

Welcome

70 Partners working together to inspire a more sustainable supply chain



AGM – agenda

Agenda – Friday 16th March, 1pm – 4pm
Grosvenor Offices, 5th Floor, 70 Grosvenor Street

1. Introduction – *Shaun McCarthy*
2. Approve the continued appointment of S. McCarthy as Chair for 2018/19 – *Nitesh Magdani*
3. Receive report of performance and accounts - 2017/18 – *Hilary Hurrey*
4. Impact survey results – *Dale Turner*
5. Approve Business Plan for 2018/19 – *Ian Heptonstall*
6. Risk Register – *Shamir Ghumra*
7. Facilitated discussions on Special Interest Groups subjects:
 - a) Plant Category group – *Graham Edgell*
 - b) Labour Category group – *Helen Carter*
 - c) Lean Construction School – *Ross Primmer*
 - d) Horizon Group – *Cathy Berry*
 - e) Performance Measurement – *Alex Giles*
 - f) Offsite (including DfMA & BIM) – *Ian Heptonstall*
 - g) Fairness, Inclusion & Respect – *Tolu Oke*
8. Any other business

2. Re-appointment of Chair

Nitesh Magdani

Re-appointment of Chair

The Partners are asked to approve the re-appointment of Shaun McCarthy OBE as Chair of the School for the next 12 months

Vote:

1 = Yes

2 = No

3 = Abstain

Please note only 1 vote per Partner

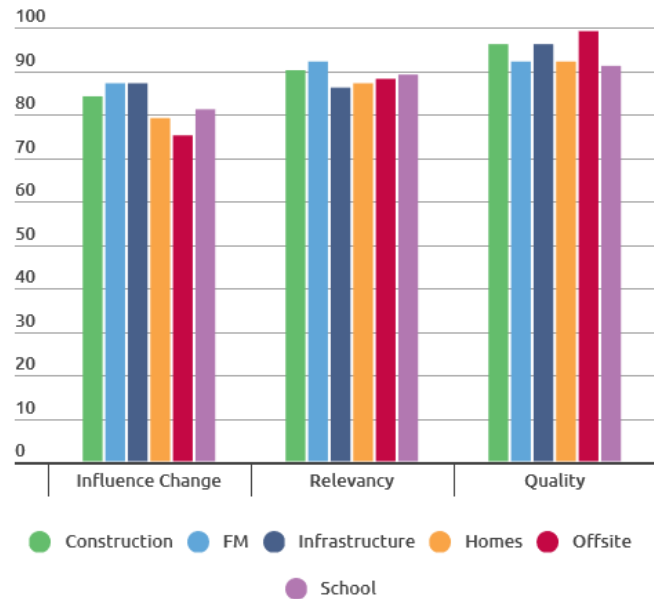
3. Receive report of performance and accounts

Hilary Hurrey (hilary@supplychainschool.co.uk)

Key Performance Indicators

Quality of learning

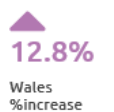
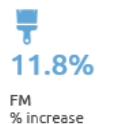
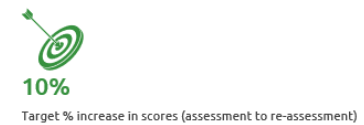
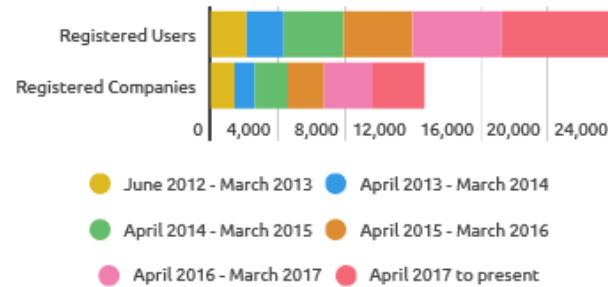
Engagement



	Construction	FM	Homes	Infra	Offsite	Wales
Priority Suppliers	6,166	4,659	2,594	1,891	811	1,270
Lists provided	22	9	10	10	5	10
% Partners providing lists	71%	53%	63%	50%	36%	100%

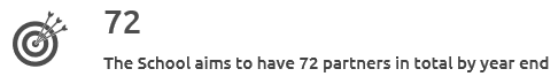
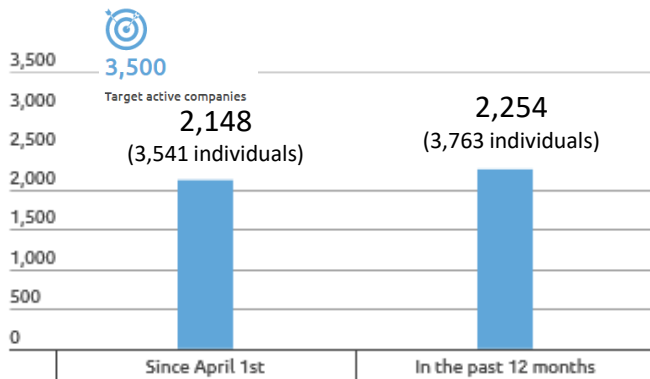
Registered Users

Impact



Active Unique Organisations

Partners and Partner Targets



2016/17 Deliverables

(Bracketed figures indicate that could be also in other groups)

	Const	FM	Homes	Infra (& Materials)	Offsite	Wales	Mgt	Entire School
Active companies	1,847/(2,000)	330/(500)	620/(750)	419/(750)	422/(350)	335/(500)	625	2,148/3,500
Supplier days	4/4	4/4	n/a	4/4	4/4	4/4	--	17/17
Sub-contractor events	n/a	n/a	8/8	n/a	n/a	n/a	--	8/8
No. attending supplier/sub-con days	476/400	262/400	561/400	467/400	263/400	312/(400)	--	2,041/2,000
Workshops	12/10	11/10	10/10	12/10	13/10	(9/8)	--	59/57
E-learning downloads	--	--	--	--	--	3,432/300	--	3,831/1,500
E-learning (new)	n/a	1/1	n/a	1/1	1/1	1/1	--	5/5
Assessments	880/(600)	231/(250)	480/(250)	298/(375)	52/(250)	514/(200)	455	1,246/1,500
Re-assessments	418/(300)	87/(100)	242/(100)	137/(100)	4(125)	208/(100)	129	457/500
Bronze/Silver/ Gold	295/(100)	52/(40)	155/(100)	91/(60)	n/a	n/a	n/a	393/300

Highlights

- **2017/18 focus on getting members to do more:**
 - ✓ Significant increase in active members across sectors:
 - FM (63%); Infrastructure (118%); Homes (33%)
 - ✓ More assessments are being taken: 7% increase to date (significant across sectors)
 - ✓ Over 14,000 hours of face to face training have been delivered this year through our supplier training days and training courses
 - ✓ 44% increase in Bronze, Silver & Gold members
 - ✓ *However there is a recognition that members need to be constantly reminded to learn!*

- **Impact**
 - ✓ Survey went in December & January: a benchmark has now been set!
 - ✓ 41% increase in knowledge from the average first assessment score and most recent reassessment score since 2012

- **Moving towards a self-funding School:**
 - ✓ New Partners – 70 partners to date (57 at the end of last fy); only 3 choosing not to renew
 - ✓ Another successful year of the strategic relationship with CITB; everything delivered to budget and on time

Highlights

- **Successful growth of the Welsh School**
 - ✓ Over 350 active member organisations
 - ✓ Active leadership group driving forward the School agenda in Wales
 - ✓ Successful programme of activity delivered across the year

- **Regional development**
 - ✓ A Strategic Group for Scotland has been developed, including Partners from *Robertson, Kier, Balfour Beatty, VGC, Morgan Sindall, BAM, ISG, BRE, Marshalls*
 - ✓ Successful events run in Scotland; more in the pipeline to grow and engage a membership

- **New knowledge**
 - ✓ Industry leaders: Modern Slavery work continuing
 - ✓ Tackling big topics: Supply Chain Mapping which led to the formation of the Labour & Plant Category groups
 - ✓ BIM maturity matrix tool and resource library
 - ✓ Publication produced on Social Value by Design
 - ✓ Engagement with architects & designers with the formation of the 'Architects Professional Practice Group'

Financial performance - 2017/18

Income 2017/18

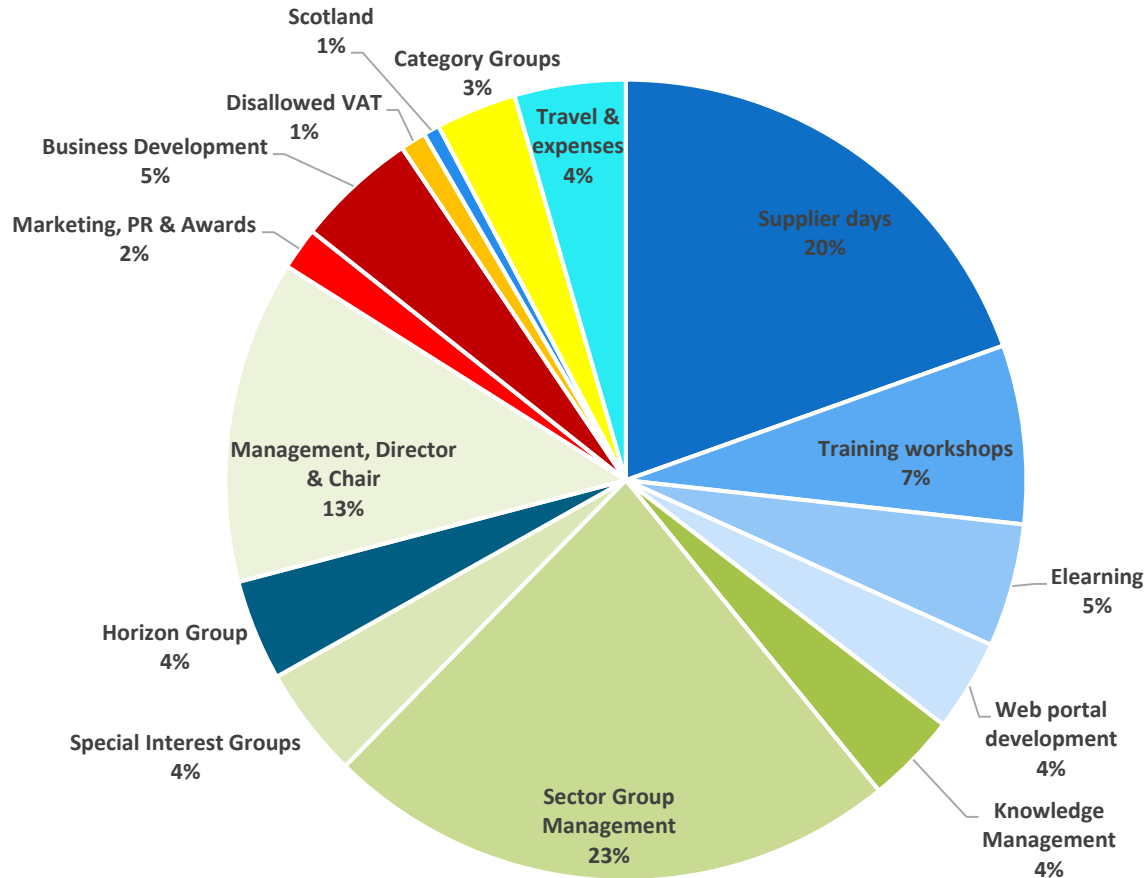
Actual income	Amount
CITB grant	500,000
Existing Partners – joined prior to 1st April 2017	648,421
New Partners recruited in 2017/18	41,371
Wales - funders (NPTC)	15,000
Horizon	30,000
Australia licence (estimate, due to invoice in March)	5,000
Total income	£1,239,792
Total costs	£1,226,357
Surplus to c/f	£13,435

Budget: High level *by activity*

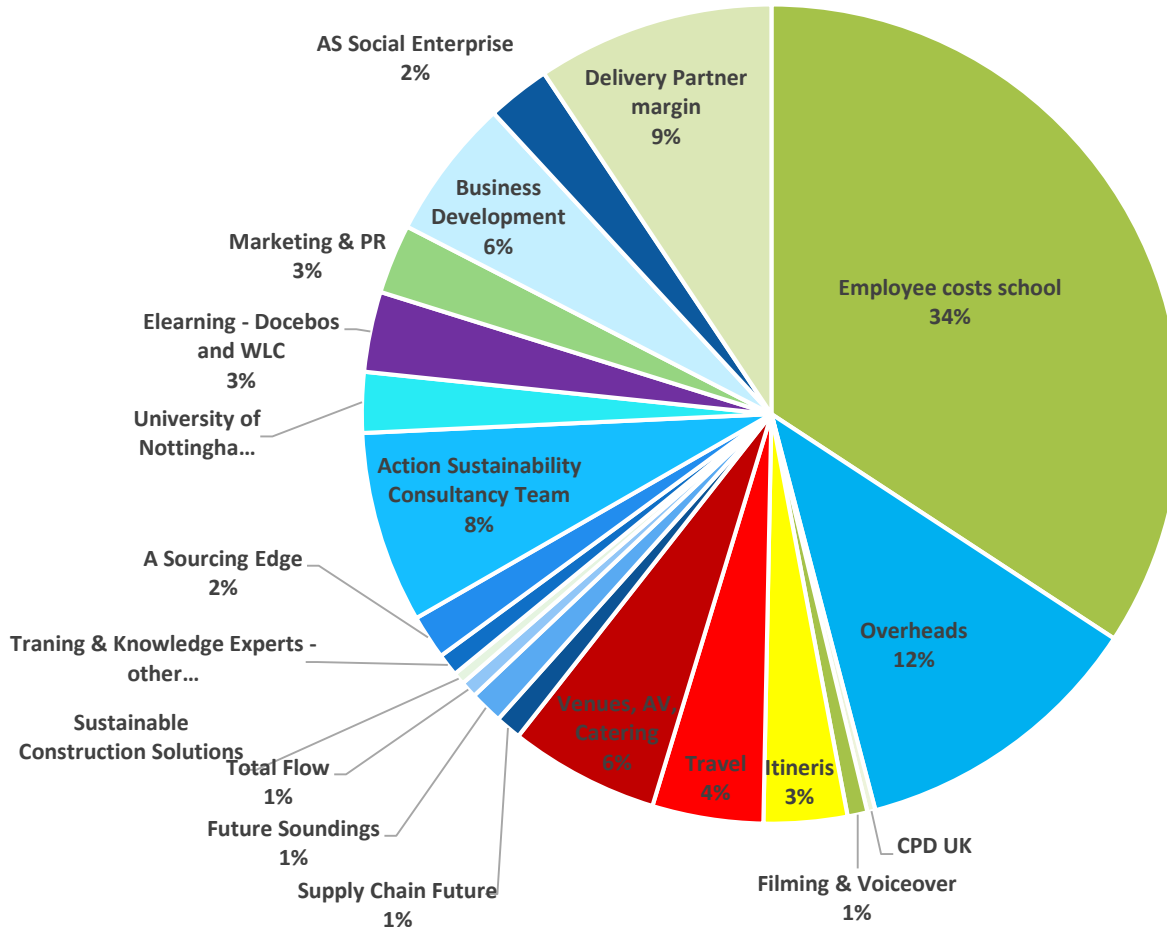
Spend
by activity
2017/18

Type	Detail	Unit Budget / Actual	Cost	Actual	Amount	Totals
Training Delivery	Supplier days	17	11,750	11,750	£199,750	
	Training – Supply Chain & Partners	59/57	1,500	1,500	£88,500	
	8 x regional Homes events	8	5,000	5,000	£40,000	
	Green Dragons programme	1	20,000	0	£0	£328,250
Training Development	E-learning development	5	10,000	10,000	£50,000	
	E-learning maintenance	1	10,000	10,000	£10,000	
	Video content development	1	10,000	1,025	£1,025	£61,025
Industry engagement	Sector group officers x 6 groups	6	30,000	30,000	£180,000	
	Secretariat x 7	7	15,000	15,000	£105,000	£285,000
Knowledge Management	Special interest Groups - Mapping	1	10,000	10,000	£10,000	
	Special interest Groups - Measurement	1	10,000	5,000	£5,000	
	Special interest Groups - Social Value	1	10,000	10,000	£10,000	
	Special interest Groups – further development	1	25,000	30,000	£30,000	
	CPD accreditations	1	10,000	4,000	£4,000	
	Knowledge Manager and specialist advice	6	6,000	6,000	£36,000	
	Horizon Group & Research budget	1	50,000	50,000	£50,000	
	Training Partner	1	10,000	5,000	£5,000	£150,000
IT	Web development costs School 3.0	1	20,000	20,000	£20,000	
	Additional web development	1	10,000	5,000	£5,000	
	BIM maturity matrix web tool	1	15,000	15,000	£15,000	
	Web maintenance and hosting	1	17,500	1,400	£1,400	
	Video content	1	10,000	0	£0	
	Learning Management System	1	3,000	4,000	£4,000	£45,500
Sales and Marketing	PR	1	12,000	12,000	£12,000	
	Marketing, stands, etc	1	20,000	6,000	£6,000	
	Awards etc	2/1	3,000	3,000	£3,000	
	Business development and funding	6	10,000	10,000	£60,000	£81,000
People & overhead	Management, Directors and Chair	1	160,000	160,000	£160,000	
	Travel & expenses	1	24,000	55,000	£55,000	£184,000
Other	Category Groups (Plant & Labour)	2	41,250	40,000	£80,000	£41,250
	Scotland	0	0	8,000	£8,000	£8,000
	Unreclaimable (disallowed) VAT	1	0	12,682	£12,682	£12,682
Total						£1,226,357

Spend by activity



Spend by supplier



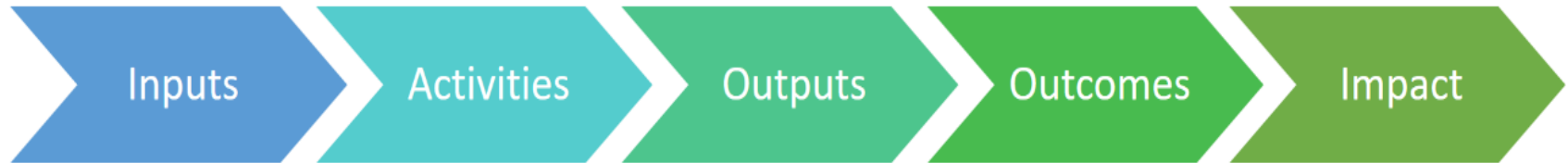
4. Impact survey results

Dale Turner

Impact survey results

How does the School monitor and show impact?

After consultation we have opted to use a best practice **logic model approach** to assess the impact the School has had . . .



We have:

- ✓ **Inputs** are the funding and time input from Partners and CITB
- ✓ data on our completed **activities** (training delivered)
- ✓ the **output** from these activities (numbers around attendance and views)
- ✓ their **outcomes**, in terms of increased knowledge of the School's members (the self-assessment scores) - Membership activity and output has led to an overall increase in knowledge of 17% above base levels of knowledge, but . . .

. . . what impact has this acquired knowledge had in addressing sustainability issues and business success of our members?

Impact on Sustainability

92% of members engage in the School for sustainability advice

The areas the School has had biggest sustainability impacts:

Topic	%age with improved	%age agreeing School helped to achieve this
Modern Slavery	63%	82%
Responsible Sourcing	49%	81%
Community Engagement	45%	66%
Waste	40%	56%
Carbon emissions	37%	48%

Other points to note:

- No significant variation between the SMEs and large organisations successfully addressing sustainability impacts, except that;
 - ✓ Large-sized businesses have been more effective in **reducing carbon emissions** and **increasing number of apprentices**
 - ✓ SMEs have been more effective at improving their understanding of **fairness, inclusion and respect** issues.

Impact on business performance

73% feel the School has enabled them to gain a better understanding of their client's sustainability objectives



The most significant business impact reported by members was that **73% feel the School has enabled them to gain a better understanding of their client's sustainability objectives**

It could however be argued that this is an outcome, not an impact. However, the survey also reveals significant business impacts with:

Business Impact	%age agreeing the School has helped achieve this
Reduce costs	45%
Win new business	43%
Retain talent	25%
Be more collaborative	58%
Better relationships with our suppliers	56%
Improve quality of bids	52%

5. Approve Business Plan 2018/19

Ian Heptonstall

Business planning 2018/19

Action required:

The members need to approve the business plan and budget for 2018/19

Business planning process

Starting October and concluding in March at the AGM



Sector group priorities

The high level objectives of the sector groups

Objectives	Groups
Build the impact of our activities <ul style="list-style-type: none">Emphasis on members to do more learning within the School	Construction, Homes, Infra, FM, Wales and Offsite
Engage the design community	Construction, Homes, Infra, and Offsite
Link to offsite	Construction, Homes
Knowledge management <ul style="list-style-type: none">Ensure our knowledge is up to date and relevant to sectors	Construction, Homes, Infra, Offsite, FM, Category groups
Create new e-learning	FM only
Build new members	Wales, Scotland
More training	Construction, Homes, Infra, FM and Offsite
Develop Project Engagement	Infrastructure
Engage new Partners	Construction, Homes, FM Offsite, Wales, Scotland and Category groups
Improve Partner engagement	All groups

Knowledge areas

Which learning areas that each group focuses on is devolved to the sector level with the Operations Group ensuring that there is no duplication. For example; Construction wants a focus on Carbon, Infrastructure on Social Value, Offsite on DfMA, Housing on Waste and Carbon

New priorities

What activities need to be found budget

Fairness,
inclusion &
respect
£185K
(net £40k)

Category
Groups
£80K

Digital
marketing
£50k

Knowledge
management
£45k

Scotland
£20K

Horizon
Research
£20K

Increased income

Fairness,
inclusion &
respect
£145K

Increased
Partner
income
£189k

Reduced priorities

Reduced
Resource
Group

Reduced
e-learning
development

SIGs &
Supply
Chain Maps

Income assumptions 2018/19

Income Detail	2017/18 Budget	2017/18 Actual	2018/19 Budget
CITB <i>Restricted funding</i>	500,000	500,000	500,000
CITB FIR <i>Restricted funding</i>			162,000
Partner - single x £10k x 45	450,000	689,792	760,000
Multi School x £15K x 5	75,000		
Multi School x £20K x 5	100,000		
New partners - assume 12	60,000		66,000
Wales - funders (NPTC & others)	40,000	15,000	30,000
UU Horizon funding	30,000	30,000	
Australia licence	5,000	5,000	5,000
Total	£1,260,000	£1,239,792	£1,523,000

Current partner funding assumes:

1. 10% increase in costs from 1st April
2. 2 partners drop out during renewal process
3. 2 partners drop out over the year

Restricted funding for 2018/19

Funding from CITB comes with deliverables and outputs that have to be delivered to draw down funds. Some latitude exists on these, but key facts are learner numbers and employers engaged

CITB School
Grant
£500k

Must deliver

1,000 employers engaged

2,000 learners at 20 supplier days

750 learners at 50 short duration courses

5 x e-learning

4 x toolbox talks

10 x case studies

Employer leadership groups

Research from special interest groups

Annual evaluation

CITB FIR
Grant
£162K

Must deliver

500 employers engaged

550 learners at 20 short duration courses

150 ambassadors recruited

6 ambassadors training events

80 learners at train the trainer

1 x e-learning

4,000 visits to FIR Toolkit site

4 x case studies

Annual evaluation

Modelling income over 5 years

Current financial model

Income £'000	2017	2018	2019	2020	2021	2022
CITB	500	500	500	375	-	-
Partners	704	790	870	947	1,019	1,088
Other	35	10	75	100	150	150
Total	1,239	1,300	1,445	1,422	1,169	1,238

Recommended financial model, also includes FIR

Income £'000	2017	2018	2019	2020	2021	2022
CITB	500	500	500	375	-	-
Partners	704	850	962	1073	1,184	1,296
FIR - CITB		162	120	100	79	
FIR - income				50	100	150
Other	35	10	75	100	150	150
Total	1,239	1,523	1,657	1,698	1,513	1,596

Assumptions – current model:

- 1) Partner contribution remain the same
- 2) Activities do not grow
- 3) Costs remain constant, via efficiencies
- 4) CITB remains
- 5) We recruit 12 new Partners a year
- 6) We have 95% retention rate
- 7) We grow addition income sources – regional funding and other sources by £30k p.a.

Additional assumptions – recommended model:

- 1) 10% rise in 2018, followed by 5% p.a.
- 2) Additional activities will need to find own funding, but we have seed funding to trial
- 3) We extend the payment options, so the most active pay more
- 4) FIR and other new activities attract new Partners and income streams

Recommendations

To fund the ambitions of the School we need additional revenues. It is recommended that the following actions are taken:

- There should be a 10% rise in 2018
- There should be widening of the range of Partnership options based upon level of participation. Costs for 2018 would therefore be by;
 - 1) £6k = 1 group (e.g. Suppliers in Category Groups)
 - 2) £11k = 3 groups
 - 3) £16.5k = 5 groups
 - 4) £22k = 7 groups
 - 5) £25k = unlimited group
- New activities need to attract their own income streams. The following are examples of this; FIR, Category Groups, Lean Construction School

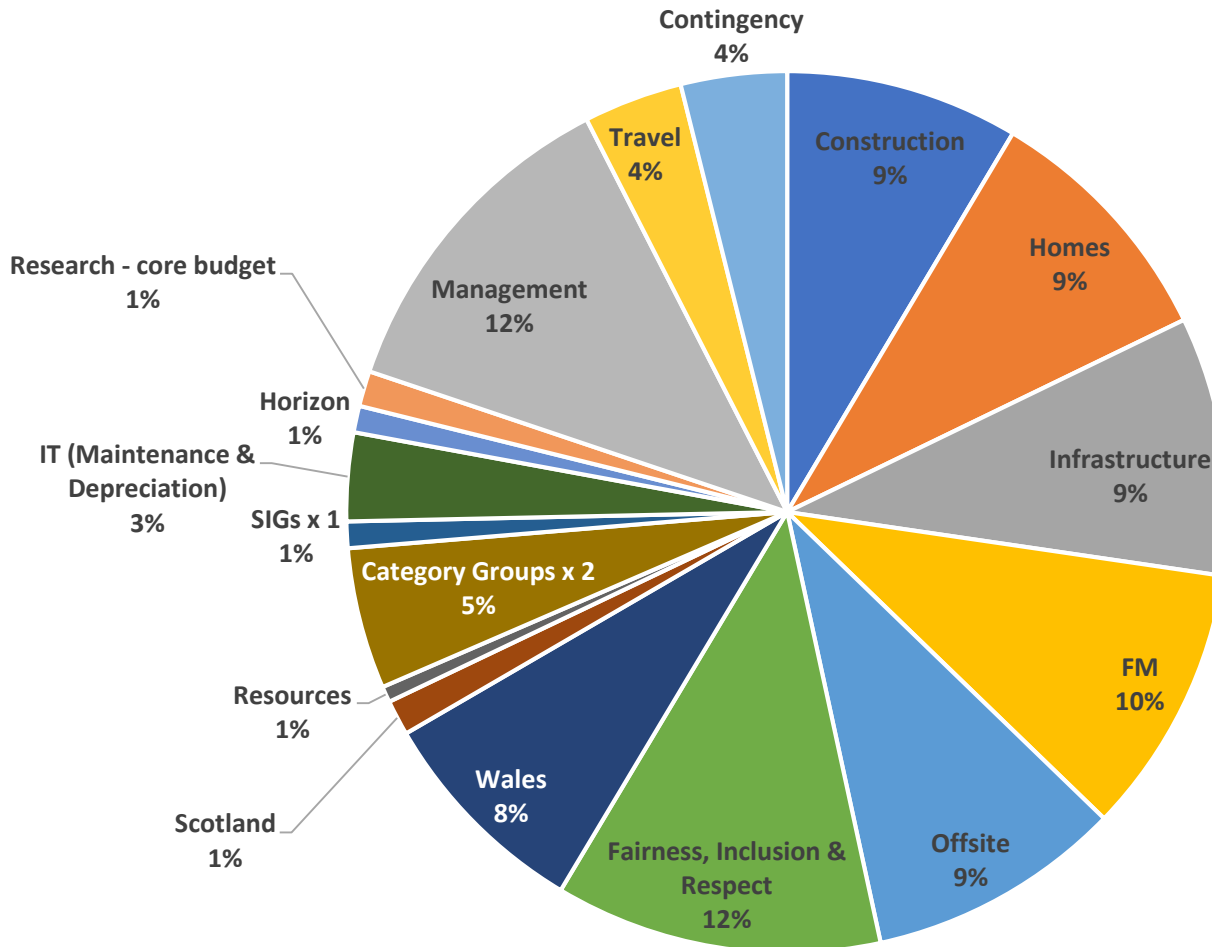
Spend: Budget 2018 v Actual 2017

Activity	2017/18 Actual	2018/19 Budget	Activity
Construction	149	132	Construction
Homes	137.5	143	Homes
Infrastructure	147.5	146.5	Infrastructure
FM	137.2	153	FM
Offsite	146	144.5	Offsite
		185	Fairness, Inclusion & Respect
Wales	74	124	Wales
Scotland	8	20	Scotland
Materials	15	9	Resources (Materials)
Category Groups x 2	40	80	Category Groups x 2
Supply Chain Mapping	30	-	
SIGs x 2	15	15	SIGs x 1
IT, LMS, Video (now inc. in sector budgets)	40	50	IT (Maintenance & Depreciation)
Horizon	20	15	Horizon
Research - UU funded	30	20	Research – core budget
Management	160	170	Management
Travel	55	56	Travel
Disallowed VAT	12.7	20	Disallowed VAT
		40	Contingency
Total	£1,226,357	£1,523,000	Total

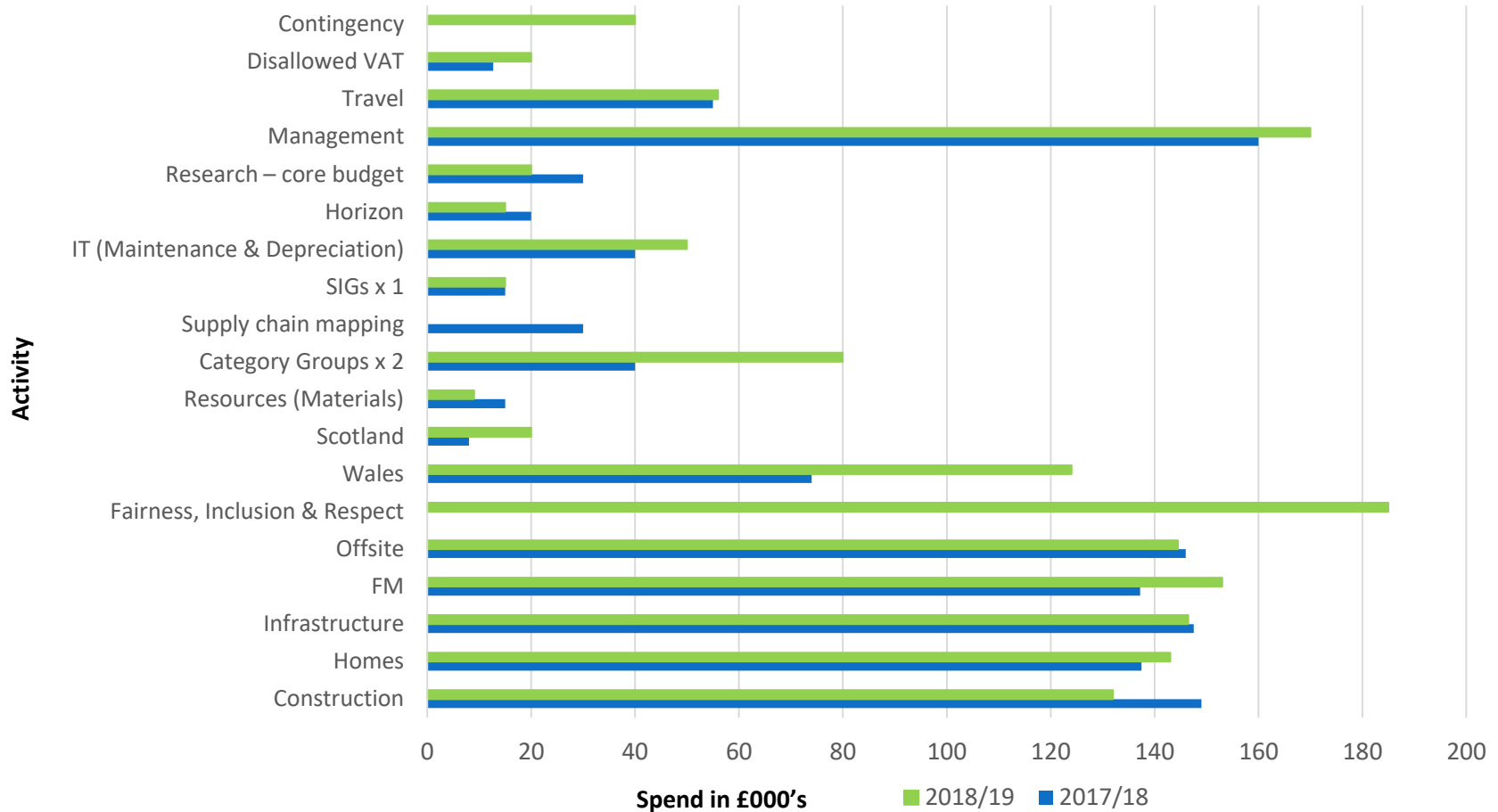
Notes:

1. Budgets for sector groups have digital marketing (£50k), knowledge mgt (£45k), PR (£12k) and new partner promotion (£60k) within them
2. See next slide for breakdown by activity
3. Category Groups x 2. Move to 3 and then 4 when additional income from supplier partners (x 10 = £60k) is confirmed.
4. FIR includes £40k of Partner contributions.
5. We have budgeted £20k for research in horizon group, but should be willing to commission £30k of work as its likely that it work will go into the following financial year

Spend: By activity



Spend: By activity comparing 2018/19 & 2017/18



Approve Business Plan

The Partners are asked to approve the Business Plan 2017/2018 as previously circulated and presented by Ian Heptonstall today

Vote:

1 = Yes

2 = No

3 = Abstain

Please note only 1 vote per Partner

6. School Risk Register

Shamir Ghumra

Evolving our Governance – *reviewing the risk*

- At a board meeting in Q4 2017 it was agreed that the School will build a more formal risk register
- This was presented at the board meeting in January 2018
- Register of risks evaluated using a scale of likelihood & consequence
- High level risks (with mitigation measures) include
 - *Ability to attract and retain talent to deliver the School's ambitions*
 - *Changing market conditions and approaches in the construction industry*
 - *Web develop unable to keep up with the pace of change/our needs*
 - *Evolving marketing skills and techniques to reach our members*
- As a board member I will ensure this is updated every 6 months in conjunction with other partners

7. Facilitated table discussions

Facilitated discussions on Special Interest Groups subjects:

- a) Plant Category Group – *Graham Edgell*
- b) Labour Category Group – *Helen Carter*
- c) Performance Measurement – *Alex Giles*
- d) Lean Construction School – *Ross Primmer*
- e) Horizon Group – *Cathy Berry*
- f) Fairness, Inclusion & Respect – *Tolu Oke*
- g) Offsite (DfMA & BIM) – *Ian Heptonstall*

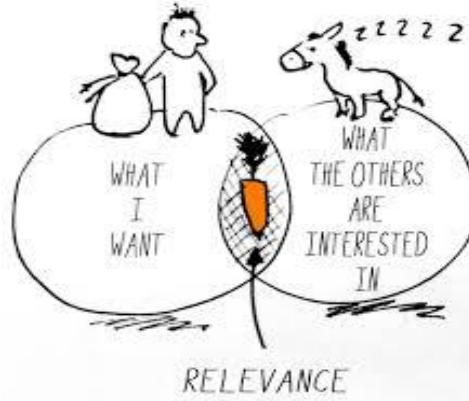
Plant Category Group

Graham Edgell (Contact: helen@supplychainschool.co.uk)



Plant Category Group – Making a Difference

Why?



Terms of reference

Objectives

- ✓ Develop and embed minimum standards for plant hire and purchase within the built environment
- ✓ Provide a landscape and potential solutions in relation to supply and demand of plant & operators – particularly in relation to some of the large infrastructure projects currently underway
- ✓ Supply Chain school to be the point of reference for information relating to plant category requirements. This could be standard requirements, market information, stakeholder signposts or generally information that will help clients, contractors and supply chain deliver the most sustainable plant option going forward.

Terms of reference

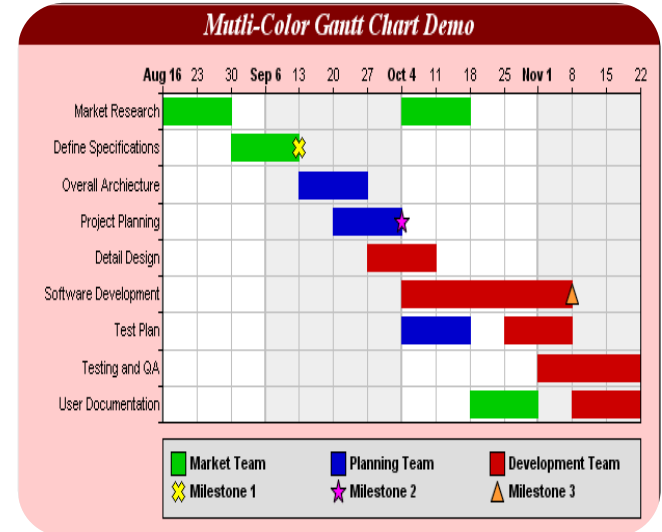
Outputs

- ✓ An overview report of the current and future landscape for sustainable plant within the built environment
- ✓ Recommendation & delivery of interventions to deal with the challenges of supply and demand issues
- ✓ A materiality assessment for each category of plant
- ✓ Agreed minimum standards for each category of plant signed off by key partners
- ✓ Development and delivery of a communications plan for the minimum standards
- ✓ Training material created to support organisations and procurement teams undertaking plant category management. Training materials will include (but not limited to):
 - ✓ E-learning module providing users with an overview of the risks/opportunities associated with plant procurement and how to address these
 - ✓ Workshop module to be included as part of the sustainable procurement workshop
- ✓ Budget for the development of additional materials and support

Working groups

3 working groups identified:

- ✓ Minimum Standards
- ✓ Knowledge Library
- ✓ Supply & Demand



Minimum Standards

Objective

- ✓ Develop and embed minimum standards for plant hire and purchase within the built environment



Output

- ✓ Agreed minimum standards for each category of plant signed off by key partners
- ✓ Development and delivery of a communications plan for the minimum standards

Increased knowledge

Objective

- ✓ Supply Chain school to be the point of reference for information relating to plant category requirements. This could be standard requirements, market information, stakeholder signposts or generally information that will help clients, contractors and supply chain deliver the most sustainable plant option going forward

Output

- ✓ Training material created to support organisations and procurement teams undertaking plant category management. Training materials will include (but not limited to):
 - ✓ E-learning module providing users with an overview of the risks/opportunities associated with plant procurement and how to address these
 - ✓ Workshop module to be included as part of the sustainable procurement workshop
- ✓ Web pages providing a one stop knowledge shop



Supply & Demand



Objective

- ✓ Provide a landscape and potential solutions in relation to supply and demand of plant & operators – particularly in relation to some of the large infrastructure projects currently underway

Output

- ✓ An overview report of the current and future landscape for sustainable plant within the built environment
- ✓ Recommendation & delivery of interventions to deal with the challenges of supply and demand issues

Plant Category



Labour Category Group

Helen Carter (Contact: helen@supplychainschool.co.uk)

Performance Measurement

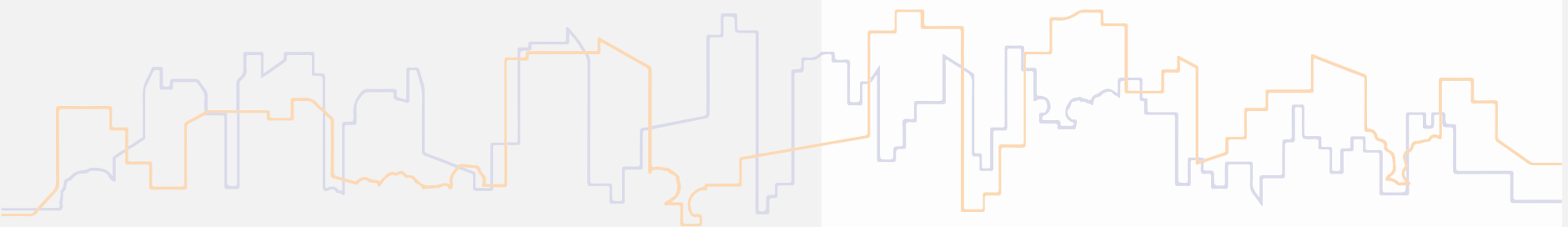
Alex Giles (Contact: Alex@actionsustainability.com)

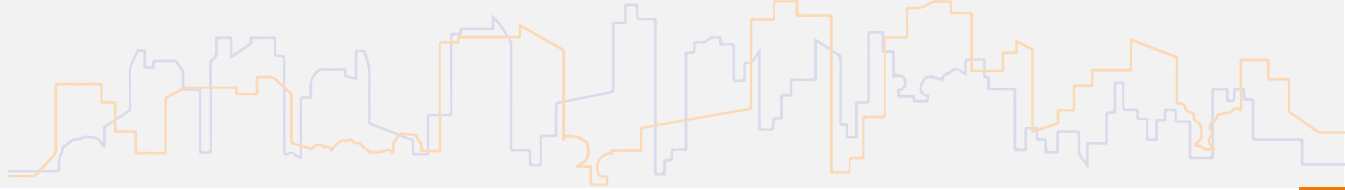
Lean Construction School

Ross Primmer (Contact: Ross@actionsustainability.com)



Introduction to the Lean Construction School





What is the Lean Construction School?

- A new Department to sit alongside Sustainability, Offsite and Management and BIM.
- Developed in collaboration with the Lean Construction Institute UK (LCI-UK). The LCI-UK will also have ongoing management of the School.
- 4 industry partners: Mace (lead partner), BAM, Costain and Skanska.
- Mainly funded by CITB.
- The aim of the LCS is to develop and pilot a comprehensive interactive training and development system to deploy Lean in main contractors and identified supply chain companies. This will be extended after the trial implementation phase to the wider industry.

Headline 2
Find out more

Welcome to the Lean Construction School
33% Lower Costs, 50% Faster Delivery, 50% Lower Emissions and 50% Improvement in exports... These are the key targets set out in the 2025 Construction Strategy.

Resources
Hundreds of free resources
E-learning modules

Topics
The Lean Construction School provides resources in a wide range of formats including e-learning, case studies and videos divided into the topics below. The purpose of these resources is to increase your knowledge and competence in Lean Construction techniques. Your personalised, tailored Action Plan will signpost you to those resources which are most relevant to your level of knowledge, and the School will take you, and your business on a journey of continuous improvement.

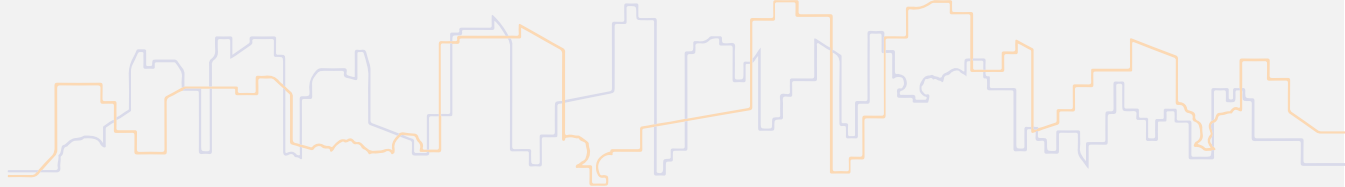
Introduction to Lean
SS Workplace Organisation
Problem Solving and Continuous Improvement

Lean Knowledge Assessment
By completing the Lean Construction School knowledge assessment benchmark your knowledge of Lean Construction and be directed to learning resources specifically tailored to help you improve your knowledge of the fundamental principles of the School mean that your assessment and all learning is free of charge. Action plans you are provided with a tailored action plan that your offsite assessment are confidential. You have 3 options. Are you: New members of the School? Existing members of the School and have no account? Existing members of the School, but your company is already a member.

Learning Forum
A part of the Lean Construction School community, you have access to our online Learning Community - a forum designed to generate discussion, network with other members and share knowledge about Lean Construction. New topics are added on a regular basis, so click the link below and join the conversation!

Recent topics of discussion...

Option 1: Both you and your company are already members



E Learning Modules and Improvement Projects

- Introduction to Lean
- 5S Workplace Organisation
- Problem Solving & Continuous Improvement
- Lean Construction and Waste
- Visual Management
- Value Stream Mapping
- Collaborative Planning and Production Control
- Standardised Work
- And *Train the Facilitator...*

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Lean in Construction

What is Lean?

Lean aims to maximise value and minimise waste in production and project delivery processes and has a range of specific techniques and tools to help achieve its aims.

If you'd like to explore the historical background to Lean, select the button below.

A LITTLE BIT OF LEAN HISTORY

So what exactly does Lean achieve? The definition above is helpful and precise, but the short answer could simply be that it helps us do things better. Not just once but in a process of continuous improvement.

Lean exists independently of any particular sector, although car manufacturing was where it started, and Lean tools and techniques can help us to reduce costs and improve performance in any production process.

To explore what else Lean does, see what four construction industry figures think.

Select each of the headings below in turn.

Project customer

Operative

Site manager

Operations manager

The Meals per Hour video

Let's see what Lean looks like in practice. Not in manufacturing, not in construction, but in a great example involving a small-scale process to pack food parcels!

Select the play button to watch the video.

Horizon Group

Cathy Berry (Contact: cathy@actionsustainability.com)

Horizon Progress in 2017

In addition to 5 research projects, Group meeting outputs were:

March

- Review of group requirements- what and how
- Group TORs revised and agreed

June

- Increased strategic focus
- Engagement with Group, Board and key School members plus industry research to identify areas of interest
- Multiple research preferences identified

September

- Refined, prioritized and agreed research themes
- 6 high level themes identified- **Business models**- CE, BIM, lifecycle, ,innovation, **Big data, Collaboration, Changing nature of work, Supply chain visibility and understanding**

December:

- Moved to content based meetings based on selected research theme to identify gaps in knowledge and possible research proposals
- December meeting: How innovation happens in SC's and how to mainstream innovation

Fairness, Inclusion & Respect

Tolu Oke (Contact: Tolu@supplychainschool.co.uk)

The FIR Programme



The FIR programme is a cross-client, cross-contractors, cross-industry programme to develop a culture of Fairness, Inclusion and Respect (FIR) within their workplaces.

Why FIR matters

- Engaging with the FIR programme will help you to attract, recruit and retain the best of all available talent
- Address the industry wide skills shortage
- Capture the business benefits of FIR including innovation, collaboration, safer workplaces and enhanced financial performance

FREE FIR Toolkit

- **4 FIR e-learning modules** - Flexible Working; Setting up an inclusive site and site office; Achieving business success through FIR; and Fairness, Inclusion and Respect on site: Why it matters and how to achieve it
- **6 FIR Toolbox Talks** - Inclusion; Mental Health; Language; Respect; Responsibilities; and Wellbeing
- Additional FIR benefits include the Resource Library, Case Studies and Trainer Guides and more
- New resources on leading people, inclusively for industry leaders

How to get involved

- **Workshops** - Take advantage of FREE Introduction to FIR workshops to train your internal teams and supply chains
- **Ambassadors** - Demonstrate a tangible commitment to FIR by raising a group of FIR Ambassadors to champion FIR in your workplace and across your supply chains

Email tolu@supplychainschool.co.uk for more information



This project has been delivered with support from the CITB Structured Fund, which aims to ensure that the construction industry has the right people, with the right skills, in the right place, at the right time and is equipped to meet the future skills demands of the industry.

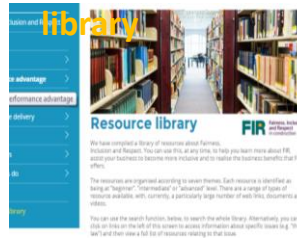
FIR Programme Resources

Access the FREE FIR Toolkit for construction
www.supplychainschool.co.uk/FIR

4 x E-learning modules



Resource library



6 x Toolbox Talks



FIR Ambassador Events



Twitter @FIR4us



Case studies



Workshop



FIR Ambassador LinkedIn Group



FIR Ambassador FIRfy Friday Emails



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Becoming a FIR Ambassador



FIR Ambassador Network

FIR Ambassadors can take advantage of:

- Group coaching events
- Cross-industry collaboration
- Exclusive FIR branded materials
- FIRry Friday emails & LinkedIn group
- A hub of shared good practice



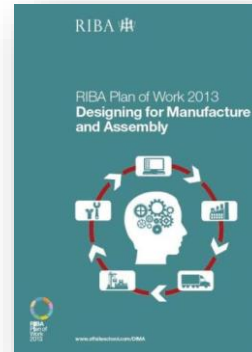
Testimonials: Making An Impact

- ‘Being the FIR champion within Jackson Civils has been an interesting journey for me so far. We have put together a short video explaining what FIR is and what it means to us. In addition, we are currently providing more resources to upskill our staff. Personally, it has made me understand more about my own behaviour as I promote FIR and allowed me to take a step back to understand the wider effect of FIR on all of our staff.’
 - FIR Ambassador, Jackson Civils
- ‘My role as a FIR Ambassador has provided me with an opportunity to lead positive change in this area. Through engaging with other FIR Ambassadors and sharing best practice across organisations, I have been able to use this knowledge to help review equality, diversity and inclusion aspirations and identify opportunities to collaborate with one of our key customers.’
 - FIR Ambassador, Costain

Offsite (DfMA & BIM)

Ian Heptonstall (Contact: ian@supplychainschool.co.uk)

Construction industrialisation



1. Engaged a professional practice group
2. Developed and promote a program of DfMA training events
3. Persuaded RIBA to embed Offsite into CPD recognition for Architects
4. Develop the Offsite School's skills assessment



1. Inspire and educating the supply chain
2. Build the network of contractor partners
3. Mainstream offsite thinking
4. Influencing others in the value chain
5. Understand what success looks like
6. Closer collaboration with Build Offsite

8. Any other business

Shaun McCarthy