

SUPPLY CHAIN SUSTAINABILITY



December 2019

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Overview

Performance against lifetime of project to date

Since the start of the current funding period with CITB the School has consistently hit target and has now exceeded the core targets set at the beginning of the project. The below table illustrates the engagement the School has overall against target:

Table 1 CITB Target vs Actual to September 2019 for Project Lifetime:

Type	Contract target	Unique number	SME: up to 249 employees	Large: 250 + employees	Undeclared
Companies	5,000	6,496	4,797 (74%)	1,151 (36%)	548 (8%)
Individuals	10,000	14,126	7,793 (55%)	5,016 (36%)	1,317 (9%)

Please note: These numbers do not include other CITB funded programmes such as Lean or Fairness, Inclusion and Respect. Numbers for these projects are reported to CITB through CECA and LCI

These figures will be updated again at the end of March 2020.

Work has also been done to understand the breakdown by trade category of the beneficiaries. The table below illustrates this. There are in the region of 67% of active members in scope (construction companies). The rows highlighted in green present those trade categories in scope.

Table 2 Breakdown of beneficiaries by trade category by year:

Trade Category	2016 Active Companies	2017 Active Companies	2018 Active Companies	2019 Active Companies
Undeclared	950	551	521	613
Academic	8	40	75	86
Building & Civils Works	53	92	132	115
Building Fabric & Internal Finishes	361	348	485	456
Catering	23	22	26	25
Contractors and clients	144	188	310	336
Civil Engineering	224	262	434	346
Cleaning & Environmental	33	39	60	43
Demolition & Clearance	85	80	106	108
Envelope	161	148	225	212
Events Management	13	16	11	9
External Works	170	145	179	176
FM Services	124	96	133	139
Frame	179	151	218	206
Grounds & Landscaping	121	94	120	118
Labour Supply	75	69	111	108
Lifts & Escalators	7	5	5	7
M&E	249	218	328	272
Marine	21	19	23	24
Materials	240	235	272	256
Modular Construction	54	65	89	103
Nuclear	17	20	17	18
Prelims & Site Set Up	131	104	134	135
Product Supply	56	63	72	75
Professional Services	239	232	309	336
Rail	25	35	43	55

Trade Category	2016 Active Companies	2017 Active Companies	2018 Active Companies	2019 Active Companies
Renewables	4	6	16	19
Reprographics & Printing	17	11	10	16
Roads & Car Parks	151	135	169	162
Security	52	56	74	66
Suspended Access Equipment	3	1	1	2
Tunnelling	42	32	44	45
Utilities	37	48	68	54
Waste Management	88	80	99	107

Progress and performance in current quarter

October saw the launch of the upgraded learning platform which has seen a significant impact on all targets which this report will highlight. Feedback so far has been extremely positive with a real boost in engagement in the School from the members as the figures below will highlight. The new format of assessment has also been launched. This format take of a maturity matrix approach to assessing skills gaps.

The two charts below illustrate the increased engagement from the members since the launch of the new site. It is important to note a fundamental change in the system which is that it defaults and drives learning to the individual, rather than organisation (though organisational learning is still encouraged). This has resulted in a dramatic increase in engagement. Illustration 1 & 2 highlight the change in trend.

It will be interesting to monitor this level of activity over the next quarter, and twelve months.

Illustration 1 Individual assessments completed since July 2019

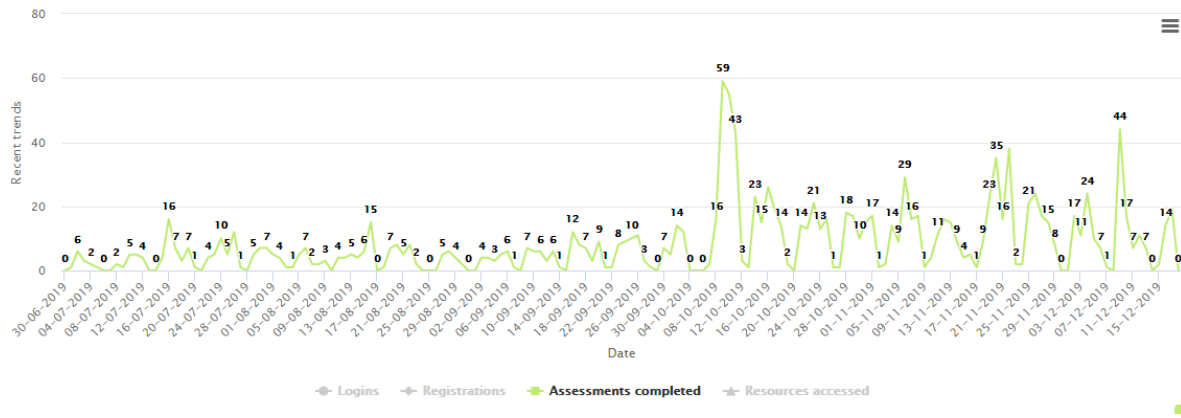
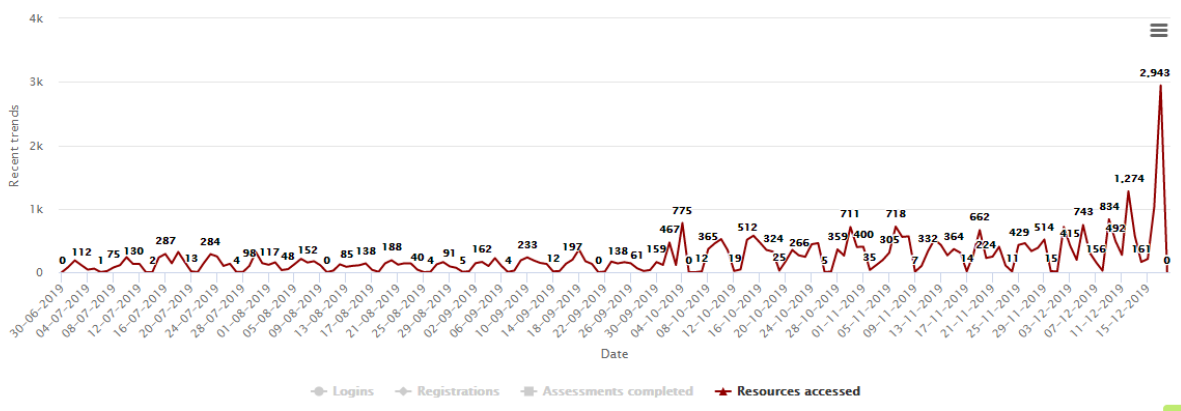


Illustration 2 Individual resource access since July 2019



Other highlights to note this quarter are:

- Corporate assessments figures have increased even with the drive from the system to individual learning. It can be assumed to be attributed to the new matrix format as it is more simple to understand, user friendly and has a more logical approach to it. This quarter has seen a 77% increase in first assessments being taken and 28% increase in reassessments being taken compared to last quarter.
- Active member targets have been achieved across all sectors, with a 23% increase on 2018 (at this point in the FY).
- There has been a total of 2,341 attendees at training days and workshops this year.

1.2 KPI's

There are currently 3,219 organisations who have become active since 1st April 2019**. This is a 62% increase from the last quarter which is very pleasing. (Please note: these figures were taken before the end of December due to the Christmas period.)

Table 1 below sets out the comparisons to the same time period compared to 2018 and 2017:

Table 3 Comparison of total Active organisations over 12 months and since April 2018 & 2017:

	2019	2018	2017	%age Increase (2019 vs 2018)
Active Organisations (over a period of 12 months)	3,183	3,048	2,015	4%
Active Organisations (April – Dec)	3,219	2,614	1,554	23%

* Active member defined as an organisation which have used at least one resource in the past 12 months. This can be either completing an assessment, coming to one of our events, or accessing an online resource.

The marketing team continue to drive members of the School to engage and learn with tailored marketing campaigns focusing on themes and correlating them to specific resources that are relevant to that sector or audience. A Christmas marketing campaign is also being run throughout December to encourage and incentivise learning in a quieter period.

The ability to search for and access resources is much easier for users which will be a huge factor for the increase in resource access illustrated above. Barriers which existed in the old system have been eradicated, such as the user clicking onto a resource they had been sent as part of the communications, then logging on but not being taken directly back to the resource they were trying to view will also have a huge impact on these figures.

In terms of the planned activities, these remain on track with planned delivery for the majority of the year. The tables and statistics below illustrate performance against target as well as comparisons to previous years. There has been some reallocation of budget in some sectors: Infrastructure will be staging one less supplier day, but in turn are running far more training workshops; the FM sector will not be producing an elearning module but instead there are three animations being produced on: Sustainable Strategy; Environmental Management and Science Based Targets. The animations will be an 'intro to' style short of up to three minutes long.

Table 4 below shows a summary of planned activity and progression for each sector:

	Const	FM	Homes	Infra	Offsite	Wales*	Scotland*	Entire School
Active Companies	2,811/(2,250)	596/(500)	846/(800)	794/(750)	799/(600)	See note	See note	3,219/3,200
Supplier days	n/a	1/1	n/a	1/3	1/3	(2/2)0/1	0/1	3/9
Regional Sub-contractor events	5/7	1/4	4/7	3/3	3/0	(2/2)0/1	(1/4)1/1	13/20
Learners @events	575/470	380/480	289/420	620/725	359/525	568/(400)	152/(480)	2,341/3,010
Training Workshops	6/8	8/12	5/8	11/10	10/22	(7/7)3/3	(3/6)2/1	46/67
Webinars	8/9	1/4	3/5	n/a	n/a	n/a	n/a	12/18
E-learning Downloads	--	--	--	--	--	--	--	12,600/4,000
E-learning (new)	n/a	0/1 changed to 3 animations	n/a	n/a	1/7 8 in progress	n/a	n/a	1/8
Assessments	673+1209 Target 800	200+306 Target 450	259+366 Target 450	212+435 Target 375	48+95 Target 150	See note	See note	716+1,361 Target 1,500
Re/assessments	558+242 Target 400	89+69 Target 250	221+88 Target 300	221+88 Target 174	18+15 Target 50	See note	See note	590+266 Target 850
Bronze/ Silver/ Gold	426/(500)	90/(150)	168/(300)	164/(200)	n/a	n/a	n/a	452/500

*Wales & Scotland School have some events that are part of the sector business plans (denoted in brackets)

** Bracketed figures indicate potential for double counting against the entire school target. For example, a company can be active in more than 1 market sector but would only count once towards the overall target.

Please note: In the new system Wales & Scotland are viewed as regions. There are two ways to look at the reporting for these regions:

- Looking at the number of companies with a Welsh or Scottish postcode.
- Those who have an interest in these regions but are not actually located there.

Reporting on these is still being worked on to ensure accurate data for the above two options is produced.

Table five below compares the active organisations over the last three years. The last quarter has seen a real increase in active members with all targets now achieved for the year. This is of course due to the significant increase in engagement from the members of

the School since the launch of the upgraded platform:

Table 5. Number of active organisations to date:

Active Organisations	2019 (Apr – Dec)	2018 (Apr – Dec)	2017 (Apr – Dec)	2019/20 Target
School Overall	3,219	2,533	1,554	3,000
Construction	2,811	2,127	1,266	2,000
FM	596	430	261	500
Homes	846	641	478	700
Infrastructure	794	589	335	750
Offsite	799	606	348	500

Similarly, the number of assessments being taken has increased significantly. This year was proving difficult in terms of assessment figures. However, the table below illustrates that the new format of assessment, moving to a maturity matrix style of assessment, has boosted numbers.

It has been agreed at Board level that individual assessments should be reported alongside organisational figures due to the system driving learning to the individual.

Table 6. Table showing assessments completed to date

Assessment	2019 (April – Sept)	2018 (Apr – Dec)	2017 (Apr – Sept)	2019 Target
School Overall	716+1,361	1,325	1,014	1,500
Construction	673+1,209	801	720	800
FM	200+306	194	186	450
Homes	259+366	334	395	450
Infrastructure	212+306	276	247	375
Offsite	48+95	101	46	150

Table 7. Table showing re-assessments completed to date

Re-assessment	2019 (Apr – Dec)	2018 (Apr – Dec)	2017 comparison (Apr – Dec)	2019 Target
School Overall	590+266	490	374	850
Construction	558+242	387	304	400
FM	89+69	52	60	250
Homes	239+98	134	207	300
Infrastructure	221+88	76	106	174
Offsite	89+69	27	2	50

This is further supported when comparing organisational assessments only to the previous quarter. Offsite is the only sector where there has not been a noteworthy increase:

Table 8. Table showing corporate assessments completed compared to last quarter

Assessment	Total Q4	Total Q3	%age increase
School Overall	716	558	28%
Construction	673	387	74%
FM	200	104	92%
Homes	259	112	131%
Infrastructure	212	100	112%
Offsite	48	40	20%

Table 9. Table showing corporate re-assessments completed compared to last quarter

Reassessment	Total Q4	Total Q3	%age increase
School Overall	590	334	77%
Construction	558	273	104%
FM	89	18	394%
Homes	239	67	256%
Infrastructure	212	53	300%
Offsite	18	12	50%

1.3 Supplier training days and sub-contractors breakfast briefings

The below table illustrates the supplier training days/ sub-contractor training days which have taken place this financial year. There has been a total of 1,460 learners who have attended the supplier and sub-contractor days to date.

Table 10. Supplier days and sub-contractor briefings taken place to date

Date	Sector	Key theme	Location	Attended
3 April	Infrastructure	Kier Highways	Birmingham	122
4 April	Offsite	Offsite with Kier	London	65
24 April	Homes	Sub-contractor briefing	London	74
1 May	FM	Plastics	London	125
22 May	Construction	Sustainable Timber	Birmingham	57
30 May	Scotland	Sustainable Materials	Porcelanosa	32
4 June	Homes	Offsite	Birmingham	54
19 June	Offsite	Digital Skills	Liverpool	53
28 June	Scotland	Waste	Inverness	25
2 July	Construction	Air Quality	London	54
17 July	Wales/ Construction	SEWSCAP	Cardiff	270
22 Aug	Scotland	Carbon	Edinburgh	51
5 Sept	Homes	Regional priorities	Birmingham	58
17 Sept	Homes	Modern Slavery Collaboration	Barratts	9
24 Sept	Wales/ Infrastructure	Reducing Carbon	Cardiff	79
25 Sept	Construction	Social Value	Sheffield	65

Date	Sector	Key theme	Location	Attended
16 Oct	Construction/ Offsite	Offsite	Birmingham	45
30 Oct	Scotland	Responsible Business	Stirling	51
20 Nov	Wales/ Offsite	Offsite	Cardiff	89
10 Dec	Infrastructure	Client briefing	London	82

1.4 Training workshops

To date there have been 881 attendees to training workshops run by the School. This is the equivalent of 2,643 hours of face to face training to date.

Table 11. Training workshops taken place to date

#	Date	Topic	Lead Partner	Sector	Location	Attend
1	2 Apr	Sustainable Timber	Bouygues	Construction	London	11
2	10 Apr	Introduction to the School	Go Ahead Group	FM	London	12
3	17 Apr	Introduction to Sustainable Procurement	Kilnbridge	Construction	London	9
4	24 Apr	Modern Slavery	Costain	Infrastructure	Maidenhead	21
5	8 May	Introduction to the School	Kilnbridge	Construction	London	13
6	13 May	Delivering Together	Vinci	FM	Hertfordshire	28
7	14 May	Introduction to the School	Kier	Construction	London	16
8	14 May	Optioneering	ISG	Offsite	London	5
9	15 May	Embedding Sustainable Procurement	National Grid	Infrastructure	Warwickshire	19
10	16 May	Introduction to the School	Advante	Construction	London	7
11	16 May	Carbon	CSIC	Scotland	Hamilton	6
12	3 June	How the School can help your business	Welsh Water	Wales	Cardiff	25
13	4 June	Carbon	Wilmott Dixon	Wales	Cardiff	16
14	12 June	Social Value	A14	Infrastructure	Cambridge	36

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#	Date	Topic	Lead Partner	Sector	Location	Attend
15	12 June	Social Value	Bouygues ES	FM	London	35
16	14 June	Waste Reduction	CSIC	Homes/ Scotland	Hamilton	6
17	18 June	Circular Economy	Bovis Homes	Homes	Reading	14
18	18 June	Embedding Sustainable Procurement	Network Rail	Infrastructure / Scotland	Glasgow	23
19	25 June	Optioneering in Commercial Buildings	--	Offsite	London	10
20	26 June	Social Value	NPTC	Wales	Neath	11
21	27 June	Offsite Construction in Healthcare	McAvoy	Offsite	Leeds	25
22	1 July	Carbon in Infrastructure	Osborne	Infrastructure	Reigate	23
23	4 July	Introduction to FIR	Bouygues	Construction	London	32
24	9 July	Carbon	Skanska	FM	London	13
25	12 July	Becoming a FIR Ambassador	Bouygues	Wales	Cardiff	9
26	26 July	Sustainable Procurement	National Grid	Infrastructure	Warwick	11
27	6 Aug	Introduction to the School	Recycling Lives	FM	Preston	10
28	2 Sept	Sustainable Construction	Network Rail	Infrastructure	London	20
29	5 Sept	Interoperability	Hawkins Brown	Offsite	London	18
30	6 Sept	Circular Economy	Bouygues	FM	Manchester	18
31	19 Sept	Modern Slavery	SCIC	Scotland	Hamilton	12
32	24 Sept	Responsible Sourcing	SCIC	Scotland	Hamilton	3
33	25 Sept	Introduction to FIR	Bouygues	Wales	Cardiff	14
34	26 Sept	Becoming a FIR Ambassador	Bouygues	Wales	Cardiff	14
35	2 Oct	Sustainable Procurement/ Responsible Sourcing	Yorkshire Water	Infrastructure	Bradford	34
36	3 Oct	Introduction to Carbon Footprinting	Marshalls	Homes	London	16
37	7 Oct	Introduction to Lean	HE Simm	Offsite	Warrington	6
38	9 Oct	Modern Slavery	Murphy	Infrastructure	Warrington	15
39	10 Oct	Responsible Sourcing	ISG	Wales	South Wales	9
40	10 Oct	Using Supply Chains to Combat Modern Slavery	ISG	Wales	South Wales	10
41	17 Oct	Modern Slavery	Yorkshire Water	Infrastructure	Bradford	30

#	Date	Topic	Lead Partner	Sector	Location	Attend
42	22 Oct	Modern Slavery	TfL	Infrastructure	London	16
43	12 Nov	Heatmapping	Skanska	Infrastructure	Maple Cross	13
44	12 Nov	Circular Economy	Engie	FM	Washington	25
45	20 Nov	Circular Economy	Engie	FM	Gloucester	22
46	20 Nov	Introduction to the School	Advante	Homes	Essex	24
47	21 Nov	Digital Economy	Zero Waste	Scotland	Stirling	45
48	2 Dec	Introduction to Sustainable Construction	Welsh Water	Wales	Newport	16
49	4 Dec	Carbon in Procurement	Yorkshire Water	Infrastructure	Leeds	20
50	5 Dec	Offsite Fundamentals	Bouygues	Offsite	London	14
51	11 Dec	Leading Change	Marshalls	Offsite	London	21

1.5 Quality ratings of events

All events that are run are measured against three KPI's: quality; impact (change) and relevancy. These vary via sector and are based on good or excellent responses. The below graph and table illustrate these for the events run to date:

Table 12. Table showing KPI ratings for Change, Relevancy and Quality

Sector	KPI	Workshops	Supplier day/ briefings	Target
School Overall	Impact	92%	82%	--
	Relevancy	96%	91%	--
	Quality	96%	98%	--
Construction	Impact	95%	82%	85%
	Relevancy	89%	93%	90%
	Quality	93%	98%	95%
FM	Impact	96%	78%	80%
	Relevancy	92%	98%	80%
	Quality	100%	99%	95%
Homes	Impact	97%	85%	80%
	Relevancy	100%	97%	80%
	Quality	100%	98%	95%
Infrastructure	Impact	92%	89%	80%
	Relevancy	97%	94%	80%
	Quality	93%	96%	95%
Offsite	Impact	67%	72%	95%
	Relevancy	89%	85%	80%
	Quality	91%	98%	80%

2. Sector Group Progress

2.1 Construction

The **business planning workshop** to look at priorities for 2020-2021 took place in November – key priorities for next year include **driving impact** with the supply chain, **maximising partner value** (this links to the work done by the Ops group around developing the business case around partner value, and the review of the Partner maturity matrix), **building the brand** of the School in the construction sector and **engaging clients**.

Social value is high on the agenda of construction partners with a supplier briefing taking place on 9th January in Manchester. Speakers include Balfour Beatty on social value from

their perspective, and implications for the supply chain, but also linking to the High Futures project around getting homeless people back into work, and opportunities for the supply chain to get involved, Recycling Lives on what social value means to them, and a case study from Whitecroft Lighting on how they have innovated to develop a more circular economy, and the link to social value.

The **London air quality briefing** due to take place in November, in partnership with London's Responsible Procurement Network has been postponed to March 2019. This will aim to:

- Give London Local Authorities the opportunity to inform supply chain partners of their plans to introduce continuously more stringent procurement, licensing and statutory requirements to minimise air pollution
- Provide the supply chain with a forum to present existing barriers and constraints to their adherence to these new requirements
- Facilitate the learning of the SME supply chain who have fewer resources to invest the time and finance into improving their approach to mitigating air quality – to make sure that we break down barriers to them bidding for public sector contracts
- Facilitate the learning of everyone present in terms of latest stats on air quality and road danger, latest technologies, the results of pilot projects etc.
- Encourage closer working and collaboration between procurement at each local authority and their air quality and transport counterparts
- Highlight the role of the School in helping organisations to address these issues

2.2 Homes

The Homes group is dedicating the final tranche of budget dedicated for Modern Slavery to develop guidance / resources to help Partners improve due diligence around this issue. A survey amongst home builder partners will run in December to understand what type of guidance is required (this could be linked to procurement policy and / or procurement process). Any guidance produced would be complementary to the existing resources in the School and would be made available through the School's web platform.

Home builder partners are also collaborating through the carbon SIG to engage high impact (carbon) suppliers to participate in the trial data capture using the School's tool to look at scope 1,2 and 3.

2.3 Infrastructure

It has been a challenging year with the format of the leadership group under review for half of the 2019. We are now back to focusing on the business plan and the following has been undertaken and is in the pipeline:

- Keep our supply chain legally compliant – (focus on Sustainability): *Due to the investment and upgrade of system this has not yet been started – the group has decided to park this objective*
- Client collaboration - *Have run one client meeting and identified Biodiversity as a topic to collaborate on – Shaun McCarthy will be picking up this workstream and running the last 2 sessions in Q4 of the business plan*
- Demonstrate value of the supply chain school: *Video's produced and available – impact survey undertaken – ongoing with infrastructure content and supplier day*
- Increase the instances of collaboration within the Infrastructure sector: *Not yet started -this will be reviewed in January's Infrastructure meeting and there was support for the school academy where there is a belief that collaboration can be delivered*
- Get closer links to forums that allow the school to stay relevant: *Mapping planned for January 2020 – EU Skills and Common assessment potentially presenting in January agenda*
- Support labour group initiative on supply and demand - *This year the labour group refining the labour standards – supply and demand in 2020/21 business plan – the group has been kept up to date and most of the partners in the Infrastructure Group are supporting the “People Matter Charter” – they will then start to shape the future skills and supply and demand piece.*

These are our business plan priorities for 2019/20.

2.4 FM

The FM group met on 2nd October 2019. Attending partners were invited via a group exercise to assess their progress and levels of engagement against the School's maturity matrix, and to consider ways in which they and the School team could work more effectively together. The group was also given notice that business planning for FY 2020/21 would commence soon.

Current year planning and delivery includes the following:

- A webinar focusing on responsible use of plastics was run on 19th September. This contained content via Cabinet Office/Crown Commercial Services demonstrating Government's plans and activities in the area of single use plastics reduction. The webinar trialled the new School format, was attended by 40 people and, despite some teething problems with technology, was largely well received with several attendees asking questions in the plenary section at the end
- In a move to develop knowledge of the School and address shortfall in assessments two partners Bouygues E&S and EMCOR UK have agreed to host webinars for their staff and key suppliers. These will introduce the new School web platform and actively encourage suppliers to assess/re-assess
- Workshop demand continues to be strong with topics covered including two FIR workshops and two workshops addressing the increasingly popular topic of Circular Economy
- ENGIE is currently exploring the possibility of hosting the remaining half day event at their one of their clients' locations in Kingston upon Thames
- Planning for the 11th March 2020 FM Conference continues. This will take place at Mary Ward House, London on 11th March 2020

2.5 Offsite

The Offsite Group are very focused on finishing creating and delivering the new content required under the CITB grant funding for Offsite. There are varying levels of development for various Offsite topics outlined below:

Design:

- The training slide deck is completed and awaits a final 'polish' in its appearance.
- The Pilot Courses have been run and valuable feedback has been gained as a result.
- The e-learning module is behind slightly behind schedule however plans have been put into place to ensure its successful delivery.

QS/ Cost Consultants:

This module is in late development stage following several workshops with industry experts. The first Pilot Courses will be run on 9th December and 21st January. The final branding and e-learning development will follow.

Procurement:

Two Pilot Courses have been held and the slide deck will be finished pre-Christmas. Following that the courses will then be turned into an elearning module to complement the face to face training.

Logistics:

One Pilot Course has been held to date and from the feedback received the team are that the content is correct and ready.

Project Management:

This content is in development and on time as per set deadlines.

Site Management

This module is proving difficult to generate interest from a peer review aspect to develop the content. Work continues to find the correct content in the meantime and there should be further progression by the end of quarter four.

In general, more content has been produced than was originally anticipated due to feedback from the peer reviewers (industry) to ensure that there was no compromise on the learning content just to fit it into a 'short-duration' (i.e. half-day) course. The slide decks have been developed, therefore, as full-day courses (or at least 09:30-15:30 approx).

There seemed little or no appetite in the industry for the 'Assembly' module which was originally planned, so discussions are taking place with the key stakeholders (CITB and MTC) to consider dropping this topic.

In addition, more e-learning is being developed than originally planned since we intend to deliver more 'Fundamentals' training. This is again in response to what the industry has fed back.

2.6 Wales

The recently produced e-module focusing on the construction industry in Wales and the Well Being of Future Generations Act has been launched and has become the most viewed resource on the School's website with over 50 views at the time of writing.

Off Site construction was the focus of this quarter's Supplier day and 90 delegates attended an event in Cardiff with speakers ranging from SEWSCAP, Wernick, Kier and The McAvoy Group. The feedback from the session was positive with 91% rating the event as good or excellent.

The School in Wales has delivered 3 training workshops across this quarter with 26 delegates attending. A further session on behalf of Welsh Water will be held on the 2nd of December and there are 30 delegates booked in to attend this event.

A new Partner - Transport for Wales – has joined the Wales School and the group is looking forward to working with them to deliver training and up-skilling to their supply Chain.

2.7 Scotland

The School has now delivered workshops this year on Carbon, Waste, Modern Slavery and Responsible Sourcing. Our next focused workshop is scheduled for 30 January on Fairness, Inclusion and Respect.

We are continuing to increase accessibility across Scotland and have delivered a well-attended Supplier Briefing in Stirling on 30 October, in partnership with Robertson Group. This session gave suppliers and sub-contractors the latest update on Robertson's approach to responsible business, and their expectations from suppliers.

We have also planned two introductory webinars to further increase access to the School's learning platform and resources – these sessions will take place on 9 and 14 January and be aimed at companies who have not been able to attend a physical event during 2019.

The School's Leadership Group continues to attract considerable interest, with new Partner Maxwell Bruce now attending this forum. We are also hopeful that Scottish Power Energy Networks (the Distribution Network Operator for Scotland) will confirm Partnership status very soon. We are also in contact with Scottish Water and McLaughlin & Harvey.

To emphasise collaboration among major contractors, we have worked with all Partners in Scotland to devise a **Learning Pathway** for Scotland which provides a useful summary of different levels of resources aimed at the Scottish supply chain in particular. We aim for this Learning Pathway to be featured on the Scottish pages of the website. We have also completed the production of a “Designing Out Waste” workshop with our Partner, Zero Waste Scotland. This workshop will enable different parts of project teams to work together, using their detailed knowledge to identify practical measures they can take on the ground – at project level - to reduce or eliminate waste. The aim is for this workshop toolkit to be made available to 1st tier contractors in Scotland, for them to use at the outset of major projects in Scotland. This will have a positive impact on waste reduction and increased learning/collaboration on practical measures to reduce waste at site level.

We have worked in partnership with Construction Scotland and Zero Waste Scotland on a “Driving Efficiency through Digital Technology” event, which took place on 21 November near Glasgow. This event gave a good opportunity to promote the forthcoming “Downloading a Digital Mindset” programme which we will be delivering across Scotland (as well as other parts of the UK) from January 2020 onwards.

3. New Knowledge Development

3.1 Plant Category Group

The group has met 3 times in the 2019/20 financial year and has been developing further the minimum standards requirements. The following points highlight focus for the Group over the next quarter:

- The group is focusing its development requirements on the main aspirations and standards outlined in the now completed paper. This can be found on the Supply Chain Sustainability School site, [here](#).
- Commitment paper is in final draft and being reviewed
- The matrix for implementation of the standards is in first draft and will be developed over the next quarter.
- January’s meeting will be focusing on the resources that we need to develop underneath the matrix and a potential awareness raising event in March 2020

3.2 Labour Category Group

Focus has been on completing the “People Matter Charter”. This has been finalised and tested with external stakeholders and the group is now developing the launch approach and gaining support for the charter. The following is now happening:

- The charter is now being professionally designed
- The school website is in the process of being updated with the charter commitments and links to the supporting resources
- The maturity matrix is in its mid review with a view to enabling organisations to assess where they are against the commitments at the Charter Launch in January
- There is a launch event on the 21st January to present the charter and its current signatories to potential signatories with the school partnership and membership and other stakeholders
- There is a marketing and comms plan in development to promote the charter and support its launch
- An e-learning module is in drafting stage for completion by end of March that will help members think about how to embed this charter in their organisations.

3.3 Waste Category Group

The highly popular Waste and Resource Use Category Group met again on 25th September at Canary Wharf Group’s HQ. Progress was reported against the three main areas of interest which are:

- Priority materials and mapping waste and resource efficiency initiatives
- Procurement & supply chain engagement
- Measurement & Reporting

Activities that are already underway in support of the above key areas of focus are listed below:

- A list of priority materials has been agreed for consideration by the group – this will remain under review
- A need has emerged to better understand the elements of waste that are typically left unsegregated
- In order to widen the effectiveness of its attempts at value chain engagement the group has decided to widen its approach to include suppliers and manufacturers. As a consequence, presentations from uniforms/PPE supplier Mathias and Sons and materials manufacturer Unwasted were included in the September meeting. These successfully enabled attendees to see how challenges are being addressed and it has

been agreed that further presentations from other suppliers and manufacturers etc will take place at future meetings

- Participation from designers and architects has been less forthcoming to date – it is hoped that this will improve over time
- A survey of the School learning styles and School users’ requirements regarding content confirmed that group members are happy with the current mix of learning types whilst providing some ideas on possible new content
- The mapping of existing waste and resource efficiency (WRE) initiatives is complete for now but group members are being encouraged to add any new content as it emerges
- The review of school WRE resources continues
- Subsequent to the development of a paper identifying active material exchange portals (MEPs), Skanska have offered to help develop this into a dynamic map for the use of School Partners and members
- An opportunity has emerged via UKGBC and Zero Waste Scotland to engage in a survey of current practice regarding plastics package reduction and recycling, and also to gain more detailed data on practice in example contracts. This is in early stages and will be covered more fully in future reports.

3.4 Special Interest Groups:

Carbon

The Carbon Action SIG has had three meetings to date to develop our approach to Supply Chain Carbon emissions across the School. The Aim of the Group is to drive a reduction in carbon emissions from the built environment value chain through the products, works and services procured. This will be achieved by understanding the scale of the issue and where the priorities lie through the capture and analysis of data. It will be facilitated through the education and upskilling of the supply chain by the use of learning materials in the School to enable a common understanding across client, designer, main contractor, and supplier communities.

We have two workstreams: one to capture supply chain carbon data in our online Performance Tool – this is in the process of development so that we can run a trial in the new year with a selection of suppliers and contractors before rolling out more widely; and a second to develop a Carbon Hub of learning materials and information from a variety of

sources, including Partner projects, to engage, educate and upskill the supply chain on how they can take steps to reduce their own impacts. We are seeking Partner involvement to identify suppliers to involve in the trial and roll out, as well as contributing materials and case studies to the Carbon Hub.

Wellbeing

Over the Autumn, the Wellbeing SIG agreed that the primary output will be a report compiling the experience of School Partners, including case studies and examples of wellbeing interventions, and guidance for addressing wellbeing in the built environment strategically. It is envisaged that this will be supported by a visual representation (e.g. a roadmap) of wellbeing in the built environment to give colour to the report and upskill those who are new to, or less familiar with, the subject matter. The outputs will be finalised by the close of the current financial year (c. end April 2020) and we are looking at the possibility of an event to promote the launch of these outputs.

In preparation for January's meeting, the group agreed to share a range of materials to support the outputs of the SIG, including wellbeing strategies, learning content, case studies and example interventions, policies and practices, data collection methods and research. These are currently being collected. Opportunities to develop the SIG's learning on wellbeing have been developed and guest speakers are being arranged for the meetings in early 2020. Claire Bradbury (Wellbeing lead) has drafted a 'wellbeing commitment' as part of the People Matter charter, launching in January 2020.

3.5 Horizon Group

The School Board strategy developed in 2019 identified the need for the School to leverage the influence of its partners to bring about ambitious change based on sound research and well-informed decisions. Through this initiative the School will deliver ambitious thought leadership and demonstrable improvement in the sector. The work of the Horizon Group will be integrated into this initiative which will be launched in mid-2020.

For further Information on this group please contact Shaun McCarthy (shaun@supplychainschool.co.uk).

4. New Partners

The School welcomes new Partners this quarter, Build Space, Lower Thames Crossing, Ringway Jacobs, Transport for Wales, Bellway Homes, Electrical Contractors Association and McCann.

Colas has re-engaged with the School with a view to remaining as a Partner, following their decision to cancel their Partnership last quarter.

5. PR, Marketing & Communications

External Trade Shows

James Cadman and Claire Bradbury both spoke at **UK Construction Week** in October and provided valuable feedback about being in the CPD hub at UK Construction Week as speakers. Next year we will push to be part of the main stage, as CPD was too far. I would also like to have a marketing person at the event with an iPad, visiting supplier stalls and asking they sign up to the School as they are our target market, and this will add further value in terms of meeting our marketing strategy targets of raising awareness and member increase.

After much deliberation internally, it was decided we would not attend **Offsite Construction Show** with a stand presence. Charles Naud spoke on behalf of the School, but reported back that it was a quiet event, and not very valuable for us this year. We offered to market this event to our membership to the organisers, however no response in regard to this.

The **Responsible & Ethical Leadership for Global Construction Supply Chains Conference** saw Helen Carter speak, and we offered School membership free tickets, funded by the School as part of a long-standing partnership. We had a keen uptake of this event (selling out of our free tickets quickly). Once able to do, so will add this event attendance to our School event listings, so members can register it as activity in the School.

London Build was a great success this year. We had two speakers on panel discussions and two doing presentations at the Sustainability Summit. The Summit area had doubled in size, meaning more attendees at the session. We also received a lot of referred traffic to our stand and with the iPads, got several members to sign up to the School on the day. We also invited our board members to chair the summit, with Graham Edgell and Martin Gettings both doing a stellar job and flying the flag for the School on both days. Overall, really good exposure. Across the two days of the show, there were 100 registrations within the School.

In general, at trade shows we need to be careful with our brand, as the School logo eludes to an educational institute and so audiences tend to think we are for students. The logos banner is very useful, and we need to look at a sustainable way to update the logos every six months.

Press coverage

We did no targeted releases over this period, however some of our press came from our Digital funding win. Press releases on our own website should align with these types of wins. Two press mentions were from our Partners mentioning us in their wider sustainability strategy communications. Next FY, I would like to focus on press coverage, and leveraging our Partners to achieve this, ensuring we have consistent messages on our website as well.

Housebuilder magazine	Supply Chain Sustainability School reveals Impact Survey results	30-Jul-19	https://www.house-builder.co.uk/news/supply-chain-sustainability-school-reveals-impact-survey-results/	Impact Survey
PBC Today	HM The Queen recognises Willmott Dixon's sustainable developments	26-Sep-19	https://www.pbctoday.co.uk/news/energy-news/willmott-dixons-sustainable-developments/63818/	Willmott Dixon using school to track suppliers! Willmott Dixon has ensured that 157 Category-A supply chain partners are now members.
The Construction Index	Four supply chain projects share £3m CITB pot	10-Oct-19	https://www.theconstructionindex.co.uk/news/view/four-supply-chain-projects-share-3m-citb-pot	Digital funding win
Specification Online	Construction tackles digital transformation head on	21-Oct-19	https://specificationonline.co.uk/articles/2019-10-21/citb/construction-tackles-digital-transformation-head-on	Digital funding win
The National (Scotland)	Scottish construction industry to benefit from £292k digital training	24-Oct-19	https://www.thenational.scot/news/17991881.scottish-construction-industry-benefit-292k-digital-training/	Digital funding win
New Civil Engineer	SME opportunities for Lower Thames Crossing	28-Oct-19	https://www.newcivilengineer.com/latest/sme-opportunities-lower-thames-crossing-28-10-2019/	SME training with Highways England - Quote from Lower Thames Crossing project commercial director Andrew Kidd
Scottish Construction Now	Workshop has designs on sustainable construction future	19-Nov-19	https://scottishconstructionnow.com/article/workshop-has-designs-on-sustainable-construction-future	supplier day promotion though Zero Waste Scotland


Content and email marketing

The marketing team continues the content marketing plan for this year, in order to increase School activity with current members, beyond face-to-face event attendance.


Themes have been working well, however we need to continue to think outside the box and get tailored in our messaging to individual markets.

We have not been able to update the School mailing list since October as the user report is still not working in the new School. Developers are working on this.

General results below:

AUG/SEPT 2019 – EMAIL TOTAL						
	Aug/Sep Average	Jun/Jul Average	May Average	School list average	Industry average (target)	Comment and actions
Open rate	14.56% (-0.72%)	15.28% (+1.16%)	14.12%	13.2%	16.5%	<i>Figures down across the School, this is a concern. Actions: Team needs to work on creating engaging content, avoid copy and paste, keep list up to date to ensure new data. Findings show emails sent before 9.15am have higher engagement rates. Team to aim to send email before working hours.</i>
CTR	0.96% (-0.15%)	1.11% (-0.44%)	1.55%	0.6%	1.6%	
		Jun/Jul FY19	Apr/May FY19	FY18	Target FY19	
Resource views	14,967 (+5,792)	9,175 (+5,534)	3,641	7,595	30,000	<i>Ahead of monthly targets, seeing an average of 2,500 resource views a month. Have doubled resource views from this time last year. Met e-learning target for FY19.</i>
e-learning downloads	4,828 (+1,929)	2,899 (+1,763)	1,136	2,175	4,000	
Total Unsubscribes		Total Subscribed				
335 (+133 compared to last period)		21,264 (-900 since last period)				

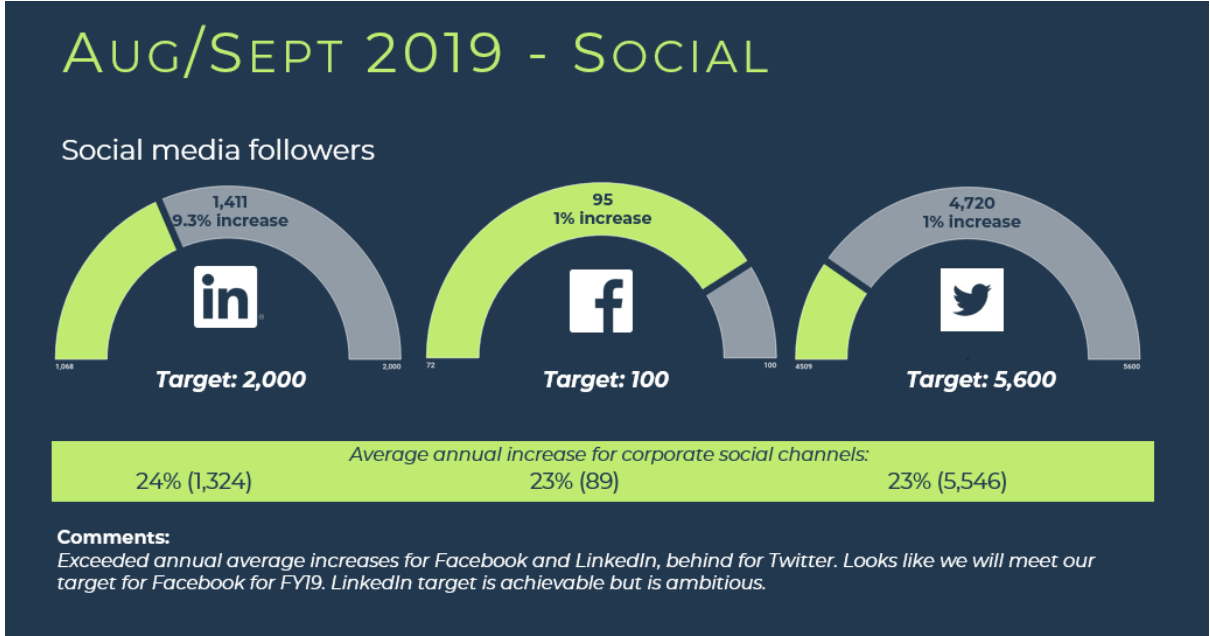
And here is the breakdown across the markets:

AUG/SEPT 2019 – EMAIL - MARKETS								
Area	# of emails	Open av.	CRT av.	Hard bounce	Unsub	Comments	Most popular	
All School	11	14.55%	0.91%	153	236	Back to School and Plastics most popular overall, continue to have high CTR	22 Aug Plastics	
Construction	4	14.30%	0.53%	66	35	Poor CTR, need to work on simple, easy to find CTAs	12 Aug Plastics	
Infra	4	14.42%	0.83%	8	10	Good CTR - CTAs good, work on improving subject lines	25 Sep - SP	
Homes	4	14.47%	0.48%	32	11	Poor CTR, need to work on simple, easy to find CTAs	14 Aug Plastics	
FM	2	15.20%	0.95%	7	3	High Open and CTR in comparison to other markets, only 2 emails sent, engaged audience but not enough content - ensure regular content		
Wales	4	12.63%	0.55%	101	5	Wales audience seems to be more engaged early in the morning, variation between early and at 10am - suggest try sending at 9.15am to get more engagement, for audience size, high bounce rate	27 Sep - SP	
Scotland	7	13.15%	0.75%	4	4	Only averaged on marketing content, not event emails, hard to benchmark, more consistent marketing emails to be sent. CTR is very low, CTA buttons need to be clearer and less text in the body of email to improve engagement		
FIR	4	16.28%	3.30%	20	4	Ambassadors only - engaged, check content to see what made it more engaging	9 Aug - 5 Hidden Examples Of Recruitment Discrimination	
Partners	2	25.90%	4.20%	9	1	Partners - super engaged, news and survey		
Offsite	9	13.90%	1.00%	17	23	First email has unusually high CTR, clear standalone instructions leading to CTA at bottom, only one link, clear at the bottom	2 Aug - Business Case for Offsite	

All of our top resources in June and July were used in our email marketing campaigns, showing the success of the non-event-based activity.

Social media

The marketing team has put some more effort into social media marketing and postings over the last few months. This is evidenced by the increased figures from our followings as seen below



It is worth noting that at this time, the School does not put any monetary funding into our social media presence, meaning all growth is organic from our own promotions. In the changing social media world, organic growth is becoming extremely difficult, so our growth despite this is promising.

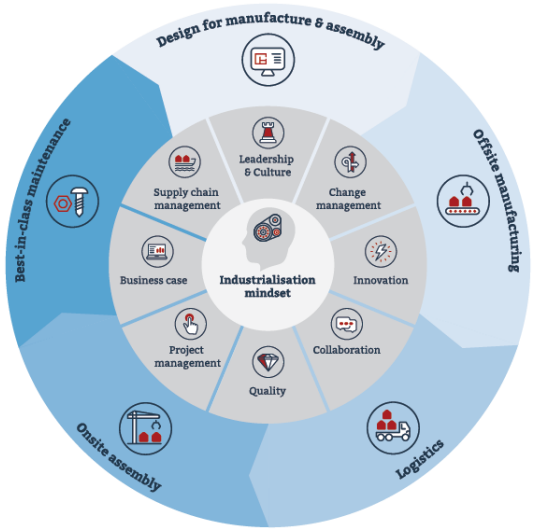
We continue to ask all our Partners to share our content or mention us on social media as often as possible to enhance our efforts.

As mentioned above (in PR), the next FY will involve gathering a network of PR and communications contacts from our Partner organisations as well as industry bodies, to join up our efforts in external promotions.

Brand

The offsite topic area has had a number of new brand elements created, including a presentation pack, iconography and an updated industrialisation wheel.

FIR branding has also been updated to be in line with the new School brand, however, is still awaiting the development of further elements.



End.