

## 1. Introduction: summary by numbers

The Supply Chain Sustainability Chain School is performing solidly at the half way point for this financial year against set targets. The number of active members has continued to rise steadily as is illustrated below and the total number of active individuals, or individuals trained stands at 1,924 at the time of writing.

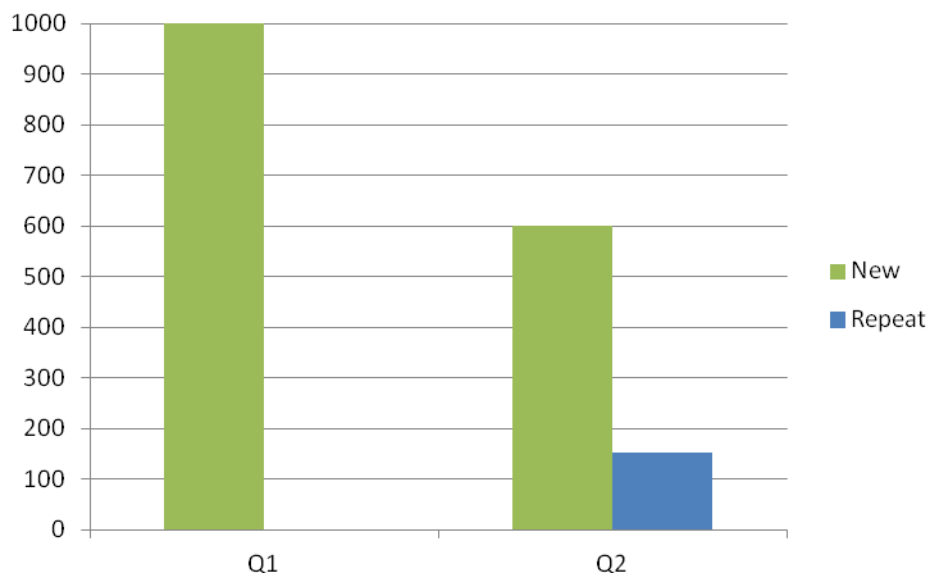
For reference an Active Member is defined as 'Used at least one resource in the past 12 months'. This can be done by several routes such as completing an assessment, coming to one of the School events, or accessing an e - learning module on the website.

This figure is made up of:

- Individuals accessing training via the School
- Individuals accessing School elearning from the Learning Management System

In terms of individuals trained via the School, the first quarter saw 1,324 new active members. The target of 600 new active members has been hit for quarter two. This quarter also saw a total of 152 repeat active members since 1<sup>st</sup> April 2015.

*Illustration 1. Number of active individual members by quarter and repeat active members:*



In addition to the above engagement it should be noted that currently there are:

- 124 Bronze members (an organisation that has at least one submitted assessment in the last year and has viewed at least 5 resource views in the last 6 months.)
- 123 Silver members (An organisation that has at least one submitted assessment and at least one reassessment in the last year and has viewed at least 5 resource views in the last 6 months)
- 14 Gold Members (An organisation that has at least one submitted assessment and at least one reassessment in the last year, at least 10 resource views in the last 6 months and shared knowledge through case studies / speaking at events.)

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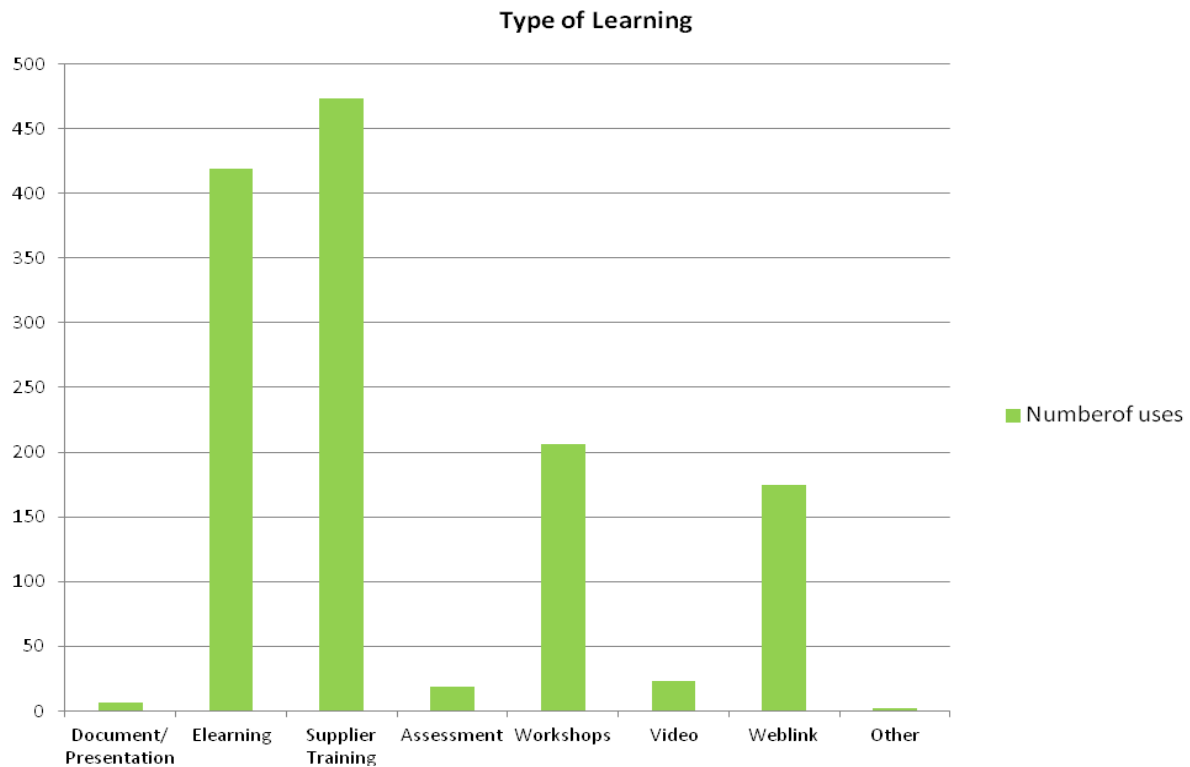
As detailed in the last report there are several activities which take place to engage new and existing members into the School, as well as the encouragement around self-assessing and re-assessing. The key to this is the overarching communications strategy which is in place. The success of this is highlighted when looking at the below table comparing the number of active members (by organisation) from 2015/2016 and 2016/2017:

*Table 1: Comparison on Active members (by organisation) 2015/2016 vs. 2016/2017*

Month	2015/16	2016/17
April	295	352
May	237	380
June	223	394
July	105	317
August	122	150
September	221	312
<b>Total to date:</b>	<b>1,203</b>	<b>1,877</b>

In terms of type of activity that is engaging the active members, e-learning and supplier training days remain the most popular forms of learning and the first touch point with the School. The below graph illustrates this point:

Illustration 2: Graph showing the type of learning active members undertake



The Partner organisations to the School also use a separate Learning Management System in which they are able to view the elearning material and enable their internal staff to access the elearning modules from the School platform.

To date there has been a total of 464 active individuals trained through the School. The table below shows the numbers by quarter:

Table 2: Number of Partner individuals trained through the Learning Management System

Quarter	Total
Q1	255
Q2	209

The below table gives an updated overview against the School Business Plan on actuals from April to September (figures were correct as of date report written):

Table 3: Overview of Key Performance Indicators

	Const	Homes	FM	Infra	Offsite	Entire School
Active Members (by organisation not individual)	1,199/1,500	448/500	260/500	204/750	329/500	1,877/3,500
Supplier days	1/4	2/4	2/4	2/4	2/ 4	9/20
No. Attending Supplier days	104/400	220/400	177/400	172/400	188/400	861/2,000
Workshops	9/15	5/10	4/15	5/12	7/10	30/60
Elearning Downloads	--	76/650	--	--	--	3,075/1,500
Elearning (new)	0/1	0/2	2/2	0/1	1/1	6/10
Toolbox talks	0/1	0/1	0/1	0/1	n/a	0/4
Assessments	376/ 600	82/250	72/250	45/375	51/250	670/1,675
Re/assessments	182/200	33/100	11/100	8/100	6/100	238/600

The number of self-assessments for the entire School stands at 670. There is an obvious requirement to continue to encourage the members to self-assess and re-assess. The Construction School is performing well however the other markets need extra work to ensure that internal targets are hit by the end of March 2017. There are key activities which will support this such as: supplier days, workshops, the launch of new content such as new elearning and the Toolbox talks which will allow targeted communication to encourage further learning through self-assessments. The launch of the One School (which will encompass additional use functionality and enhance the overall School experience) will also have an impact on numbers and provide an opportunity to re-engage with members who have yet to become active and lastly the launch of CPD accreditation within the School. All elearning and training workshops will be CPD accredited from January 2017.

However looking to compare to figures at this time last year, there were 472 self-assessments completed for the year to date therefore due to the increased engagement with the School members there has been a 42% increase in the number of self-assessments. In terms of re-assessments this time last year there were just 128 completed (so a 86% increase on last year).

## 2. Supplier Days

A further five supplier training days taken place in quarter two with a total of 505 attendees. These are listed below:

Table 3: Supply Chain training days

Date	Sector	Key theme	Location	Attendees (inc Partner organisations)
6 <sup>th</sup> July	FM	Social Value	London	91
12 <sup>th</sup> July	Homes	Social Housing		112
20 <sup>th</sup> September	Infrastructure	Highways	Birmingham	96
28 <sup>th</sup> September	Offsite	Design for Manufacture & Assembly	London	88
30 <sup>th</sup> September	Homes	Performance gap in the homes market	Chepstow	118

The feedback from all events has continued to be excellent.

The aggregated statistics from all recent events is as follows:

- 98% rated the overall organisation as “Excellent” or “Good”
- 88 % rated the training as “Excellent” or “Good”
- 85% rated the training and ‘mostly relevant’ or ‘very relevant’
- 54% of attendees were already members of the School and 40% stating they will definitely or very likely be joining the School.

## 3. Workshops

To date there have been 30 workshops delivered attended by 771 School members. Interestingly there continues to be a demand for workshops around the Modern Slavery Act and Social Value.

The table below illustrates the variety of workshops available and delivered to date through the School:

Table 4: Workshop delivery by market and employer lead

#	Date	Market	Topic	Lead Partner	Location	Attendees
1	5 <sup>th</sup> April	Homes	Homes workshop	Barratt	Birmingham	43
2	27 <sup>th</sup> April	FM	Understanding Energy Management - a guide to ISO 50001	Covance	Harrogate	43
3	22 <sup>nd</sup> April	Offsite	Internal Workshop	St Gobain	Loughborough	25
4	6 <sup>th</sup> May	Construction	Responsible sourcing series: helping you achieve BES6001	BAM	Midlands	23

#	Date	Market	Topic	Lead Partner	Location	Attendees
5	16 <sup>th</sup> May	Offsite	Making the School work for your business	McAvoy	Northern Ireland	21
6	23 <sup>rd</sup> May	Homes	Homes workshop	Berkeley	Leatherhead	44
7	24 <sup>th</sup> May	Construction	Embedding Sustainable Procurement	Lovell	Tamworth	21
8	7 <sup>th</sup> June	Infrastructure	Embedding Sustainable Procurement	Morgan Sindell	Rugby	14
9	7 <sup>th</sup> June	Homes	Homes workshop	Wates Living Space	Birmingham	22
10	15 <sup>th</sup> June	Infrastructure	Responding to the Modern Slavery Act 2015	Tarmac	Birmingham	31
11	13 <sup>th</sup> June	Offsite	BIM: Understanding its use and benefits	N/a	Birmingham	11
12	16 <sup>th</sup> June	Construction	Wates workshop	Wates	Birmingham	43
13	17 <sup>th</sup> June	Homes	Homes workshop	Barratt	Birmingham	42
14	21 <sup>st</sup> June	Infrastructure	Responding to the Modern Slavery Act 2015	Lovell	Tamworth	23
15	21 <sup>st</sup> June	Construction	Getting to grips with Social Value	ISG	Manchester	26
16	23 <sup>rd</sup> June	Infrastructure	Getting to grips with Social Value	Costain	London	17
17	23 <sup>rd</sup> June	Offsite	Leadership & Culture	Prater	Surrey	19
18	29 <sup>th</sup> June	Construction	Getting to grips with Social Value	Balfour Beatty	Solihull	30
19	7 <sup>th</sup> July	Construction	Responding to the Modern Slavery Act 2015	ISG	London	30
20	13 <sup>th</sup> July	Offsite	BIM: Understanding its use and benefits	Carillion	Birmingham	24
21	14 <sup>th</sup> July	Offsite	Leading Innovation & Change	N/a	London	5
22	19 <sup>th</sup> July	Construction	Getting to grips with Social Value	Balfour Beatty	Warrington	44
23	19 <sup>th</sup> July	Construction	Responsible Sourcing Series	BAM	Solihull	16
24	12 <sup>th</sup> Sept	FM	Getting to grips with Social Value	VINCI Facilities	London	21
25	12 <sup>th</sup> Sept	Homes	Barratt Homes workshop	Barratt	Birmingham	33
26	13 <sup>th</sup> Sept	FM	Getting to grips with Social Value	ENGIE	Harrow	21
27	14 <sup>th</sup> Sept	Offsite	Assessing your own leadership & capability performance	N/a	London	8
28	22 <sup>nd</sup> Sept	Construction	Wates Supplier Forum	Wates	London	26
29	29 <sup>th</sup> Sept	FM	Local Procurement & SME's	ENGIE	Wakefield	45
30	4 <sup>th</sup> October	FM	London Responsible Procurement Network	City of London	London	26

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### 4. Employer Group Meetings

The employer groups meet on average every two months to discuss progress against business plan. Below details the meetings that have taken place this quarter. This equates to 902 of in-kind hours (a total of 1,507 this year):

Table 5: Employer Group Meetings

Date	Type
20th July	Materials
20 <sup>th</sup> July	Infrastructure
10 <sup>th</sup> August	Welsh
6 <sup>th</sup> September	Construction
6 <sup>th</sup> September	Operations
7 <sup>th</sup> September	Infrastructure
7 <sup>th</sup> September	Materials
7 <sup>th</sup> September	FM
13 <sup>th</sup> September	Board

### 5. E-learning Development

The following e-learning modules have been developed in this quarter:

#### Modern Slavery

The Modern Slavery e-learning module looks at the key issues which are relevant for SMEs in the construction sector in relation to modern slavery. This includes the key things they need to look for as employers to ensure that modern slavery does not occur in their workforce. This includes key things to watch out for such as significant numbers of their workforce being registered to the same address, arriving to work in the same vehicle or showing physical and/or mental signs of abuse. In addition it also explains to them that their clients will be required to report on their actions to ensure modern slavery does not happen on site through the Modern Slavery Act. There is also a 15 question test at the end of the module for the user to test their knowledge.

#### DfMA

The DfMA e learning module provides an introduction for managers (primarily for designers and architects) to the advantages of taking a more DfMA based approach in construction. This includes key benefits such as reduced construction times, reduced on site waste generation and a reduction in the 'performance gap' between designed and real life performance. The efficiencies offered by a more DfMA based approach also have numerous sustainability benefits which are covered in the module. In addition the module also describes how DfMA can be successfully integrated into the design process and goes through a step by step guide which explains how DfMA can be incorporated into the Royal Institute of British Architects (RIBA) plan of works. This e-learning module has also been designed to accompany the forthcoming Offsite Management School/RIBA

DfMA overlay, a document which will also outline how DfMA can be incorporated into the RIBA plan of work. To complete the module the user must also pass a 15 question test.

### Performance Measurement

The Performance measurement module is aimed at business owners of SMEs in the construction sector and tackles two key issues: what an organisation needs to do to accurately report on data; and following a focus group by the Supply Chain School, what is the key data that an organisation should collect and report on. It provides an explanation of why accurate performance measurement is important and also gives the user the opportunity to practice and hone their skills to help them improve their performance. There is also a section which explains why performance measurement is an increasingly important issue for their clients and some of the key pitfalls which they might fall into when reporting data. The module concludes with a 15 question test which the user must pass to complete the module

## 6. Special Interest Groups

### Apprentice Levy

There have now been two meetings on the Apprentice Levy. The group is formed of the following partners: Costain, BAM Construction, CITB, Barratt Group, Interserve, Sir Robert McAlpine, Galliford Try, VGC and Hochtief.

Initial discussions agreed that there are a lot of industry groups focusing on how the levy affects larger organisations (including the partners) but there is little support available for the SME community where arguably the biggest burden will be felt. Therefore the SIG will focus on guidance and support for the SME community.

In the subsequent meeting that took place there was a discussion around the fact that it was more the Tier 1's, 2's and 3's who were taking on apprenticeships. The SME community was likely to not be aware of the current changes taking place and therefore should be the focus for the group and its outputs. The group decided that the best way to provide the best information was to ask the SME community what problems they faced; what barriers they came up against with using apprenticeships. This would be done in the form of five workshops to take place and finish before January 2017. The information drawn from it would then provide the group with what information was needed for the School guidance. It was also clear that best practice and case studies would need to be shared via the School.

The group is aware that there will be an update from the Government on current guidance in October so the workshops will reflect that and start in November.

### BIM

The main outcome for the group is a self-assessment tool that members can use to understand their level of competency around BIM.

The group are comparing and reviewing existing question sets and will be drafting a final question set to form the diagnostic which will then be embedded into the School. Weekly calls are progressing this and actively engaging the partners in the review process.

The Partners involved are: Barratt, BAM, Carillion, Balfour Beatty, HOCHTIEF (UK) Construction Ltd, Sir Robert McAlpine, Tarmac, Laing O'Rourke, CITB, Skanska, Galliford Try, VINCI and Kier.



Recently there has been discussion around the ability for Partners to review individual company scores, because the Operations Group and Board fed back that this goes against the ethos of the School. The SIG has discussed this and agreed that anything sitting on the School site will provide aggregated and anonymous data only. If the partners then would like to obtain individual company scores, they can do this using the same questionnaire, separate to the School site. The Terms of Reference will be revised accordingly to reflect this decision.

## 7. Toolbox Talks

There are four toolbox talks which are now in development . The titles are not yet set but the subjects covered include:

- ✓ Modern slavery – spot the signs
- ✓ Sustainability induction for non construction site staff
- ✓ Energy reduction for site operatives
- ✓ Waste reduction for site operatives

The briefs have been written for each of these toolbox talks and submitted to Causal Films. Casual Films have been selected on the basis of their previous work with Action Sustainability and they produced previous toolbox talks which are hosted on the School website.

Helen Carter is project managing the Toolbox talks however each subject is owned individually by a particular expert within that field. They will be responsible for approving the content and liaising with peers in order to ensure that the right messages are delivered.

The owners are:

- ✓ Modern slavery – spot the signs: Helen Carter
- ✓ Sustainability induction for non construction site staff: Helen Carter
- ✓ Energy reduction for site operatives: Ian Nicholson
- ✓ Waste reduction for site operatives: Ian Nicholson

Storyboards and scripts have been developed and are being peer reviewed by the School partners. The timescale for delivery of the Toolbox Talks will be for the New Year.

## 8. Learning Portal Development

As detailed in the last report the School is being developed further this year. To recap additional functionality is:

- ✓ Introduction of departments in Sustainability, Management Competencies and Offsite Construction. All members will have easier access to resources which sit within these departments and the opportunity to self-assess in each area.
- ✓ Ability to self-assess as an organisation but also as an individual which will go towards accreditation.
- ✓ Enhanced user functionality with the ability to track learning of individuals and give greater control on accounts.

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The brief around the Member journey is almost final having gone through several iterations. There is a shared site where the wording for each page is being developed at present.

The briefs for the additional reporting and Partner dashboards side of the School have been the main focus this quarter and are being developed by the internal team. The Partners in the School have been asked to provide feedback on the reporting element of the Partner dashboard to ensure that all reporting requirements are considered.

The site is expected to begin to be built from October. The internal team are also considering the communications around the launch of the School with its added functionality. A plan should be final for the end of October.

### 9. Budget update

The project is on budget at the end of quarter two.

### 10. Risk update

There are no changes to the risks plan submitted in our grant application.

**End.**