

SUPPLY CHAIN SUSTAINABILITY



April – June 2020

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Overview

The onset of COVID-19 and the effect this has had on 'business as usual' has had a huge impact on the sector and the Supply Chain Sustainability School. It has been a period of significant change. However, this has been a positive step change for the School in terms of learning.

All face to face training activities have been taken on-line and delivered 'virtually'. The School has an intention to deliver all face to face training online for the rest of the financial year based on current Government guidelines. To ensure that the School continues to deliver engaging content, the School also invested in upskilling the delivery team (both internal and external) throughout April and May in online training and facilitation. There has also been an investment in particular online platforms such as Zoom, Mural, Mentimeter to name a few, which will ensure the training delivered is engaging and interactive.

Since April 1st 2020 (the new FY) **the School has delivered online face to face training to 1,286 learners (compared to 877 learners in the same time period in 2019). This does not include the FIR programme which has delivered online training to just under 300 beneficiaries.** Taking the training online has enabled more members to join sessions which they perhaps would not have been able to due to time to travel, location etc. This is a real positive reflected in the learner numbers.

The marketing strategy has been adapted (detailed later in this report) to reflect a more joined up approach to engaging the members in online learning, not just through virtual face to face training, but also through the elearning, videos and other digital resources available. This has resulted in over 6,000 resource views since the beginning of April, and 3,600 elearning downloads. There is a 129% increase in resource access and 150% increase in elearning views when comparing Q1 2019 and Q1 2020.

The main focus for the School this year is to maintain those who are already engaged in the School, and to also encourage new members to the School. By the end of quarter one the School is 53% of the way to meeting its active companies target of 3,200. The changes made to the delivery the training the School offers has provided the opportunity for more (and continued as many Partners have encouraged furloughed

staff to use the School) learning to take place, which is very much reflected in the figures throughout this report. As the year moves on, other strategies are being developed and enhanced, for example around the School’s social media presence as well as targeting Partners ‘key suppliers’.

1.2 Progress against KPI’s

There are currently 1,695 organisations who have become active since 1st April 2020**. This is over a 100% increase from the previous month. The communications that have been going to the membership to encourage learning through the School are continuing to be successful. This is especially pleasing as many businesses within the built environment have been furloughed or significantly impacted as a result of COVID-19 in the last quarter.

In terms of the planned activities, these remain on track with much of already set for quarter two. Quarter three and four are already being planned.

There is still a lot of activity around the taking of assessments, as reported in the past, these are mainly by individual members illustrating again illustrating that there is a real intention to learn. There has been a drop however in assessments being taken over the last two months which will need monitoring and focus.

Resource access has seen significant increases with a high level of elearning being downloaded. Between April and June 2019 there were 1,842 elearning downloads, compared to 3,654 in in the same time period this year. This is explored in more detail later in the report.

Table 1 below shows a summary of planned activity and progression for each sector:

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	Scotland	Entire School (not FIR)	FIR
Active companies	1,485 / (2,600)	307 / (500)	478 / (850)	492 / (850)	390 / (600)	234 / (550)	413 / (500)	1,695 / 3,200	136 / (400)
Supplier days	1 / 1	0 / 1	0 / 1 (with HBF)	0 / 1	0 / 1	n/a	0 / 1	1 / 6	n/a
Sub-contractor events	0 / 6	0 / 3	1 / 5	2 / 3	(0 / 4)	0 / (4)	1 / (5)3	5 / 20	n/a

Progress Report

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	Scotland	Entire School (not FIR)	FIR
Learners @ training	256 / 760	116/ 500	141 / 555	165 / 530	158 / 545	0/0(575)	137/(460)	1,286 / 3,065	296
Training Workshops	15 / 9	1 / 12	0 / 7	2 / 15	04/ 14	0/(13)5	(1)/ (5)3	23 / 57	7 / 32
Webinars	3/ 9	1 / 3	01/ 5	0 / 4	04/ 4	0/(5)	0/(4)	14 / 25	4 / 16
FIR Ambassadors	--	--	--	--	--	--	--	--	327 / 450
E-learning downloads	--	--	--	--	--	--	--	3,654 / 4,000	--
E-learning (new)	n/a	n/a	n/a	0 / 1	6 / 7 (8 in progress)	n/a	n/a	6 / 8	n/a
Assessments*	17+242 (Target 400 + 2,000)	7+62 (Target 100 + 500)	7+81 (Target 150 + 700)	12+148 (Target 150 + 1,000)	77 (Target 150)	14+32 (Target 50+100)	16+68 (Target 5- +200)	52+691 (Target 600 + 2,500)	n/a
Re-assessments*	60+61 (Target 700 + 550)	12+24 (Target 150 + 200)	26+31 (Target 300 + 280)	27+30 (Target 260+350)	23 (Target 50)	20+10 (Target 75+50)	32+17 (Target 150+50)	90+164 Target 800 + 600	n/a
Bronze/Silver/Gold	298 / (600)	80/ (150)	134 / (300)	147/ (200)	n/a	n/a	n/a	332/ 500	n/a

Key:	On target	Concern	Focus required	No target
-------------	-----------	---------	----------------	-----------

*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.

The figures above illustrate figures from the second bullet point.

In addition, as there has been a joined up approach towards the face to face training activities, there are several activities which are not 'sector specific' so the figures above

will not necessarily add up to the total.

1.3 Online Face to face training activities

The School is continuing to deliver the various training activities outlined in the sector business plans virtually, albeit under a slightly different format, which is detailed below.

Lunch n Learn represent the webinars; Business Bytes represent the subcontractor briefings; workshops are virtual.

Table 2. Supplier days and sub-contractor briefings taken place to date

What	Virtual Workshop	Lunch n Learn	Business Bytes
Length	1-2 hrs	30 mins- 1 hr	1.5-2 hrs
Platform	Zoom	Zoom or ClickMeeting	ClickMeeting
Attendee limit	25-30	500	500
For	Interactive session with break out group and audience engagement	Build knowledge or learning on specific topics or School use.	Host a multiple speaker presentation to engage on topics/strategies

There is still a clear appetite for learning as can be seen by the attendance figures below. To ensure that the School remains agile and responsive to the needs of the industry, not only are the popular topics such as Modern Slavery, Carbon, Procurement and Waste still being delivered but new content is being generated. The School has established a team made up of the Sector Leads and subject matter experts which meet on a weekly basis to explore new ideas and content.

The below table details the 54 training activities that have taken place in quarter one (these include the FIR programme). There have been 1,582 learners in total in quarter one attending virtual training.

Table 3. Training activities taken place to date

Date	Type	Topic	Attended
25-Mar-20	Business Bytes/ Supplier day	Scape Climate Action event - Carbon & Waste	141
31-Mar-20	workshop	Scape Climate Action event – Carbon: <i>Series of 13 x workshops on Carbon & Waste over March & April</i>	48
21-Apr-20	workshop	Business Case for FIR	62
21-Apr-20	Lunch & Learn	Benchmarking your sustainability skills	55
23-Apr-20	Lunch & Learn	Understanding your offsite skills needs: Lunch n Learn	18
28-Apr-20	workshop	Measuring and Managing Sustainability	14
29-Apr-20	workshop	Welcome to the School	23
29-Apr-20	workshop	Offsite Fundamentals	19
30-Apr-20	Business Bytes	Business Bytes: Delivering low carbon civil engineering projects for a 2045 Scotland	114
01-May-20	workshop	Becoming a FIR Ambassador	16
05-May-20	Business Bytes	Carbon/Social Value/Biodiversity Net Gain	51
06-May-20	workshop	Waste & Resource Efficiency	27
07-May-20	workshop	Leading people Inclusively	12
12-May-20	Lunch & Learn	Carbon reporting - meeting customer requirements (linking to work of Carbon SIG)	90
14-May-20	Lunch & Learn	Understanding the MMC Definition Framework	21
15-May-20	Lunch & Learn	SMEs- Tools and Strategies to embed FIR	35
19-May-20	Lunch & Learn	Getting the best out of your dashboard	13
20-May-20	Business Bytes	Coming out of COVID-19 risks and actions - Partner Roundtable discussion	9

Date	Type	Topic	Attended
21-May-20	workshop	Business Case for FIR	26
21-May-20	Lunch & Learn	Plastic Waste Tax Lunch n Learn	89
21-May-20	Lunch & Learn	Returning to sites post COVID-19	60
22-May-20	Lunch & Learn	Returning to manufacturing work post COVID-19	15
26-May-20	workshop	Leading Change	12
27-May-20	Lunch & Learn	Impact – are we seeing signs of change?	38
28-May-20	Business Bytes	People Matter Charter	59
02-Jun-20	workshop	Offsite Design	19
03-Jun-20	workshop	Business Case for FIR	27
03-Jun-20	Lunch & Learn	UKGBC Social Value Measurement Guide	57
09-Jun-20	Lunch & Learn	Offsite Procurement	30
11-Jun-20	Lunch & Learn	How to retain your disabled staff	22
12-Jun-20	workshop	Monetising Social Value	29
17-Jun-20	workshop	How to monitor and report workplace diversity	29
17-Jun-20	Lunch & Learn	Getting the best out of your dashboard	15
18-Jun-20	Lunch & Learn	Getting the best out of your dashboard	26
18-Jun-20	Lunch & Learn	Net zero and carbon offsetting	70
22-Jun-20	Lunch & Learn	Climate Change Family Quiz Time!	18
23-Jun-20	workshop	Responsible Timber Sourcing	19

Date	Type	Topic	Attended
24-Jun-20	Lunch & Learn	SMEs- Challenges and Obstacles	22
25-Jun-20	workshop	Lean Construction	25
29-Jun-20	workshop	Offsite Site Management	11
30-Jun-20	Business Bytes	COVID-19 Industry response	89
30-Jun-20	workshop	Becoming a FIR Ambassador	7

1.4 Engagement in the School

As mentioned above, the School is performing well against target with 1,695 active companies since April 1st 2020. Table 4 below sets out the comparisons to the same time period compared to previous years, as well as illustrating the growth in access of resources. The last 12 months have seen a significant increase in resource access. This clearly illustrates the fact that more and more members are engaging in the School:

Table 4 Comparison of Active organisations, individuals and engagement over 12 months and since April:

	2020	2019	2018	2017
Active Organisations (over a period of 12 months to June)	3,208	3,188	2,567	2,630
Active Individuals (over a period of 12 months to June)	6,772	5,948	4,239	4,368
Resources & e-learning accessed (over a period of 12 months to June)	35,597	18,866	12,208	6,278
Active Organisations (1 st April – 30 th June 2020)	1,695	1,204	1,237	601
Resources & elearning accessed (1 st April – 30 th June 2020)	9,926	4,183	3,320	2,082

* 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.

This is further reinforced when looking at resource views over the past few months. Resource access has been maintained even though March and April were times of great uncertainty with lockdown being introduced. June sees more people are beginning to return to work which could be reasons as to why there is a dip in resource access. Of course, this will be closely monitored month on month to ensure that a decline does not continue.

The table below shows resource and elearning access month by month since the launch of the new platform, as well as which type of training activity members attended. The figures clearly shows that resource and elearning access is being maintained. There has been a drop off in June. Reasons for this could be that people are returning to work or that people are beginning to have a bit of lock down learning fatigue! It will remain important for the team to use this data to ensure that levels are maintained and, ideally, increased. In addition to this, there is a clear appetite for attending training and taking this to a virtual form has allowed for many more members to take advantage as can be seen with the learner numbers for May and June.

Table 5. Resource access since October 2019

Month	Resource views (not e-learning)	E-learning views	Face to face training	Virtual face to face training	Total no. of learners training
October (launch)	2,137	678	406	17	423
November	2,315	557	373	78	451
December	1,980	531	233	170	403
January	2,780	1,043	488	0	488
February	2,260	1,094	214	179	393
March	1,669	1,558	213	470	683*
April	1,904	1,483	0	392	392

Month	Resource views (not e-learning)	E-learning views	Face to face training	Virtual face to face training	Total no. of learners training
May	2,378	1,171	0	895	895
June	1,990	950	0	807	807

*March had 5 x supplier days/ breakfast briefings

Comparing to last year further illustrates the **significant** shift in engagement in the School this year. There has been a 129% increase in resource views and a 150% increase in elearning views compared to last quarter. The table also illustrates that, even through lockdown, engagement is being maintained, in particular in elearning and virtual learning attendance.

Table 6. Resource access compared to the previous quarters and year

Comparison by quarter	Resource views (not e-learning)	E-learning views	Total no. of learners
Q3 2019/20	6,432	1,766	1,277
Q4 2019/20	6,709	3,695	1,564
Q1 2020/21	6,272	3,626	2,094
Q1 2020/19	2,738	1,445	1,561

Since the launch of the new platform in October 2019, the number of individual assessments has increased significantly. It was agreed that this data should be reported on as it demonstrates the fact that more individuals are engaging with the School and further supports the appetite for learning.

The below table shows how many assessments and re-assessments have been taken (corporate and individual) since the beginning of the year. Since April there has been a total of 52 Corporate assessments and 691 assessments. There has been 90 corporate re-assessments and 164 individual re-assessments.

Disappointingly, the last two months has seen a drop in individual assessments which the team will investigate.

Table 7. Assessments taken since January 2020

Month	Type	Assessments	Re-assessments
January	Individual	265	65
	Corporate	30	32
February	Individual	277	38
	Corporate	44	54
March	Individual	270	74
	Corporate	26	45
April	Individual	319	72
	Corporate	18	43
May	Individual	186	49
	Corporate	17	16
June	Individual	186	43
	Corporate	17	31

It is pertinent to look at how members have been engaging with the School over the last few years in light of the change to all training becoming virtual over the last three months. The table below shows the number and type of engagement with the School.

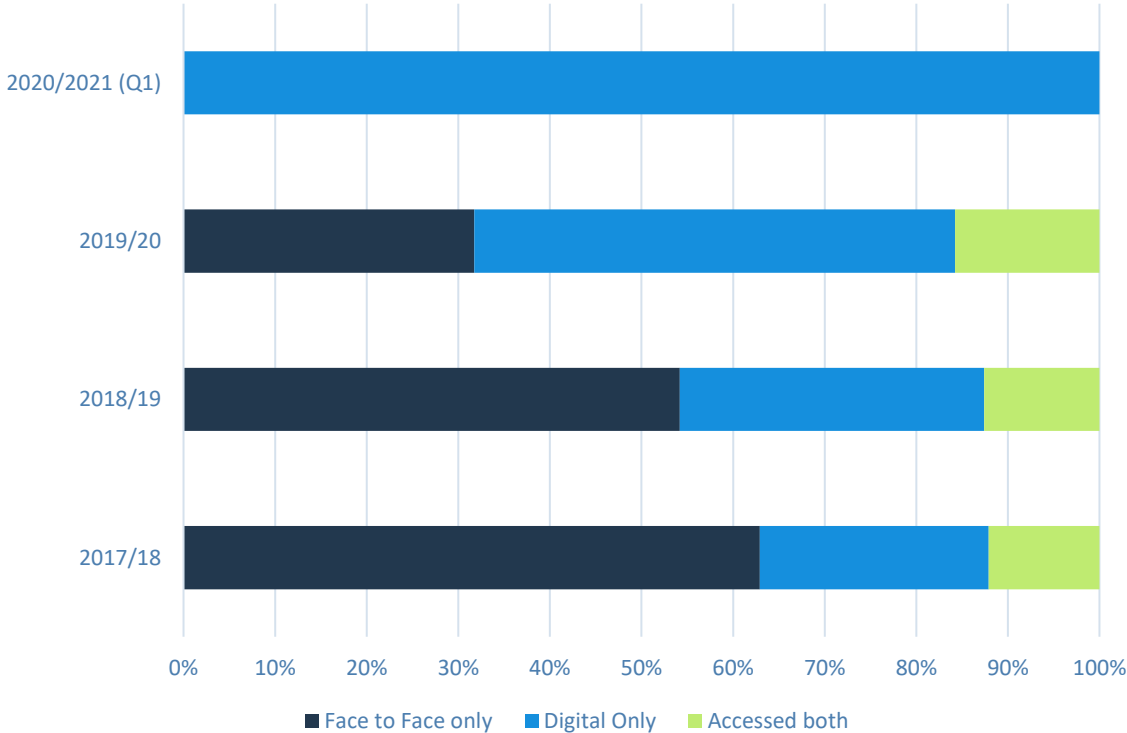
The shift in the marketing and communications strategy, which was implemented in FY 2018/19, clearly shows the success this has had in encouraging the members to learn. It has also been a vehicle for building upon the number of individuals learning in the School.

Table 8. How members have engaged with the School

Access type	FY 2019/20	FY 2018/19	FY 2017/18
Face to Face only	2,470	3,934	2,876
Digital Only	4,083	2,414	1,143
Both	1,225	913	553
Total	9,798	9,280	6,590

The graph below highlights the shift in members just attending face to face events; the increase in digital learning and then an increase in members using the School for both.

Graph 1. How members engage with the School



The graph shows the shift in members just attending face to face events since 2017 as well as a 69% increase in digital only learning. There has been a 34% increase (2019/20 vs 2018/19) of members using the School for both face to face training and digital access. Obviously 2020/2021 will be 100% digital learning however over the last three years there has been a big focus from the School team to engage members in digital learning more and more which has been successful.

It is also interesting to look, of those who did access the School digitally, what type of resource did they access first. The table below shows these results for 2019/20. It also illustrates which type of resource that was accessed first.

Table 9. How members have engaged with the School 2019/2020

Resource type	Engaged in both Digital access first	Engaged in both Face to face attendance first	Digital access only
Document/ Presentation	22%	23%	16%
E-learning module	33%	25%	35%
Tool	3%	2%	1%
Video	22%	20%	23%
Weblink	16%	10%	13%
Webinar	4%	20%	12%

In all cases, elearning was the most popular; followed by videos and then documents.

It is also interesting to look at those who accessed both the digital resources and face to face training, which they did first. It is pleasing to see that over half of the members who engage with the School by attending an event first, go on to access other resources and that this is on the increase.

Table 10. Which type of access was first for those who accessed both types

Year	Digital access first	Face to face first
2018	56%	44%
2019	52%	48%
2020	48%	52%

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 training run to date:

Table 11. Table showing KPI ratings for Change, Relevancy and Quality

Year	Target and measure	Rating	Virtual change +/-
April - June 2020	95% of employers will rate the training quality as good or excellent	93%	-2%
	90% of employers will rate the training received as relevant to their needs	88%	-4%
	75% of employers agree training will change the way they do business	77%	-10%
FY 2019/20	95% of employers will rate the training quality as good or excellent	95%	
	90% of employers will rate the training received as relevant to their needs	92%	
	75% of employers agree training will change the way they do business	87%	

In April and May the shift to online training meant that the team found the collection of feedback a lot more challenging than normal. Over June there has been trials to increase feedback and overall this has now risen to 40% (indeed if the months of April was taken out this figure rises to 46%). This will no doubt have affected the above results, however it will be crucial for the team to keep focus on the feedback to understand why the overall results could be dropping.

The weekly internal team meeting will also be discussing feedback to not only help shape the programme of learning but also to ensure the quality of the content is maintained.

Below is a list of some of the feedback received from attendees:

Continue to do...

- *I'm using the SCSS webinars more during lockdown than before, it makes the sessions far more accessible, often 2hr face to face events which I'd like to attend where too far away to attend but now it makes your training material far more accessible*
- *Knowledgeable, bought topic to life*
- *Interactivity was beneficial*
- *Very clear presenter, complicated topic with lot of content delivered well*
- *Great level of detail*
- *Liked the practical advice that can immediately be implemented. Next steps and takeaways clear*
- *Lots of speakers, providing information on key topics*
- *Broad spectrum so could be applied to range of situations and to different sized/types of organisations*
- *Ideas talked about and reflected what my business is currently doing. Nice to know we're on the right track. Pitched at the right audience.*

Start doing...

- *More time for questions at the end*
- *Stronger message about WHAT people can do*
- *Get an SME perspective of using the Charter*
- *Its difficult when not everyone joins in to get the whole benefit. Maybe if we had an intro at the start it would have been more encouraging.*
- *Lots of information - could be broken down further by level, for different organisation types or into bite size sections. Broken down by scopes?*
- *More focus for SME's*
- *Group discussions interesting but to get more out of them it would be good to issue some very short instructions and nominate a lead*
- *Break down sessions on carbon into beginning, intermediate and advanced level. Info for SME's in particular?*

Stop doing...

- *Very text heavy slides*

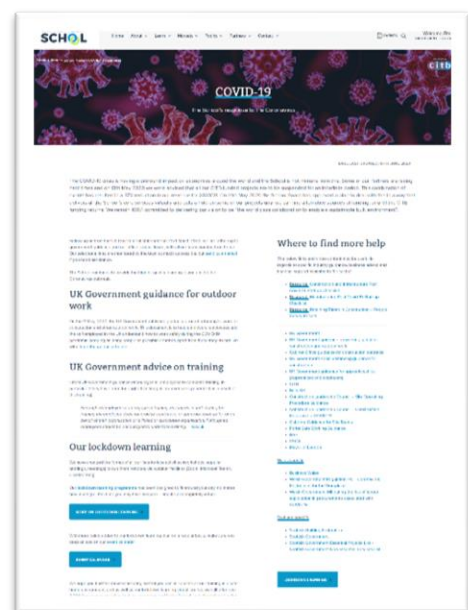
4. PR, Marketing & Communications

The communications that go out from the School very much drive the engagement of the members. This section highlights the current strategy and how the team have made some fundamental changes to adapt to the changing landscape.

New training plan

As mentioned earlier, the recent coronavirus pandemic has meant the School has had to adapt to a new virtual model. The team has quickly adapted to new methods of delivery and worked hard to upskill themselves on new technologies.

A **COVID-19 response** page was created on the site with useful resources and government updates relating to the industry.



The change to virtual training delivery was marketed as the **Lockdown Learning Programme**, encouraging members to undertake training whilst under lockdown measures implemented by the UK government.

As all training will now be delivered virtually for the foreseeable future and with the overall success of the programme so far, the intention is to increase virtual training in the future, encouraging a lower carbon footprint as a business.

External Trade Shows

After some engagement with the organisers, the School was due to exhibit and speak at the **Offsite Expo** in September, including launching its new full suite of materials in the offsite topic. Due to the pandemic situation, this public event has now been cancelled, however the School plans to run a virtual launch day. Industry bodies, associations, and media outlets will be contacted to promote this event.

The School promoted the entering of the **Social Mobility Awards** (May) as part of a partnership with the organisers. The awards will take place in October at this stage.

The School is a finalist in the supply chain excellence of the construction news awards. Winners to be announced very soon. The interview process was cancelled due to COVID so the winner will be selected simply by the written entry.

Media coverage

Media coverage has been quiet on the School front and this is most likely due to the market's focus on reacting to the pandemic crisis.

However, the School released its Plant Charter in June and, alongside Flannery Plant Hire, ran a press release, which has since generated five new signatories and a media podcast in a Plant specific publication (*yet to be released, details in next report*).

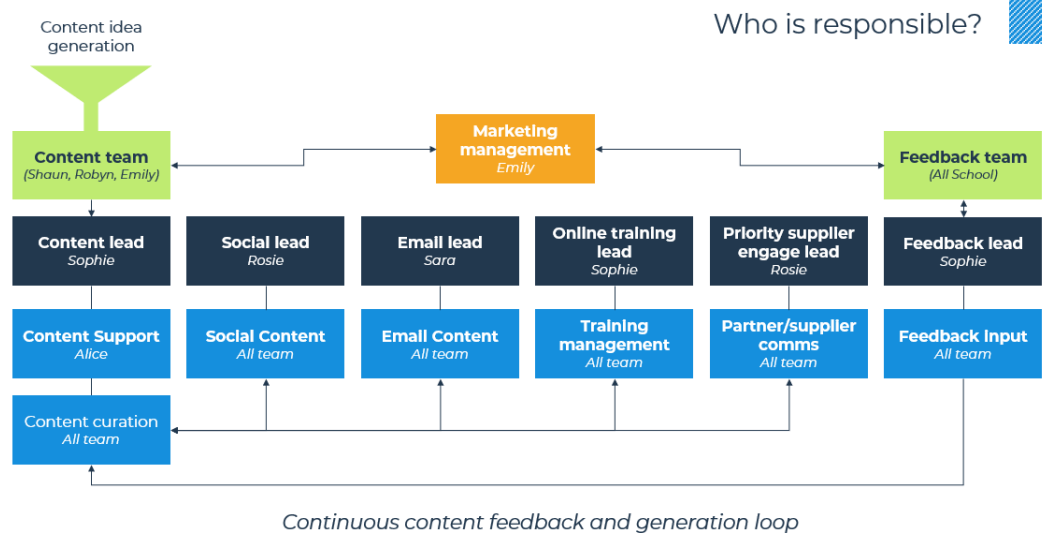
Publication	Title	Date	URL	Notes
UAL website	Sustainability in action	08-May-20	https://www.arts.ac.uk/about-ual/sustainability/sustainability-in-action	AS featured in supply chain mapping section
Construction Enquirer	Supply Chain Sustainability School gold for blu-3	25-Jun-20	https://www.constructionenquirer.com/2020/06/25/supply-chain-sustainability-school-gold-for-blu-3	Member announcing its gold status in press
Supplier Development Programme	Event listing for Sustainable Urban Regeneration in Aberdeen City and Shire: Plans, Opportunities, Challenges	24-Jun-20	https://www.sdpScotland.co.uk/event/sustainable-urban-regeneration-in-aberdeen-city-and-shire-plans-opportunities-challenges-1037/	Event promotion in Scotland
Coventry & Warwickshire Local Enterprise Partnership (CWLEP) Growth Hub	Work with us Wednesdays - Upskill with Supply Chain Sustainability School (WEBINAR)	16-Jun-20	https://www.cwgrowthhub.co.uk/event/work-us-wednesdays-upskill-supply-chain-sustainability-school-webinar	Event promotion through HS2
Powertest compliance services (part of VINCI facilities)	Supply Chain (webpage)	03-Jun-20	https://www.powertest.co.uk/opportunities/supply-chain/	references to being a Partner of the School

Additionally, the School has posted its own press on its news page: <https://www.supplychainschool.co.uk/about/school-news/>

There are plans to run a press piece on the **offsite materials launch day** to encourage a wider net to get involved in offsite.

Team structure

Moving to a more wholistic training plan has allowed the team to re-evaluate the way in which the marketing is run and have made changes across the team as below:



Each team member will be responsible for different areas of marketing delivery. Some items in development include:

1. A new feedback format to increase participation in online feedback
2. A weekly learning plan including ideas from the content team as well as the Partner requested workshops and catalogue training sessions.
3. Recommending related resources to members to support training sessions
4. A cohesive priority supplier communications pack for Partners to make promoting use of the School simpler
5. Increased social media communications to adapt to those working from home and accessing the School communications through personal channels.
6. The creation of the content team to bring new ideas to the training programme in response to the rapidly changing needs of the industry.

Email

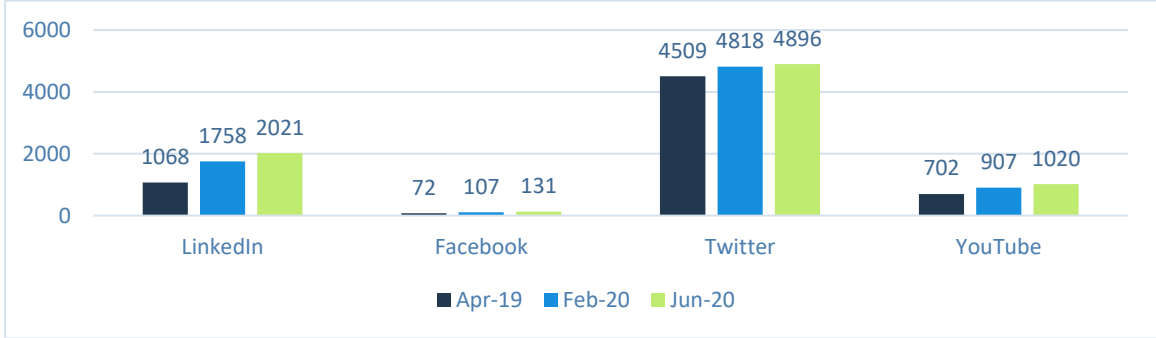
Generally, email campaigns have seen a decrease in engagement at around 10% in open rate, most likely due to the furloughing of staff. However, there were a low number of hard bounces in email (*invalid email to send to*), meaning the number of members we communicate to have stayed roughly the same (22,000 actively subscribed).

A **3 for 5 challenge**, was trialled encouraging members to undertake 3 resources over a 5 day period. This had a limited amount of success and achieved some engagement from members through our social media channels, who had completed the challenge.

The new email plan will include market-specific newsletters including top relevant resources, a 3 for 5 challenge and market news. The results of this campaign have not been assessed yet.

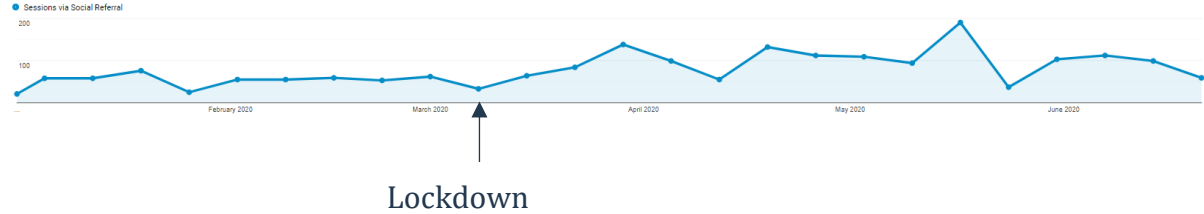
Social

Social media channels have seen a good amount of growth since lockdown began as can be seen from the benchmark chart below:

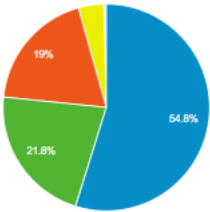


The School does not put any monetary funding into our social presence, meaning all growth is organic from our own promotions or referrals. The team will look to trial small amount campaigns this year and test its effectiveness in gaining new members from external sources.

Referrals to the website from social channels have increased, most of that traffic coming from LinkedIn and now Facebook (people leaning on their personal profiles during lockdown).



- 1. LinkedIn
- 2. Twitter
- 3. Facebook
- 4. Yammer
- 5. YouTube



2. Sector Group Progress

Below outlines what each leadership group has been focusing on since the new financial year has started. COVID-19 has of course had fundamental impacts on the industry which is reflected in the direction the groups are taking.

2.1 Construction

The group is on target to achieve its KPI's around supply chain engagement for Q1. The most popular resources / training events for construction suppliers have been focused around carbon (carbon measurement, carbon reporting), and social value.

The new Partner maturity matrix (which was developed last financial year by the Operations Group) was shared with the Construction group at the June meeting. Attendees agreed that this goes hand in hand with the partner value monetisation piece, and that the two should correlate. Feedback highlighted that this helps to focus the mind on where the opportunities are to engage more and get more value.

The construction group will be participating in a workshop for construction partners in July with a view to understanding how the maturity matrix can help partners to get more value through the school. All sector leads are invited to join to enable them to share learning / feedback with the other market leadership groups.

There is a steady increase in the number of partners who are using the School's e-learning and virtual training programme to develop their own staff's knowledge and competence. Many partners recommended school learning to those furloughed, and 8+ contractors have built the School modules into their own learning management systems.

Carbon, waste, responsible sourcing, wellbeing, FIR and social value continue to be priority areas, with a growing recognition that digital skills and DfMA / MMC are climbing up the priority list at speed.

Two clients have spoken at virtual training events, and contractor partners are tasked with identifying client speakers for future topic focused training webinars. HS2 has recently joined the group, taking the total of client representatives on the group to three – Canary Wharf Group, HS2 and TfL.

The School is running a Low Carbon Procurement workshop for London's Responsible Procurement Network on 8th July. This will engage procurement leads from across

London's boroughs, and introduce them to the concept of low carbon procurement, and how to start to prioritise where to focus efforts in order to achieve their various net zero targets. This has been organised with London Borough of Harrow as part of their Climate Emergency action plan.

2.2 Homes

Due to COVID-19, several partner contacts from this group were furloughed, only recently coming back to work. Nevertheless attendance at the Leadership group meetings in April and June was at 70%. There is a recognition that a green COVID recovery is on the agenda, and a number of homebuilders have recently published / are due to publish ambitious sustainability strategies for the decade, with challenging targets around net zero carbon, waste, social value, biodiversity etc.

The group is on target to achieve its active members target for Q1, with there being a clear appetite to learn during lockdown. Individual assessments and company assessments are below target for the quarter so effort is required to drive these. The first business bytes session took place in March, looking primarily at carbon. Speakers included Grosvenor, Telford Homes, CITB / Home Building Skills Partnership and Vistry. Attendees fed back that the interactive element of the training worked well, and that they wanted more support on carbon – especially around carbon reporting and what is meant by scope 1,2, and 3. Since then follow up lunch n learn training and workshops have been delivered to help upskill the supply chain on carbon.

The School Homes group, supported by HBF and UKGBC plan to push ahead with the arrangements for a carbon business bytes training session in autumn and run this as a virtual event. The group is also keen to run a green recovery round table / fishbowl type event, led by School partners, and possibly a few key suppliers.

During lockdown, many of the Homes partners encouraged furloughed staff completed specific School e-learning modules, with uptake with one partner being up by 150%.

The new Partner maturity matrix (mentioned earlier) was also shared with the Homes group at the June meeting. the attendees agreed that this goes hand in hand with the partner value monetisation piece, and that the two should correlate. However, with the current economic climate and period of uncertainty, partners are unable to commit to

developing action plans against the maturity matrix in this quarter due to other priorities.

The output from the modern slavery workstream has been published – three new practical, simple guidance, including templates that look at: Organisational approach to embedding requirements in their own business; Procurement – what does a good response look like from the supply chain? ; and lastly, site processes – what checks and assessments should be put in place to identify modern slavery, and what should you do if you find it? The guidance will link to and build on existing resources that sit within the School's modern slavery resource library.

80% of Homes partners are active in the Climate Action Group, and a presentation by James Cadman, School lead for this group was well received at the last leadership group meeting.

One of the homes partners has been trialling the learning pathways due to launch very soon on the School platform. A number of partners are considering using the learning pathways to upskill high impact carbon and waste suppliers.

The Homes group have been actively involved in steering the work of the School's waste category group and will be collaborating (with Zero Waste Scotland, through the School Waste group) in a trial of Valpak's Insight platform later this year. Due to funding cuts, this piece of work is now being part funded by partners themselves rather than the School. Taylor Wimpey and Bellway are funding this, and one more partner is required to support financially in order to make this possible. . This will provide an insight into the Homes packaging waste streams, and help partners understand how much, and what type of packaging is coming from different suppliers. Once there is an understanding of the different packaging waste streams, homebuilders will be able to better manage/ segregate on site, and ultimately be in a more informed position to explore opportunities to reduce and ideally design out waste.

Presentations from partner organisations at Leadership group meetings about their engagement with the School, from a supply chain perspective, internal use, or both, have worked well. These have focused on challenges, lessons learned and benefits , and have helped inspire Partners on how they could better engage and get more value from partnership. The Homes group is keen to hear how other partners from infrastructure and construction and engaging with the School.

2.3 Infrastructure

The first quarter of this financial year has provided significant challenges for all aspects and sectors from the school. However Infrastructure has had the additional challenge of embedding new working practices in a significantly short space of time while still operating to a full or sometimes significantly increased time frame. This has resulted in the sector looking at a more generic range of learning being made available. In discussion with the leadership group in June the decision has now been made to focus learning on challenges the industry will be tackling in order to get back to the new normal.

2.4 FM

The FM Group met focusing attention on the constraints and challenges created by the lockdown. A group “show and tell” session addressed the challenges our FM Partners, their clients and supply chains are facing and how they have responded. It is evident that FM has been laying a central role in the lockdown response, for instance securing furloughed sites, setting up critical businesses and other non – furloughed sites for safe working. Issues we covered included wellbeing, practicalities of site set up, and also thoughts on what training the School should be providing in the circumstances. The information has been collated in a collective “Mural” document which will be kept open and updated over the coming months. It will be important to keep the learning and training needs issue under close review.

A notable challenge faced by the School and currently affecting planning is that a significant proportion of the School’s FM Group representatives and other key contacts have been furloughed. This generates some additional risk to be managed in terms of maintaining continuity, delivering on the School’s FM business plan and thus delivering on the expectations and requirements of our FM Partners.

2.5 Offsite

A busy quarter for Offsite team with the delivery of online workshops running alongside the development of new materials and the updating of older offsite and management e-learning modules. Our progress in each of these two areas is set out below.

1. Training delivery

- a. 157 the learners have attended the 4 Lunch and Learn sessions and 5 Virtual workshops that have been delivered over the last 3 months. This is 36% above the target of 115. Quality ratings have remained a high level despite the move to online.
- b. We have trained 10 Offsite trainers to be able to deliver more engaging training online via 3 workshops over a 3 week period.
- c. 581 downloads of our e-learning modules against a target of 600 for the year.
- d. The increase in individual assessments has been significant this year, and whilst we have had a decrease in the numbers of company assessments this is due to the change in the School Platform that prioritise individual training needs assessments over company level.
- e. It has been good to see Partners like Build Space developing specific learning paths for their employees and applicants

2. Training development

The group are completing a major development of new learning to add to and update the School's resource library. This includes 21 e-learning modules and 6 short duration courses:

- a. **Job function based training:**
 - i. Aimed at Designers, Project Managers, Cost Consultants, Procurement, Logistics Managers and Site Managers
 - ii. 8 x e-learning modules: Offsite fundamentals: Systems, Offsite fundamentals: Sectors
 - iii. 6 x Short-duration CPD accredited training courses
- b. **Project lifecycle training:**
 - i. These 6 modules have all been updated in both content and brand
 - ii. DfMA, Design for Manufacturers: Product & Process, Offsite Manufacturing, Logistics, Onsite Assembly, Best in Class Maintenance
- c. **Management training:**
 - i. One new module has been complete "Get it Right" developed jointly with the Get it Right Initiative
 - ii. 7 modules have all been updated in both content and brand covering;

- iii. Leadership, Change Management, Collaboration, Quality Management, Project Management, Supply Chain Management, Marketing (to be published in late July)

More details can be found [here](#).

2.6 Wales

The Wales Leadership Group held its first post COVID -19 meeting on the 4th of June.

A number of the group's members have been furloughed but there was a critical mass of partners to make the meeting worthwhile and instructive. In particular, there was a focus on each Partner discussing their various experiences of post COVID-19 activity. How each company has reacted, what lessons they have learned and how they see the future.

The Lockdown Learning Programme has been met by partners with enthusiasm, however, It was also agreed by the group that a more Wales focused programme of activity should be developed for quarter 3 & 4 and this work is currently being undertaken.

The Future Generations Commissioner has recently published a review of how the public sector in Wales has engaged with the Well Being of Future Act and it outlined that there is much more to do to fully embed the Act into the public sector's delivery with a particular emphasis on construction and procurement. The School will be looking to run an event focused on this and illustrating how the Act is being met by both the main framework in Wales and the Tier 1's that deliver the projects.

The FIR programme is popular in Wales and the most recent partner recruit to the Wales group, Siemens, is set to begin the process of embedding this programme through its staff and supply chain.

2.7 Scotland

Two major new Partners based in Scotland have recently joined the School; SGN and SP Energy Networks.

At the most recent Leadership Group Meeting in Scotland, School Partners were updated on current membership and activity levels in Scotland (that is those who have a Scottish postcode):

- 314 active corporate members
- 736 individual members
- 63 Partner “priority supplier” active members

Scotland targets for end of financial year are for 500 active corporate members, of which 200 would be priority suppliers to major contractor Partners in Scotland (Kier, Balfour Beatty, Morgan Sindall, ISG, BAM and Robertson)

There are now two priority issues for Scotland within the streamlined 2020/2021 business plan: Waste and Carbon. This is a change to previous years, with the Leadership Group agreeing to focus resources and effort on these two issues in order to maximise impact and drive change across Scottish supply chains.

A recent survey of members and analysis of online training being accessed by members in Scotland has highlighted that popular learning topics include Lean Construction, Wellbeing, FIR, Sustainable Procurement, 5S, Sustainability Strategy, as well as the core issues of Waste and Carbon. Therefore, UK-wide learning opportunities and resources for these issues would be actively promoted in Scotland, to respond directly to market preference.

A specific event on low-carbon infrastructure projects in Scotland was delivered on 30 April, in partnership with Zero Waste Scotland CECA Scotland. Speakers included Levensat (discussing environmental benefits of IBAA – Incinerator Bottom Ash Aggregate) and Scottish Water. This webcast was attended by 114 delegates, 90 of whom were based in Scotland. This added to the UK-wide training being made available on carbon (eg Carbon Reporting on 12 May) and waste (eg. Plastic Packaging on 21 May) which is now fully accessible to any company based in Scotland, thanks to online delivery.

Scottish Partner Zero Waste Scotland is a key contributor to the current Plastic Packaging/Waste Pilot Project being developed and run by the School.

The next dedicated events in Scotland will be: examining Urban Regeneration in Aberdeenshire and City – scheduled for 7 July and including input from Balfour Beatty, Aberdeen and Aberdeenshire Councils; and a COVID-19 market-specific webinar on Covid-19 best practice as phased operations continue to resume in Scotland, to take place in late August (date tbc at time of writing)

At the recent Leadership Group Meeting on 28 May, contractor Partners were trained on how to work with relevant suppliers on embodied/supply chain carbon measurement and reporting, using the free tool available from the School.

2.8 FIR

FIR is becoming a hot topic with Partners booking workshops to be delivered within their organisation. Siemens and Graham Construction have booked “Business case for FIR” in July which is an introduction to Fairness, Inclusion and Respect. We have also received an enquiry from MACE to deliver a programme of FIR workshops.

The FIR programme continues to have a focus on SME recruit and has seen a spike with SME attendance with the online programme available.

FIRs key priorities 2020/21 is to:

- Increase SME engagement
- Increase engagement of FIR Ambassadors
- Sustainability of the FIR Programme – Essential
- Delivery of Construction Skills Hubs contract extension – due to CITB funding cuts this will now just be development of eLearning modules
- Measuring the real impact of FIR – a robust process is in place

The decision has been made to make all FIR activities available virtually due to COVID. This is also supported with savings that can be made with not delivering face to face.

Activity	Units - FY 2020/1	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
Introduction to FIR workshops	18	4	4	5	5
Becoming a FIR Ambassador workshops	4	1	1	1	1
FIR specialists' courses & masterclasses	10	2	3	2	3
FIR Ambassador webinars	16	4	4	4	4
Updating e-learning	2				2
Conference and awards	1			1	

The FIR programme completed its Annual Impact report that was presented to the Steering group in June. Key results showed:

- Just under **7% of respondents disclosed a disability** in the survey which is far higher than comparable industry statistics (Latest figure is 0.1% of construction employees state they are disabled (Glenigan))
- The majority (**57% of respondents were aged between 35 – 56 years old** which is representative of the industry average. However, only 5% of respondents were 16-25. Latest figure is 11% of workforce across the industry is under 24 (Glenigan). Therefore, we note that young people (who will probably be in junior positions within their organisations) are under-represented.
- Almost half (**47% of respondents were female**, which is a far higher proportion than seen across the construction sector as a whole (12% of total UK construction workforce is female (Glenigan)). However, only a minority of female respondents worked at Senior Management or Director levels.
- **56% of responding organisations were “contractors”**, which is consistent with many respondents reporting they worked either in (or on) infrastructure projects / programmes.
- **10% of respondents were from a BAME** background
- 61% of respondents had participated in the FIR programme during the last year.

2.9 Digital

“**Downloading a Digital mindset**” has a revised plan to complete the following after cuts were made due to CITB stopping funds. The programme will continue with the development work on the Digital Maturity Matrix and the Digital training needs assessment then into e-learning modules.

Revised timeline:

Outputs	Q3 May 20 - July 20	Q4 Aug 20 -Oct 20	Q5 Nov 20 - Jan 21
e-learning modules x 5 (Virtual Learning)			
Online learning library			
Tideway and Skanska supply chains - UCL			
Digital Maturity Matrix & Training needs assessment			
Project management and monitoring <i>Annual reports</i>			

UCL (University College London) have completed their interviews and research of Skanska and the Tideway alliance and through Skanska’s strategic supply chain to develop a teaching case study on both organisations. We are at the final stage of sign off to use this piece of work to develop the teaching events due to take place in September 2020. These events will now be virtual over three days, six half day sessions for participants from Thames Tideway Alliance and Skanska Supply Chain.

The Digital Maturity Matrix – *Corporate* and the Digital training needs assessment – *Individual* has now reached its final stage of content development. It is now with industry to sign off. Once sign off has been received we will add this to a test site to gain feedback before making this live. The Matrix exercise will also form the topics for the eLearning modules and the resource library.

Industry are still needed to support the above to achieve the outcomes and change towards the implementation of digital to the Construction sector.

2.10 Procurement

After being put on hold due to CITB funding cuts the programme is now gaining momentum to deliver a revised version of “**Performance through Procurement**” project. This now means there are a few changes to the delivery plan with a focus to complete the eLearning modules, a Training Needs Assessment, Performance Tool, a Resource library, and web pages ready for industry.

The revised timeline:

Outputs	Q1 Nov 19 - Jan 20	Q2 Feb 20 - Apr 20	Q3 May 20 - July 20	Q4 Aug 20 - Oct 20	Q5 Nov 20 - Jan 21
e-learning modules x 8					
Online learning library					
Supplier performance dashboard					
Training needs assessment - <i>Individual</i>					
Project management and monitoring <i>Annual reports</i>					

The above shows the aim is to complete all outputs by the end of October 2020 with Quarter 5 as contingency should extra time be needed to sign off material and made live.

Over June and July, all our steering and peer review groups will be revisited to discuss scoping documents and take onboard feedback to develop the content and scripts for each eLearning module:

Group	Subject
Group 1	Procurement for SME's
Group 2	Cost & Value Based Procurement – Subcontracts
Group 3	Cost & Value Based Procurement – Materials & Plant
Group 4	Managing Performance Through Procurement
Group 5	Supplier Relationship Management
Group 6	Kings College – Collaborative Procurement
Group 7	Procurement Competency
Group 8	Performance metrics

Kings college have also agreed to continue to work with the School outside of the CITB contract and they too are in the process of developing their content for their three modules for Collaborative Procurement within the timeframe given above.

The aim is for September to have final sign off of the material developed.

3. New Knowledge Development

3.1 Plant Category Group

The Group has been working on how our sector can collaborate to reduce both air quality emissions that lead to local health impacts and the global effects of carbon emissions from the plant and equipment we all use. We have developed a Commitment Charter to encapsulate and communicate our approach to this: Our Aim is that the Supply Chain School will lead the way for the UK's Built Environment to drastically reduce onsite emissions to air that are harmful to human health and the planet such that they will reach net zero by 2040 and contribute to UN Sustainable Development Goals 3, 11 and 13. We have agreed to promote the Charter with the objective of getting organisations up and down the value chain to coordinate efforts on reducing these emissions for everyone's benefit. We are now calling on Partners to sign up to the

Charter – analogous to the People Matter Charter – to publicly state their commitment. Interested? Get in touch with james@actionsustainability.com

3.2 Labour Category Group

Due to challenges with funding, the labour group has re-evaluated its business plan for 2020/21 and prioritised the creation of the automated road map. The priority for this financial year is to achieve the 100 signatories (currently at 58) and be ready to launch the roadmap and introduce the roadmap as mandatory as part of the signatory process.

On June 15th key stakeholders met to discuss the process for automation and divide the workload up between key partners.

A marketing and engagement plan is currently in development to help keep the Charter in focus and encourage signatories.

3.3 Waste Category Group

The ongoing programme of resource refreshment and development has to date included; two new films covering “Waste - an introduction” and “the Waste Hierarchy”, refreshed ‘Introduction to Waste’ e-learning module, and 15 new resources including many case studies provided via Group members.

Due to suspension of CITB funding the Materials Exchange Platforms (MEPs) Interactive mapping project was paused until a cost-effective solution and funds could be identified. This project to develop a School landing page and interactive map showing the locations and contact details for MEPs is now however progressing, with a revised target date of 15th August to go “live”.

The Plastic Packaging Waste Baseline Survey of School/UKGBC and Zero Waste Scotland’s Partners’ practices has proceeded despite the current restrictions. This will significantly help in establishing a baseline for plastics packaging materials use and waste, providing the School and its stakeholders with vital information to inform future activities and prepare for the Plastic Packaging Tax. Over 30 Partner responses have been received despite the lockdown and the survey has also now been extended to School Members. Interim results indicate appetite to collaborate

more effectively between suppliers and clients, and a need to improve knowledge and understanding of legislation, policy and recommended practice. Following delivery of a popular online session addressing the Tax and its implications, the School has also secured the involvement of HMRC (who are designing and will be collecting the Tax) in an “Ask the Expert” event programmed for 29th July.

Plans also remain in place working closely with Zero Waste Scotland to conduct a more detailed Review of practice and performance around packaging within the supply chains of Housebuilders in Scotland. However due to the CITB announcement Partner co-funding will be required for this to go ahead. Thanks are due to Bellway and Taylor Wimpey who have agreed to support this project, co funding with Zero Waste Scotland and providing us with the opportunity to secure vital insight to inform future activities. At the time of writing the support of one further Partner is being sought to allow this strategically important project to proceed.

3.4 Special Interest Groups:

Carbon

The group are now running the pilot phase, where contractors and suppliers are inputting their consumption data into the online Tool, that calculates it into carbon emissions. There have been several webinars for Partners, contractors and suppliers to understand what they need to do and the data they need to provide. These are available to anyone to listen to. It is still possible for contractors and suppliers to join in the pilot phase and get access to the (free) Tool to capture data and measure their carbon emissions. This benefits you as the supplier, identifying the scale of your emissions and where the hotspots lie. It also helps your clients as it gives them a sense of the scale of their supply chain (scope 3) carbon emissions, particularly if they're reporting to Science Based Targets. If you are interested get in touch with james@actionsustainability.com

Wellbeing

The output of the Wellbeing SIG will be a collaborative guidance document that sets out the challenge, opportunities and examples of the types of practical action that can be

taken to address wellbeing. The report is currently being drafted allowing for some delays in collecting case studies and feedback from participants due to COVID-19. It will be circulated for SIG participant comment in August and once final will go to the design agency. We will communicate plans to publish the report when the landscape settles and it is appropriate to launch it.

4. New Partners

The School welcomes new Partners this quarter: Efficiency North, Scottish Power Energy Networks, Cadent Gas, McCarthy & Stone, Thomas Plant Hire, Enva and M'O'Brien.

End.