

2021 - 2022

**Supply Chain Sustainability
School Business Plan**

INCOME 2021/22

Funding stream	Current FY	2021/22 FY
CITB - Core	352,436	-
CITB FIR	94,427	149,000
Client FIR	38,791	75,000
CITB Procurement	119,615	352,728
CITB Digital Skills	65,309	113,440
Current Partners (assumes 90% repeat and 5% rise)	1,019,292	1,084,110
New Partners (recruited during the year)		95,000
Project sponsors (RDP, EKFB = £50k = additional £50k)	25,000	100,000
Australia and French licence	13,672	20,000
Total	1,728,542	£1,989,278

Category of spend	Detail	Amount	Number	Total
People costs	Direct employees	£675,935	13.5	
	Projects Studio - Scotland and Highways	£48,000	1	
	FM Sector group	£19,800	0.3	
	Welsh sector group	£18,000	0.3	£761,735
Online platform	Original development cost	£60,000	1	
	Maintenance: Titus	£21,900	1	
	Ongoing development: Titus	£40,000	1	
	CMS: Strategic	£6,000	1	
	Web platform Manager	£27,500	1	
	Online hosting	£1,271	1	£156,671
Training delivery	Workshops x 90	£44,250	90	
	Business Bytes x 20	£12,000	20	
	Lunch n Learns x 120	£18,400	120	£74,650
Ring fenced delivery	FIR direct costs (includes £10k contingency)	£108,500	1	
	Procurement direct costs (includes £12k contingency)	£98,500	1	
	Digital direct costs (includes £6k contingency)	£52,750	1	
	RDP Sustainability Tool costs	£22,000	1	£281,750
Category groups	Plant Category Group	£30,000	1	
	Waste Category Group	£30,000	1	
	Labour Category Group	£30,000	1	
	Climate Action Group	£30,000	1	
	Category Group (new)	£20,000	1	£140,000
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1	
	Library Review & E-learning refresh x 25	£36,250	1	
	E-learning contractor (internal)	£27,500	1	
	E-learning contractor (external)	£39,000	13	
	Filming (update video clips & e-learning)	£10,000	1	
	CPD accreditation	£6,795	1	£124,545
Marketing	Marketing, Comms & PR	£24,500	1	
	Marketing automation	£20,000	1	£44,500
Overheads	Office & general Overheads	£148,000	1	
	CIC (2.5% of turnover)	£44,000	1	
	Travel & Courier	£15,000	1	
	Recruitment costs	£2,500	1	£209,500
Contingency	Contingency	£40,000	1	£40,000
		Total Costs		£1,833,351

COSTS 2021/22

Income: £1,989,278
Costs: £1,833,351
Margin: 7.8% £155,927

RESTRICTED FUNDING FOR 2021/22

RDP + EKFB
Project
£50K

Must deliver
11 x workshops (from Partner allowance)
4 x Business Bytes
8 x training webinars
School dashboards
Learning pathway

CITB Digital
Leadership
Skills
£113K

Must deliver
3 x Business Bytes
12 x workshops
12 x webinars
Training Needs Assessment 250 users
Digital Maturity Assessment 250 users
Online platform and assessment tools

Clients & CITB
FIR
£224K

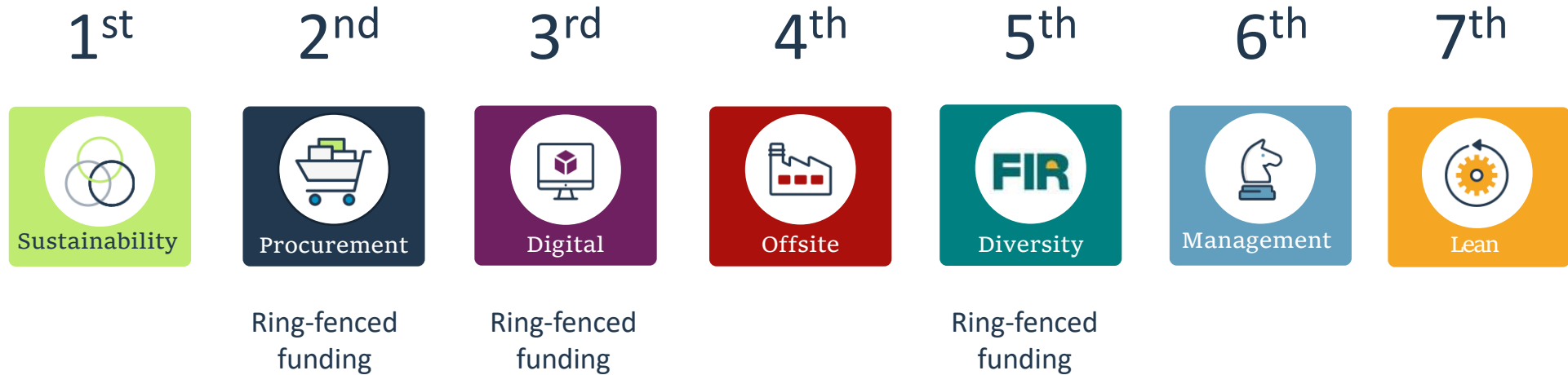
Must deliver
20 x Introduction to FIR workshops
10 x Becoming a FIR Ambassador workshops
4 x Ambassador network sessions
10 x Specialist courses & masterclasses
22 x FIR webinars (lunch n Learns)
4,000 visits to FIR Toolkit site
4 x case studies
Diversity monitoring tool
FIR Maturity assessment
Annual evaluation

CITB
Procurement
£353K

Must deliver
5 x supply chain improvement projects (96 days of consultancy support)
2 x Business Bytes
47 x workshops
10 x webinars
Training Needs Assessment 250 users
Online performance tool
Online platform and assessment tools

HIGH LEVEL PRIORITIES

Average scores from sector group feedback



SUSTAINABILITY PRIORITIES

1 = ENERGY & CARBON

2 = WASTE & RESOURCE EFFICIENCY

3 = SUSTAINABLE PROCUREMENT

4 = WELLBEING

5 = SOCIAL VALUE (TRAINING & SKILLS & COMMUNITY)

6 = SUSTAINABILITY STRATEGY

7 = BIO-DIVERSITY



KEY PERFORMANCE INDICATORS 2021/22

Deliverables Target	Q1	Q2	Q3	Q4	Total
Active companies	810	810	810	805	3,235
Active individuals	3,150	3,150	3,150	3,150	12,600
Learners @ training (inc RDP, FIR, Digital, Procurement)	3,720	3,720	3,720	3,720	14,880
Business Bytes \ Conference (to launch new learning materials) Av 100 attendees (inc RDP, FIR, Digital, Procurement)	6	7	6	6	29
Training workshops Average of 15 learners (inc RDP, FIR, Digital, Procurement)	47	48	47	47	189
Lunch & Learns Average of 50 learners (inc RDP, FIR, Digital, Procurement)	41	41	41	41	164
Assessments (corporate / individual)	150/750	150/750	150/750	150/750	600/3,000
Re-assessments (corporate/ individual)	175/250	175/250	175/250	175/250	700/1,000
Bronze, Silver & Gold members	600				

SECTOR/ PROGRAMME SPECIFIC KPI's 2021/22

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	Scotland	FIR	Digital	Procurement	Entire School
Active companies*	2,860	550	1,000	1,500	750	400	450	--	--	--	3,235
Business Bytes*	4	4 (inc Conference)	4	2	4	3	8	4 (Ambassador Network)	3	2	29
Training Workshops	8	12	12	12	14	4	4	40	12	47	189
Lunch & Learns*	4	4	8	8	8	2	0	22	12	10	164
Learners @ training**	920	550	1,380	1,200	1,000	400	400	2,300	1,140	1,640	14,880
Learning Pathways	1	-	1	-	--	--	-	-	-	-	2
FIR Ambassadors	-	-	-	-	--	--	-	600	-	-	600
E-learning downloads	-	-	-	-	2,000	--	-	-	-	-	8,000
Assessments*	-	150	-	1,500/200	340	60	120/240	-	500	250	600/3,000
Re-assessments*	-	80	-	900/550	120	60	120/240	-	-	-	700/1,000
Bronze/Silver/Gold	600	250	300	-	-	--	150	-	-	-	600

*These 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.

** These figures represent sector or programme specific learners at training as indicated in the detailed business plans. Total cross School training activity will amount to higher overall numbers.

Construction sector: Priorities 2021-2022

1. Drive & capture impact in the supply chain

- Develop and embed common learning pathways for high risk / high impact suppliers.
- Capture impact in the supply chain via case studies, assessments, impact survey.
- Maintain an up to date, high quality resource library and web platform. Key topic areas: social value, materials, carbon and climate change, waste & resource efficiency

2. Collaborate through 'performance through procurement' to improve procurement approaches across the construction supply chain

3. Collaborate to cut carbon

- Partners to harness their combined influence on the supply chain ,and work with the School via the Carbon Action Group to drive carbon reduction through the supply chain.

4. Engage more clients and designers

- Update the RIBA Plan of Work 2013 Design for Manufacture and Assembly.
- Develop learning pathways for designers.

5. Maximise Partner value and engagement with the School

- Engage key stakeholders from across Partner organisations (including commercial, procurement, L&D) and use the School's resources to achieve improved uptake with partners' own operational workforce.
- Value of partnership will be monetised.
- Construction Partners engage in wider School workstreams including waste, plant / air quality, labour (People Matter Charter)

Homes market: Priorities 2021-2022

1. Drive engagement & training with priority suppliers & sub-contractors

- Key priorities: supply chain implications of Future Homes Standard and zero carbon homes, circular economy, procurement
- Develop and embed tailored learning pathways for groundworkers
- Capture impact in the supply chain (via case studies, assessments, impact survey), and maintain up to date resource library

2. Collaborate to cut carbon

- Partners to harness their combined influence on the supply chain and work with the School via the Carbon Action Group, to drive carbon reduction through the supply chain. Ensure this is framed as an opportunity to create operational value.
- SCSS representation on HBF Future Homes Task Force as skills partner

3. Maximise Partner value and engagement with the School

- Engage key stakeholders / decision makers from across Partner organisations, including commercial, procurement, L&D, supply chain, and use the School's resources to achieve improved uptake with partners' own operational workforce. Partners to share challenges and successes.
- Value of partnership will be monetised
- Homes Partners engaged in wider School workstreams including waste, plant, labour (People Matter Charter)

4. Collaborate through 'Performance through procurement' to improve procurement approaches across the housing supply chain

5. Collaborate with manufacturers and waste management companies to improve packaging options (reductions in single use plastics and improved recyclability)

- Build on current plastic packaging waste pilot. Scope / budget TBD. Led by the waste and resource efficiency group

FM sector: Priorities 2021-2022

1. Engage the supply chain

- Continue with the successful focus on virtual training and support, supplementing this when possible with face to face content delivery
- Use digital marketing campaigns

2. Maximise Partner value and engagement with the School:

- School and Partners to make the best possible use of the content within the recently launched Partner Pack
- Develop strategies to engage more internal team members including procurement, commercial, design, project management etc.

3. Develop and enhance the profile of the School within the FM community:

- Partners to lead and steer the work undertaken by the School in developing its profile as a “go to” resource for FM service providers, clients and supply chain

4. Develop collaborative activities

- Work with RICS, UKGBC, World GBC, IWFM, the Sustainable FM Index and other policy stakeholders
- Find ways to collaborate and integrate activity with other groups within the School including waste and Resource Use, Carbon, People Matter, Procurement and all the School’s other Market Groups, raising the profile of FM.

Infrastructure sector: Priorities 2021-2022

1. Engage clients

- Engage clients through keynote presentations at leadership groups
- Work with clients on learning pathways, partner dashboards etc.
- Develop client led initiatives such as Supply Chain Mapping with Highways England

2. Maximise Partner value and engagement with the School:

- Partners to agree targets and action plans on the revised Partner maturity matrix, and be transparent about progress against these. Value of partnership will be monetised. Partner comms to be condensed, with increased use of webinars / podcast
- Deliver value through group sessions by providing content that partners can take away and use

3. Develop and enhance the profile of the School

- Partners to lead and steer the work undertaken by the School in developing its profile as a “go to” resource for infrastructure contractors, clients and supply chain.

4. Develop collaborative activities

- Work with CECA, Construction Leadership Council, Centres of Excellence, Construction Innovation Hub, CIPS, RICS etc.
- Develop collaborative responses to government programmes and directives such as PPN 06/20, Procuring for value, project 13 etc

Scotland: Priorities 2021-2022

1. Build carbon literacy and measure impact on carbon reduction

- Build skills in supply chain – including: climate change; net zero; offsetting; carbon measurement & reporting, carbon in procurement
- Increase use of carbon reporting tool by contractors and Scottish supply chains. Target 50 organisations using Tool by March 22
- Measure and report on overall carbon reduction impact across Scottish supply chains, attributable to our training and use of Tool

2. Standardise engagement and activation of priority suppliers

- Continued collaboration and joint communication of School benefits to the shared pool of priority suppliers in Scotland
- Continued growth in number of Active Members who are Priority Suppliers. Target 200 companies (March 2021 baseline = 134)

3. Increase access and use of online learning

- Grow numbers of suppliers in Scotland who are completing E-Learning Modules and Learning Pathways
- Increase assessments and re-assessments to promote strategic use of the School's platform

4. Increase membership across Scotland

- Continue growth of active member numbers in Scotland – target 450 companies (March 2021 baseline = 286)
- Case Studies of Gold Members to promote benefits of the School

5. Develop new learning content and pathways for Scottish Market

- Curate new Learning Pathways for Scotland - and (subject to budget) revise existing and/or create new E-Learning Modules for the Scottish market in line with priorities (e.g. Circular Economy)

Wales market: Priorities 2021-2022

1. Engage the supply chain

- Offsite, Carbon, Social Value (measuring and monetising) Retro-fit and Timber with a background focus on supply chain resilience will be the key focus of the Wales School's supply chain engagement over this period. This will be achieved through Partner-only meetings/workshops and a wider programme of training activities for the supply chain.

2. Maximise Partner value and engagement with the School:

- Partners have requested that more focused partner-only sessions are ran with the key figures from the Welsh Government and other such bodies. Alongside this we will enhance the Leadership Group meetings with at least one speaker per session.

3. Develop and enhance the profile of the School within Wales:

- The School will build upon the current years' engagement with Welsh Government and the Wales Construction Forum to further cement its reputation as the go to group for sustainability training in Wales.

4. Develop collaborative activities

- Develop stronger relationships with the three key construction frameworks in Wales. Work with Welsh Government to enable Partners to feed into legislation development such as the up coming Social Partnership Bill.

Offsite: Priorities 2021-2022

1. Engage the supply chain

- Work with the other leadership groups to drive interest in offsite in the homes, construction, infrastructure sectors and the Scottish and Welsh markets.
- Use digital marketing campaigns
- Run business bytes sessions and lunch n learn sessions to engage and inspire the industry to do build their skills
- Collaborate with the two leading Offsite shows in May and September – COVID allowing

2. Educate the supply chain

We spent 2020 developing and trialling 6 new courses and 8 e-learning modules, we need maximise the use of these and get a return on the investment from CITB b showing how industry is benefiting from them.

- We made a funding commitment to run at least 14.
- Package the e-learning resources into Learning Pathways and make these available to Partners to use internally and with supply chains

3. Capture impact in the supply chain

Ensure the annual impact survey captures the extent to which members are benefiting from offsite

4. Develop collaborative activities

- Four key organisations we will collaborate with: Smart Construction Network, RIBA, Build Offsite, Construction Innovation Hub
- Continue to use the function specific workshops to develop links to RICS, CIBSE, BESA bodies