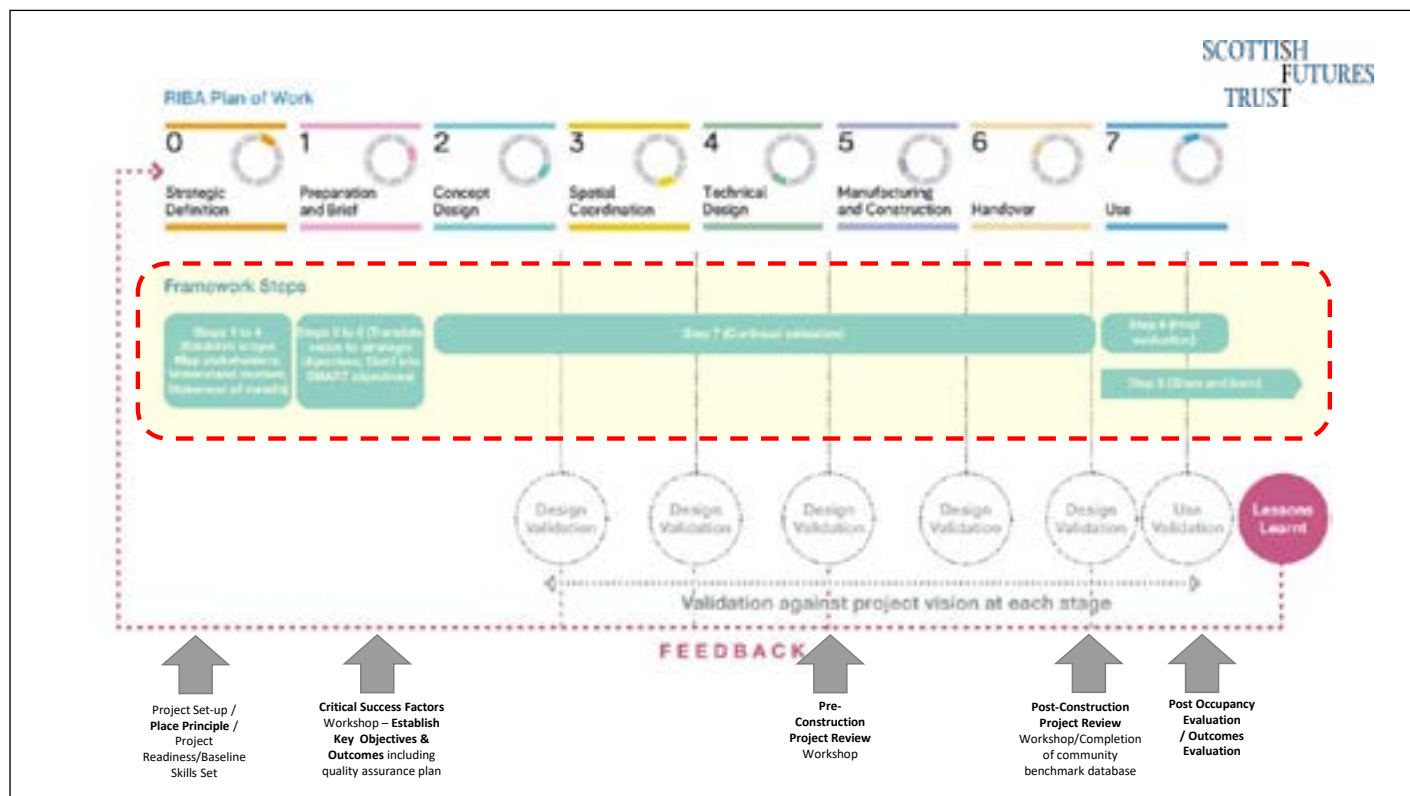
**23% OF SCOTLAND'S APPRENTICESHIPS**

As of June 2020, there are 11,818 modern apprenticeships within Construction-related sectors in Scotland which accounts for 23%.

**>£4BN SPEND PER ANNUM**

The public sector spends over £4bn per annum and is the largest category of spend by the Public Sector. This equates to over half of construction spend in Scotland.

# Objective Setting Briefing & Evaluation Framework



**Triona Tiernan**  
Scottish Futures Trust

## What is it?

The briefing and evaluation framework has been developed to support anyone embarking on any form of infrastructure investment to better define, develop and evaluate the outcomes they are seeking to achieve. The framework is not Statutory Guidance but offers a best practice approach to brief planning, stakeholder engagement, development of objectives and measurement of success.

## Who is the framework for?

The framework is intended for use by anyone embarking upon or commissioning a project, whether that be an initial place-based evaluation, a feasibility study or capital investment. The framework establishes an approach that is equally applicable to complex projects with multiple stakeholders as it is to straightforward projects. It emphasises the link between good planning and meaningful measurement of success and therefore, can be scaled up or down depending on the complexity of your project. The guidance in the framework should be followed by everyone on the project team, particularly at the outset of the project to ensure everyone understands the benefits of establishing a shared vision and clear objectives and committing to evaluating success throughout the project. It will be of particular use to the individual or team responsible for establishing the project brief.

## What's Involved?

The framework will help you approach a project with the end in sight, listening carefully to stakeholders to develop a brief that is fit for purpose. It encourages you to evaluate regularly as the project progresses. The information you gather will provide solid foundations for meaningful, relevant and useful measurements of success. The framework guides

you to identify and refine your aspirational goals into strategic objectives – the high-level aspirations that summarise the vision for the project. Each strategic objective will then be distilled into a series of specific, measurable, achievable, relevant and timely (SMART) objectives that will become the basis for success evaluation. All other activities continue as normal, but your team will use these objectives to shape and validate decisions as the project progresses.

## Application on LEIP

The framework is designed to run from the earliest stages of project inception through to after the building is occupied. The early steps align with RIBA stage 0, so you should begin to implement the framework at the earliest possible opportunity.

The framework steps and associated outputs, very neatly align with many of the LEIP milestones. This will be particularly relevant to those Local Authorities who are currently in the process of defining key project objectives and outcomes for presentation at their Critical Success Factors workshop.

The outputs will remain relevant right throughout the design process as project teams look to demonstrate and validate that they are on track to meet their objectives. Similarly, sticking with the framework process will prove helpful post project completion when it comes to measuring and evaluating if the completed project has responded successfully to the project success criteria as defined at the project outset, through the undertaking of Post Project Reviews (PPRs) and Post Occupancy Evaluations (POEs).

## Gillian Brown - North Ayrshire Council

"We can already see how using the framework will make the Post Occupancy Evaluation an easier process by evaluating as we go along and the use of the framework is something that we are looking to implement across all North Ayrshire projects."

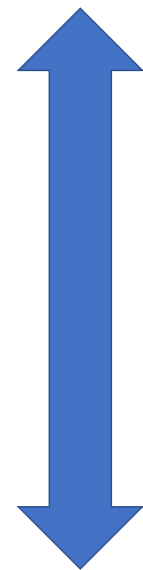


# Quality

## Culture of Quality

- Leadership from the top
- Appropriate skills, expertise and experience
- Quality Plan articulating approach
- Clarity of roles & responsibilities
- Quality Management / Assurance processes
- Get it right approach
- Appropriate programme and budget
- Design management & coordination
- Information management and technology
- Quality workmanship

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Share  
Lessons  
Learned

## CQAI Projects – What was done ‘differently’

- Focus on Quality
- Get it Right approach
- Extension of IT’s role on QHS project to include C of W services – both fabric and M & E
- Quality Monitor appointment on NHS GG & C bundle
- Extension of design appointments to include quality inspection & reporting
- Single point of responsibility on site for key trades
- Monthly Quality Meetings
- Use of technology for information management, sharing and capture
- Quality Workshops
- Quality Tool Box Talks
- Benchmarking of quality risk elements



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### Colin Campbell Scottish Futures Trust

No one sets out to fail on a project! It is just that the evidence shows we are not very good at actually planning for success. Over the last few years there have been numerous projects, including Edinburgh Schools, NW Campus and the Grenfell disaster, which brought into sharp focus the risks and impact of quality failures. A survey done by CIOB found that 75% of construction professionals believe that the industry’s approach to managing quality is inadequate. This is supported by the research by the Get It Right Initiative (GIRI) which indicates that the basic cost of error is 5 % of the construction cost. GIRI put the total cost of the impact of quality failures at 21%. It is obvious something needs to change.

The answer to the question, “what will we do about quality” is not just “we’ll have a Clerk of Works”. Clerks of Works have an important role to play but a successful project is not one where the Clerk of Works has snagged the work finding thousands of snags. A successful project is one where the Clerk of Works has supported getting the works right in the first place. Ultimately, they should be there to confirm that the work has been done right.

As a result of the Cole Report into Edinburgh Schools, Scottish Government asked what was being done to support Clients and the industry to avoid failures of quality and the next project needing an inquiry or a report. The Construction Quality Assurance Initiative (CQAI) was commenced and worked with 4 pilot projects, which were going on site, to develop approaches which were about getting the work right in the first place. These projects are all now complete and an independent report is currently being prepared on the lessons learned.

However, quality needs to be considered at all stages of a project. Perth High School, which is in the pre-construction stages, is using design and procurement to set up for delivery of the quality required by the Council once it reaches site.

It is important that there is a culture of quality and that needs;

- Leadership from the top
- Appropriate skills, expertise and experience
- Quality Plan articulating the approach
- Clarity of roles & responsibilities
- Quality Management / Assurance processes
- Get it right approach
- Appropriate programme and budget
- Design management & coordination
- Information management and technology
- Quality workmanship

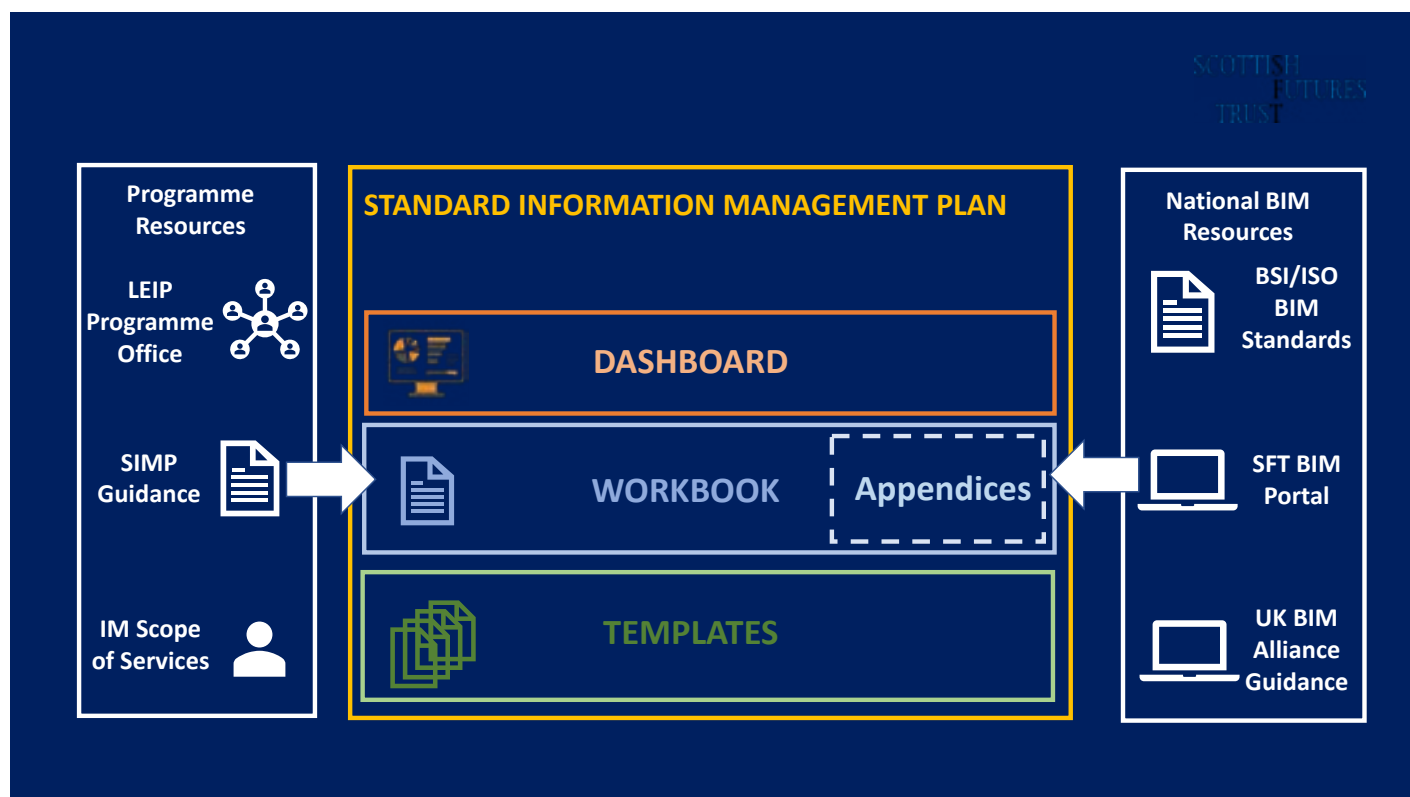
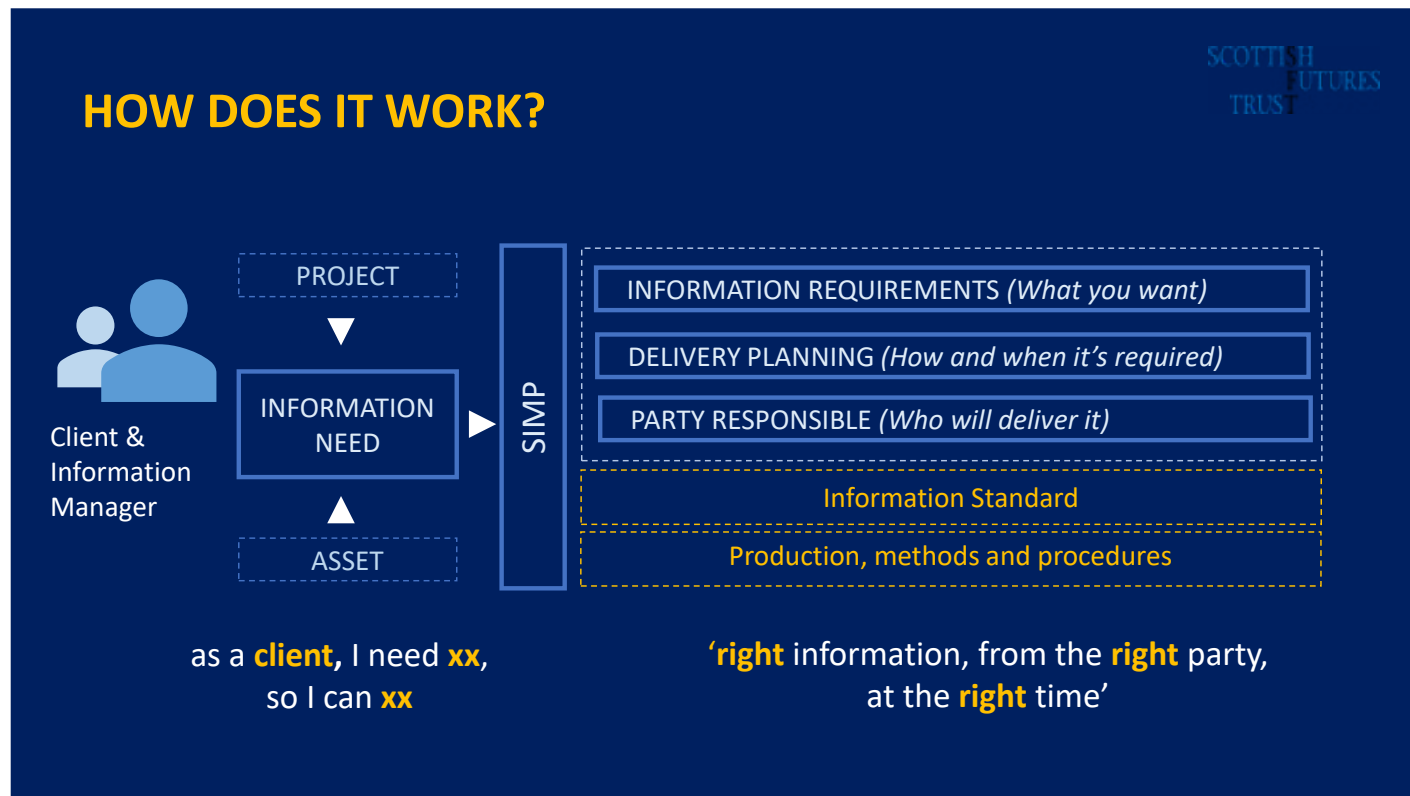
Quality Plans are essential for all stages. They must explain how the “get It right culture” will manifest itself, not just describe how the works will be snagged and the snags rectified.

It is a condition of the LEIP programme that a quality plan is developed by each Council for all stages of their project. SFT can give support and guidance in the development of the quality approach. There is no template for the Plan, as it is important that each project is invested in their own approach. However, a list of the key questions that Councils will wish to consider will be issued.

### Louise Playford - Fife Council

- Engagement with SFT on quality approach for Dunfermline Learning Campus
- Quality Champion identified
- Quality meetings already taking place
- Lessons learned from previous projects
- Planning and setting up for success

# Standard Information Management Plan



**Ryan Tennyson**  
Scottish Futures Trust

## Background

The Standard information management plan vision is to drive a consistent approach to realise the benefits of digital information management during design and construction and create the foundations for effective facilities and asset management.

Ultimately this will reduce risk, time and cost and increase the quality and functionality of the assets we deliver and maintain.

The plan has been developed to enable contracting authorities establish and ensure the delivery of appropriate project and asset information using BIM in accordance with BS EN ISO 19650 parts 1 and 2, and has three primary objectives:

1. Support a structured and consistent approach in how public bodies specify project information delivered through BIM.
2. Enable delivery of accurate as built 2D, 3D digital information models & O&M manuals to support lifecycle asset management.
3. Comply and align with new international standards in the adoption of BIM and digital information management.

The Standard information management plan has been developed through significant industry consultation and support, and its initial roll-out and adoption is well underway through the Scottish Governments Learning Estate Investment Programme (LEIP). Currently, it is being implemented on 15 nr. LEIP and non - LEIP projects.

## Breakdown & support

It is made up of three constituent parts which include the project dashboard, workbook, and associated templates. In addition, there are programme level and national resources to support its implementation within projects.

Under the LEIP, each authority is required to adopt and implement the SFT standard information management plan from the project outset.

To support realisation, a professional BIM/ information manager should be appointed by each local authority for the project duration. SFT have produced a client-side information management scope of services to help assist this process.

## Next steps

As a client / local authority we recommend the following steps to best implement the Standard information management plan on your new project;

1. Review the resources and tools available on the SFT BIM portal. [Click Here](#)
2. Adopt and complete the dashboard tool to initially establish the project information management strategy, needs and requirements.
3. Utilise the template scope of services to enable the tender and appointment of a client-side project information manager.
4. With information manager support, establish the project and asset information requirements within the workbook, appendices, and associated templates.

The SFT Infrastructure technology team are providing initial and ongoing support for the Standard information management plan adoption and implementation on LEIP and non-LEIP projects.

# Community Benefits

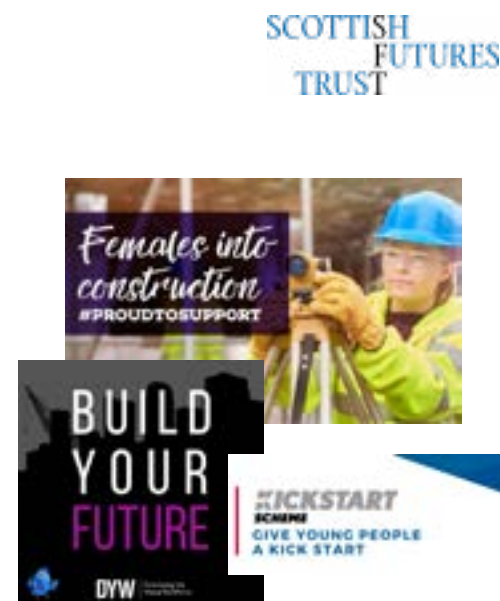
## Why a Social Impact Approach?

- Benefits to the community can be optimised
- Bespoke requirements for different Places
- Relevant and evidenced outcomes
- Supports Community Wealth Building strategy
- Maps against NPF/SDGs
- Positive reporting to Sponsors
- Construction sector already adopting



## How?

- Develop your social impact requirements
- Link with local -
  - Third Sector organisations
  - Health and Social Care Partnership
- Establish a management system
- Incorporate within project tender documentation
- Support the Tier 1 Contractor



**Steven Whitton**  
Scottish Futures Trust

The principle of delivering Community Benefits in association with construction projects is well established, and one in which the construction sector has developed a strong track record. Over the last five to six years, the focus of these benefits has generally been in the areas of job creation, training and engagement with schools and colleges.

The landscape is changing and increasingly, a more informed social impact/local economic value approach is being adopted. This change reflects the realisation that different places have varying social needs and, as we increasingly adopt a Place based approach, these needs are being more clearly identified. Similarly, it has been recognised that, whilst the sector has developed expertise in delivering community benefits in addition to developing projects, these benefits have become somewhat formulaic and that a modest change in approach, will result in more meaningful outputs being delivered.

If, as anticipated, the emerging Community Wealth Building (CWB) plans include targets which address local inclusive economic growth, investment in community infrastructure which includes a social impact approach will facilitate a contribution to delivering the CWB outcomes.

Adopting a social impact approach enables a shift away from the current, somewhat formulaic community benefit offering. Community specific initiatives can be developed and real and relevant value can be delivered. Whilst this requires a change in approach from procuring authorities, the construction industry has the capacity and capability to support the delivery

of likely requirements. Many of Scotland's Tier 1 contractors have adopted a social impact approach as their corporate standard, and have invested in their teams, ensuring that they can deliver against project and corporate targets.

A well-considered social impact approach, enables concise and valuable reporting; be that to central government, within procuring organisations, to local elected members, or to the public.

Lessons learnt identify that the key to delivering effective social impact lies in the procuring Authorities clearly defining their requirements. This can be done by liaising internally, engaging with local Third Sector Organisations and others who understand the social challenges which individual places and communities face.

Well defined requirements should be included within tender documentation, remembering to balance ambition with realism in terms of what can reasonably be expected from the Tier 1 contractor.



# Further Support & Next Steps

## CI&D Contacts

To enable local authorities and their supply chain to implement these initiatives, the Construction Industry & Delivery Team continue to develop and disseminate resources and guidance. They can, where required, provide workshops and webinars to project or organisational teams to support implementation.

For any enquiries relating to the work of the Construction Industry & Delivery Team, please contact the relevant team member as listed below;

### Baseline Skillset & Benchmark Database

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### Quality Initiative

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### Standard Information Management Plan

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### Community Benefits

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### Construction Industry & Delivery Director

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## Webinars

As a next step, the CI&D team will be delivering a number of webinars during June and July to offer greater insight and technical detail of each initiative. The proposed webinars are as follows;

### Quality Initiative

[Friday 11th June 2021 at 11:00am](#)

### Standard Information Management Plan

[Friday 18th June 2021 at 11:00am](#)

### Objective Setting

[Friday 25th June 2021 at 11:00am](#)

### Community Benefits & Baseline Skillset

[Friday 2nd July 2021 at 11:00am](#)

## Useful Resources

Please click on the below for relevant links;

### CI&D Webpage

### Baseline Skillset Tool

### Baseline Skillset Tool Guidance

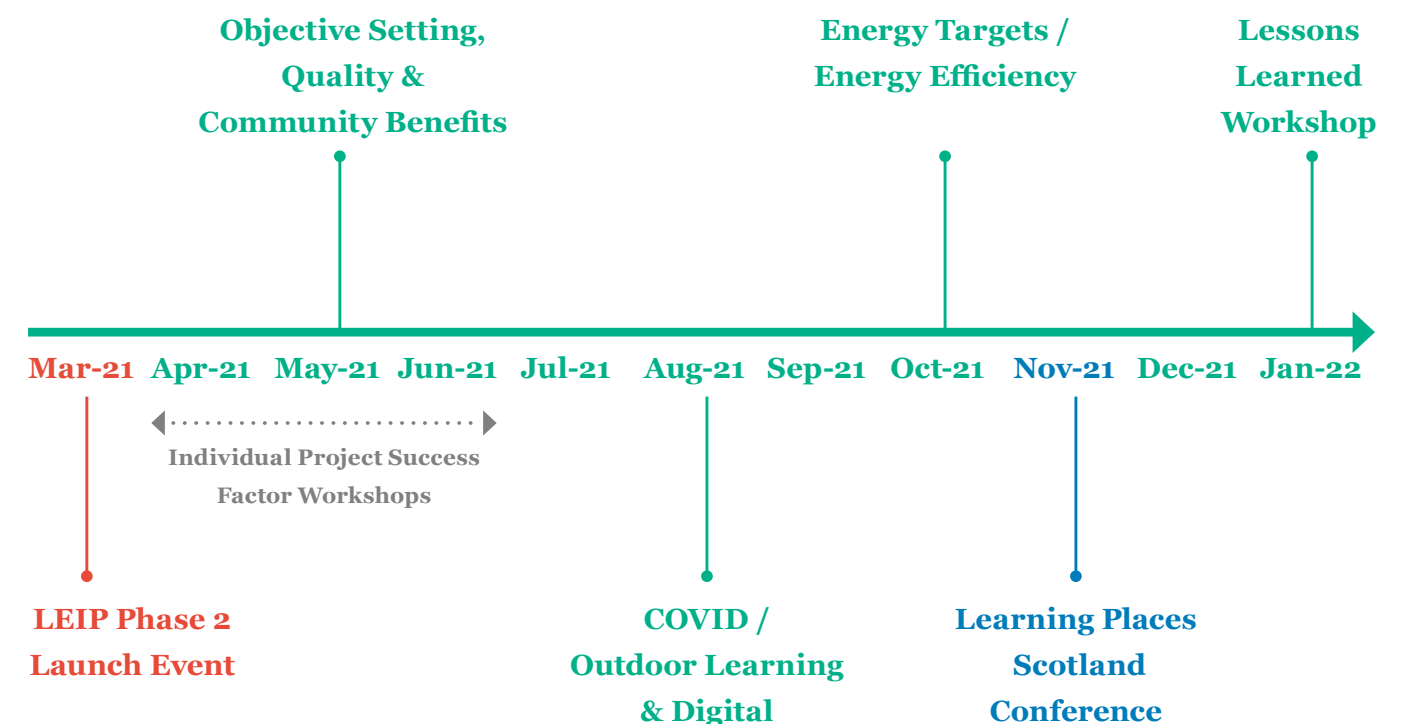
### Standard Information Management Plan

### Community Infrastructure Benchmark Database

### Construction Quality Initiative Introduction

# Indicative timeline for future Shared Learning Events

The indicative timeline highlights topics that we intend to cover in future LEIP Shared Learning Events. If you have any suggestions for themes to be included in future events or would like to contribute insights or thoughts at these events then please contact SFT or A&DS at the contact details below.



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