

SUPPLY CHAIN SUSTAINABILITY



Oct - Dec 2020

# Supply Chain Sustainability School

Progress report

# 1. Summary by numbers

## 1.1 Overview & progress against KPI's

This financial year has seen a steady increase in engagement with the School in elearning downloads, online resource access and attendance at training activities.

To date **the School has delivered online face to face training to 6,855 learners, the equivalent of 12,971 hours.** Each quarter this year has seen more learners attending training and increased access to the School as the table below illustrates:

*Table 1. School engagement by quarter*

2020/2021	Resource views (not e-learning)	E-learning views	Total no. of learners
Q1	6,272	3,626	2,094
Q2	7,969	3,069	2,291
Q3	11,580	4,907	2,900

There are currently 2,420 organisations who have become active since 1<sup>st</sup> April 2020. This is a 25% decrease from the same time period last year. This is very disappointing but the past year has seen Partners less able to drive their supply chains to participate in the School which would have had a big impact on the figures. However, the number of individuals engaging has increased, as has the number of times they have engaged with the School.

Some highlight engagement figures below:

- 6,855 learners attending training sessions since April.
- This equates to just under 13,000 hours of learning (not including elearning).
- There has been 108% more learners attending training activities this year.
- The number of training sessions delivered has increased by 70% in 2020.
- Elearning access continues to have a huge following with increases on downloads each quarter; over 4,900 downloads between October and December alone.
- Resource access is also on the increase with a 45% increase on the previous quarter and a total of 25,821 resource access (not including elearning) from April – December 2020.

There are still challenges in getting companies and individuals to assess which will be explored later in the report, however this is also due to much less pressure on the supply chain to engage with the School.

### 1.3 Online Face to face training activities

Attendance figures continue to stay at a high level and 2020 has in fact seen 108% more learners attend training activities compared to the same time period in 2019 (3,290 learners in 2019).

The below table details the 217 training activities that have taken place to December (these include the FIR programme). There have been 6,855 learners.

*Table 2. Training activities taken place to date*

Date	Type	Topic	No. of Learners
25-Mar-20	Business Bytes	Scape Climate Action event - Carbon & Waste	141
31-Mar-20	workshop	Scape Climate Action event – Carbon: Series of 13 x workshops on Carbon & Waste over March & April	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
27-Apr-20	workshop	Scape Climate Action event - Carbon & Waste	7
27-Apr-20	workshop	Scape Climate Action event - Carbon & Waste	3
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

Date	Type	Topic	No. of Learners
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
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

## Progress Report

Date	Type	Topic	No. of Learners
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
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

## Progress Report

Date	Type	Topic	No. of Learners
01-Jul-20	Virtual workshop	Business Case for FIR	22
02-Jul-20	workshop	Modern Slavery	26
06-Jul-20	Lunch & Learn	Managing Remotely	61
06-Jul-20	Lunch & Learn	Scope busting	31
07-Jul-20	Business Bytes	Aberdeen regeneration	32
08-Jul-20	Virtual workshop	Business Case for FIR	32
08-Jul-20	workshop	Getting to Grips with Low Carbon Procurement - London Responsible Procurement Network	28
09-Jul-20	Lunch & Learn	Supply Chain Resilience	38
10-Jul-20	Lunch & Learn	Let's talk about race	103
14-Jul-20	Lunch & Learn	Construction Industrialisation	46
14-Jul-20	Virtual workshop	Unconscious Bias	29
15-Jul-20	Lunch & Learn	Coping with Stress	37
15-Jul-20	workshop	Measuring carbon and identifying hotspots	12
21-Jul-20	workshop	Circular economy	45
22-Jul-20	Business Bytes	Social Value - Briefing paper	58
23-Jul-20	Lunch & Learn	Wellbeing of Future Generations Act - Wales	48
24-Jul-20	Virtual workshop	Race and culture	30

## Progress Report

Date	Type	Topic	No. of Learners
24-Jul-20	workshop	Welcome to the School	8
28-Jul-20	workshop	Offsite Procurement	15
28-Jul-20	Lunch & Learn	AUTOMATED: Getting to grips with your dashboard	23
29-Jul-20	Business Bytes	Plastic Packaging Tax - Ask the Expert	75
29-Jul-20	workshop	Partner Maturity Matrix	15
30-Jul-20	Lunch & Learn	Recruiting disabled talent	33
03-Aug-20	Lunch & Learn	BAM and Whitecroft Lighting - A Circular Economy case study	48
04-Aug-20	Virtual workshop	Business Case for FIR	36
04-Aug-20	Lunch & Learn	Learning pathways for Partners Session 1	17
04-Aug-20	Lunch & Learn	Learning pathways for Members Session 1	22
05-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	18
06-Aug-20	Business Bytes	Grosvenor Supply Chain Charter	41
06-Aug-20	Lunch & Learn	Learning Pathways Partners Session 2	12
06-Aug-20	Lunch & Learn	Learning Pathways Members Session 2	14
06-Aug-20	Lunch & Learn	Lean to drive site productivity	27
07-Aug-20	Lunch & Learn	Learning Pathways Partners Session 3	12
07-Aug-20	Lunch & Learn	Learning Pathways Members Session 3	11

## Progress Report

Date	Type	Topic	No. of Learners
11-Aug-20	Lunch & Learn	Plant Carbon Measuring using the Sustainability Tool	70
12-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	8
13-Aug-20	Lunch & Learn	Culture Diversity	69
19-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	11
19-Aug-20	Lunch & Learn	Carbon reporting	101
20-Aug-20	Virtual workshop	Offsite for logistics	9
20-Aug-20	Virtual workshop	Inspiring Change: Flexible and Agile working (wasn't promoted on our system)	75
21-Aug-20	Virtual workshop	Becoming a FIR Ambassador	35
21-Aug-20	Virtual workshop	Introduction to Climate Change and Carbon	19
24-Aug-20	Lunch & Learn	Learning Pathways Partners Session 4	18
24-Aug-20	Lunch & Learn	Learning Pathways Members Session 4	29
25-Aug-20	Lunch & Learn	Inspiring and Coaching New Employees	52
25-Aug-20	Lunch & Learn	Learning Pathways Partners Session 5	9
25-Aug-20	Lunch & Learn	Learning Pathways Members Session 5	12
26-Aug-20	Business Bytes	Scotland post COVID-19	18
26-Aug-20	Lunch & Learn	Learning Pathways Partners Session 6	12
26-Aug-20	Lunch & Learn	Learning Pathways Members Session 6	10



Date	Type	Topic	No. of Learners
27-Aug-20	Lunch & Learn	Waste and resource efficiency family quiz!	12
26-Aug-20	Business Bytes	Local Supplier Briefing - Lower Thames Crossing	130
28-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	26
02-Sep-20	Virtual workshop	Offsite for Project Managers	11
02-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	4
06-Oct-20	Workshop	SPEN Sustainable Procurement	14
07-Sep-20	Lunch & Learn	Setting up your project site to combat slavery	23
08-Sep-20	Lunch & Learn	Strategic Value of Wellbeing	23
08-Sep-20	Lunch & Learn	A strategic approach to wellbeing to drive business performance	23
09-Sep-20	Virtual workshop	UCL Teaching case	22
09-Sep-20	Virtual workshop	Business Case for FIR	12
09-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	3
14-Sep-20	Virtual workshop	Modern Slavery	13
15-Sep-20	Virtual workshop	Sustainable procurement	7
15-Sep-20	Lunch & Learn	Understanding 5S in Lean Construction	42
16-Sep-20	Virtual workshop	UCL Teaching case	20
16-Sep-20	Lunch & Learn	Learning Pathways - Partners	5

## Progress Report

Date	Type	Topic	No. of Learners
16-Sep-20	Lunch & Learn	Learning Pathways - Members	10
17-Sep-20	Virtual workshop	Business Case for FIR	21
17-Sep-20	Virtual workshop	Embedding Sustainable Procurement	12
22-Sep-20	Virtual workshop	Waste & Resource Efficiency	18
22-Sep-20	workshop	Welcome to the School	20
22-Sep-20	workshop?	Embedding the People Matter Charter in your workforce strategy	20
23-Sep-20	Virtual workshop	UCL Teaching case	10
23-Sep-20	Virtual workshop	Mental wellbeing in Construction	29
23-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	2
24-Sep-20	Business Bytes	Servitisation in the built environment	28
24-Sep-20	Lunch & Learn	Quality in construction	22
29-Sep-20	Virtual workshop	Offsite for Quantity Surveyors and Cost Consultants	9
29-Sep-20	Lunch & Learn	Speaking out and why	39
29-Sep-20	Workshop	Becoming a FIR Ambassador	12
30-Sep-20	workshop	Transparency in supply chains	10
30-Sep-20	Lunch & Learn	Digital Construction on a Shoestring Part 1	28
30-Sep-20	Virtual workshop	Introduction to Climate Change and Carbon	19

Date	Type	Topic	No. of Learners
01-Oct-20	Virtual workshop	Intro to the School	14
01-Oct-20	Virtual workshop	Becoming a FIR Ambassador	27
05-Oct-20	workshop	Resilience Building Virtual Workshop	21
06-Oct-20	Workshop	Cultural Diversity	33
06-Oct-20	Lunch & Learn	Financial Wellbeing in the Workplace Lunch n Learn	40
07-Oct-20	Lunch & Learn	Maximising Social Value From Infrastructure Projects	72
08-Oct-20	Virtual workshop	Sustainability Strategy	21
08-Oct-20	Virtual workshop	Becoming a FIR Ambassador	28
08-Oct-20	Workshop	Acting for the climate – Understanding carbon	15
13-Oct-20	Business Bytes	Biodiversity netgain and implications for the supply chain	140
13-Oct-20	Virtual workshop	Digital Construction on a Shoestring Part 2	26
14-Oct-20	Lunch & Learn	Managing Challenging Conversations	70
14-Oct-20	Business Bytes	Wellbeing of Future Generations Act - Wales	34
14-Oct-20	Workshop	Due Diligence in combatting labour exploitation	15
14-Oct-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	4
15-Oct-20	Virtual workshop	Circular economy	16
16-Oct-20	Workshop	FIR Ambassador's Networking Session	35

## Progress Report

Date	Type	Topic	No. of Learners
19-Oct-20	Lunch & Learn	Bang on Budget - personal finance	31
19-Oct-20	Lunch & Learn	Modern Slavery Quiz	94
20-Oct-20	Business Bytes	Offsite for Everyone launch event	208
20-Oct-20	Workshop	Offsite for Designers - part of OfE day	23
20-Oct-20	Workshop	Offsite for Procurement - part of OfE day	24
20-Oct-20	Workshop	Offsite for Quantity Surveyors and Cost Consultants - part of OfE day	22
20-Oct-20	Workshop	Offsite for Logistics - part of OfE day	7
20-Oct-20	Workshop	Offsite for Project Managers - part of OfE day	12
20-Oct-20	Workshop	Offsite for Site Managers - part of OfE day	6
21-Oct-20	workshop	Business case for FIR	23
21-Oct-20	Workshop	Preserving natural environments - Biodiversity and resource use	16
22-Oct-20	Virtual workshop	Business case for FIR	13
22-Oct-20	Workshop	Modern Slavery	93
22-Oct-20	Workshop	Introduction to Sustainable Procurement	16
22-Oct-20	Workshop	Introduction to Climate Change and Carbon	15
26-Oct-20	Lunch & Learn	Meditation & Consistent Practice	28
27-Oct-20	Lunch & Learn	Bringing your whole self to work	40

## Progress Report

Date	Type	Topic	No. of Learners
28-Oct-20	Virtual workshop	Introduction to Carbon	21
28-Oct-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	10
03-Nov-20	Workshop	The Circular economy - Optimising resource use	24
04-Nov-20	Virtual workshop	Inspiring and Coaching New Employees	25
04-Nov-20	Virtual workshop	Introduction to Climate Change and Carbon	12
05-Nov-20	workshop	Leading people Inclusively	25
06-Nov-20	Workshop	Offsite Fundamentals	16
10-Nov-20	Workshop	Designing out Waste	13
10-Nov-20	Business Bytes	Living Wage – Myths versus Reality Business Bytes	51
11-Nov-20	Lunch & Learn	Offsite Assessment	2
12-Nov-20	Workshop	Business Case for FIR	17
12-Nov-20	Workshop	Sustainable procurement	23
12-Nov-20	Workshop	Designing out Waste	60
16-Nov-20	Lunch & Learn	Work life balance	34
16-Nov-20	Virtual workshop	Intro to the School	9
17-Nov-20	Workshop	Becoming a FIR Ambassador	20
17-Nov-20	Business Bytes	Tackling carbon in the value chain	180

Date	Type	Topic	No. of Learners
17-Nov-20	Workshop	Meeting sustainability requirements in your clients' procurement processes	9
18-Nov-20	Lunch & Learn	Setting up an inclusive site	32
18-Nov-20	Business Bytes	Achieving net zero: How can we collaborate to get there	183
19-Nov-20	Business Bytes	Scottish construction opportunities 2021	49
20-Nov-20	Workshop	Lean productivity	12
23-Nov-20	Workshop	Achieving net zero workshop 1 - Strategy: We know we need to act, but how do we chart a course to low carbon	17
23-Nov-20	Workshop	Leading people Inclusively	25
24-Nov-20	Business Bytes	Support for organisations in identifying and supporting victims of Modern Slavery	104
24-Nov-20	Lunch & Learn	Lean: Supply Chain Management	33
24-Nov-20	Workshop	Achieving net zero workshop 2 - Engagement: We can't do this on our own; how do we get suppliers, clients and stakeholders to support us?	21
25-Nov-20	Business Bytes	Social Value Monetisation	189
25-Nov-20	workshop	Waste reduction	17
25-Nov-20	Workshop	Achieving net zero workshop 3 - Delivery: How can we reduce the carbon of our operations – embodied in the materials we use and waste we produce?	16
26-Nov-20	Workshop	Achieving net zero workshop 4 - Performance: We understand what to do, but how do we measure it?	12
26-Nov-20	workshop	Waste reduction	15
26-Nov-20	workshop	DfMA	19
26-Nov-20	Lunch & Learn	Being a good ally in the Workplace	64

Date	Type	Topic	No. of Learners
30-Nov-20	Business Bytes	Siemens Sustainable Procurement Policy Launch	53
01-Dec-20	Lunch & Learn	Evidencing your commitment to the People Matter Charter – Writing a case study	45
01-Dec-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	31
02-Dec-20	Workshop	Business Case for FIR	18
02-Dec-20	Workshop	Intro to the School	13
02-Dec-20	Workshop	Intro to the School	17
03-Dec-20	Lunch & Learn	Managing Remotely	39
08-Dec-20	Workshop	Business case for FIR	25
10-Dec-20	Workshop	Due Diligence in combatting labour exploitation	21
15-Dec-20	Workshop	Designing out waste	9

### 1.3 Engagement in the School

As mentioned earlier in the report, the School is performing well in terms of increasing the engagement of individuals to learn through the School. Table 4 below sets out the comparisons to previous years, as well as illustrating the significant growth of resource & eLearning access. There is a clear shift in engagement in the School which is very pleasing.

What is frustrating is that the School is 25% down versus last year 2,420 active companies since April 1<sup>st</sup>, 2020. In the same time period last year the School was at 3,174 active companies. The current pandemic and the knock-on effect to the economy has meant that Partner organisations have simply not been able to drive their supply chains to the School as there are other priorities.

It is clear that those individuals and organisations who are engaging in the School have a real appetite to learn as can be seen in engagement figures. The following twelve to eighteen months will be on engaging with new organisations to encourage them to learn through the School.

*Table 3 Comparison of Active organisations, individuals & engagement YOY:*

April - December	2020	2019	2018	2017
Active Organisations	2,420	3,174	2,564	2,145
Resources & eLearning accessed	37,423	19,456	13,277	7,288

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

The last year has seen a steady increase month on month in all types of training activity. This is really great to see and the below illustrates that steady increase.

*Table 4. 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 of new platform)	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
May	2,378	1,171	0	895	895



Month	Resource views (not e-learning)	E-learning views	Face to face training	Virtual face to face training	Total no. of learners training
June	1,990	950	0	807	807
July	2,256	976	0	839	839
August	2,558	825	0	983	983
September	3,162	1,216	0	517	517
October	3,797	1,641	0	1,313	1,313
November	4,441	1,674	0	1,381	1,381
December	3,326	1,583	0	218	218**

\*March had 5 x supplier days/ breakfast briefings

\*\* December had training activity only until 15<sup>th</sup> December. No Business Bytes took place.

However, there has been a real shift in the numbers of organisational and individual assessments being completed. The below table shows the number of completions by quarter this year. The number being taken remains low despite the School team encouraging members to take assessments. The real drive for this activity comes from our Partners however and as stated at the beginning of this report, the pressure has been taken off the supply chain to undertake this activity this year.

The down turn in assessment figures could also be attributed to the fact that learners are more engaged with the short bytes and recommendations they receive on specific topics through the communications they receive weekly. The new platform also allow a much easier journey through the resource library; it is simply easier to pick a topic and make your way through the learning. In addition to this, the launch of the learning pathways is a new way of being able to learn about a specific topic which may have been allocated to an individual by a client or their internal HR departments.

Table 5. 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
July	Individual	228	57
	Corporate	28	34
August	Individual	182	45
	Corporate	17	62
September	Individual	190	54
	Corporate	27	52
October	Individual	360	141
	Corporate	70	85
November	Individual	403	92

Month	Type	Assessments	Re-assessments
	Corporate	70	78
December	Individual	221	45
	Corporate	33	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 - Dec 2020	95% of employers will rate the training quality as good or excellent	96%	+1%
	90% of employers will rate the training received as relevant to their needs	90%	-2%
	75% of employers agree training will change the way they do business	83%	-4%
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%	

The collection of feedback in the first part of the year was difficult as the online set up made it more difficult to collect feedback as most attendees simply leave the call when the session is ending. The team has worked hard to ensure that a higher level of feedback is collected which has been successful (at least 40%+ of attendees now complete feedback).

It is of course not just about numbers. It is important that the School delivers training that is relevant, as well as impactful and is of good quality. The figures are climbing on these three aspects which is always being monitored. In addition to this the delivery team are ensuring that trainers are upskilled and have the opportunity to refine and continually develop their skills on virtual delivery. The introduction of 'sandbox sessions' in the second part of the financial year will allow trainers to trial online facilitation ideas, use new functionality and share tips and knowledge. The weekly content team focus on feedback specifically around what works, what doesn't, and using the feedback from the attendees, consider learning lessons.

## 2. PR, Marketing & Communications

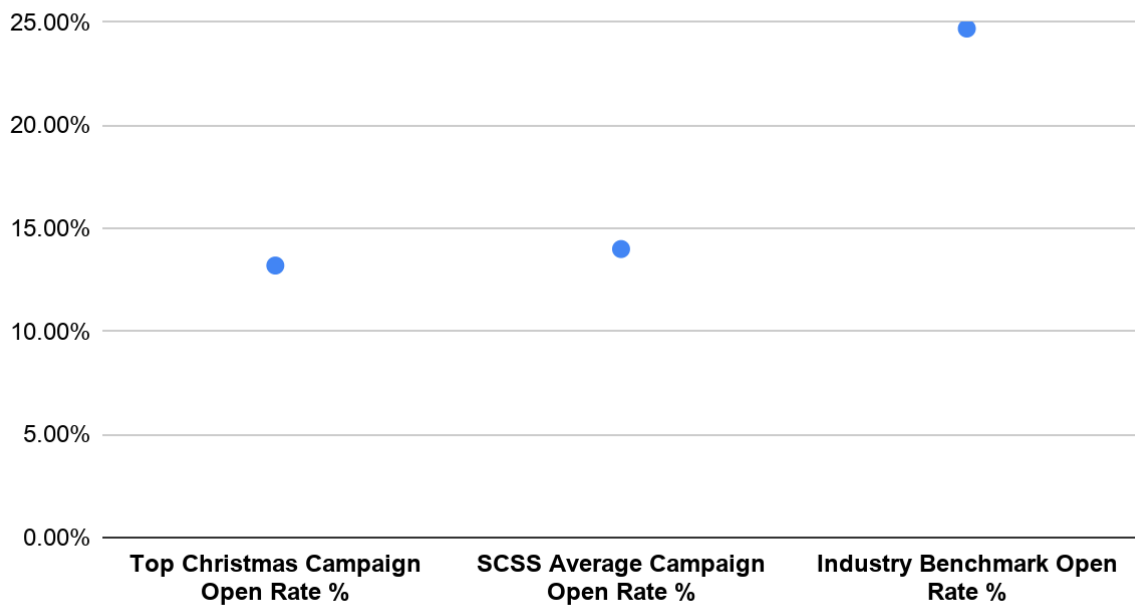
The Christmas Campaign titled '13 DAYS OF QUIZMAS' was launched on the 30 November and lasted until the 18 December when the winner's were notified. Its aim was to encourage members to view the recommended resources, whilst updating them on what each Partner group has been doing in 2020.

Results displayed that the email open rate stayed quite steady throughout the campaign, with only a slight dip as the campaign went on. The highest email open rates were those at the beginning of the campaign - the 'Welcome email', 'Homes', 'FM' and 'Infrastructure' topics were the best performing with an open rate between 12% - 13%. This was lower than the usual SCSS average open rate @ 14%; and a lot lower than the Construction industry average @ 24.7%. There was a similar result with click-through rate, with member engagement higher at the beginning of the campaign. The highest click-through rate was from the Welcome email at 1.4%, which echoes the School's average CTR @ 1.4%; however again this is lower than the Construction industry average @ 3.3%.

Following a post-campaign meeting, the marketing team have agreed that a 13 day campaign was too long, which is why we may have been seeing less engagement as the campaign went on. For the 2021 Christmas Campaign it has been agreed we will a) create a shorter campaign b) use stronger images, videos and colour schemes to separate from our regular marketing messages c) include fewer CTAs as messages may have been getting lost.

The graphs below compares the top email open and click-through rate of the '13 DAYS OF QUIZMAS' campaign, against benchmarks.

### Top Open Rate % for Christmas Campaign vs. Benchmarks



## 2. Sector Group Progress

Below outlines what each leadership group has been focusing on since the new financial year has started.

### 2.1 Construction

The group is on target to achieve its KPI's around supply chain engagement for Q3, and attendance at recent workshops and business bytes on topics such as sustainable procurement, carbon, social value, have been popular. The workshop on designing out waste is currently popular with main contractor partners.

The launch of the learning pathways is significant, and partners planning to roll these out to their high risk / high impact supply chain. For example, one main contractor has run modern slavery workshops (led by the School) for the supply chain and plans to launch learning pathways for attendees to complete as a follow on from the workshop. Carbon, waste, social value, FIR and wellbeing continue to be priority issues.

The launch of the learning pathways has helped engage Learning and Development / HR teams from many partner organisations, who are keen to start to roll out learning pathways for groups of colleagues from different disciplines. In parallel, a growing number of partners are building the School e-learning modules, sustainability shorts and toolbox talks into their own professional development plans.

General feedback from construction partners is that the sustainability agenda is more important than ever before in light of COVID-19, and this seems to be reflected in the increased demand for Partner workshops, partners joining school training webinars, and resources accessed by partner organisations. There has been an increased demand for support around FIR and Carbon, as well as topics such as race and cultural diversity, and social value.

Engaging internal stakeholders / influencing decision makers internally remains a challenge, with many partner organisations relying on a small number of people within the business to engage with the School. Partners remain keen to hear from other school partners about how they have overcome similar challenges – both in relation to engaging colleagues internally, as well as around supply chain engagement.

## **2.2 Homes**

In terms of progress against the priorities set out at the beginning of the financial year by the Homes group, recent business bytes on carbon and biodiversity netgain have been popular. The 'Carbon in Homes' business byte featured speakers from HBF (linking to the Future Homes Task Force), Barratt Developments, Taylor Wimpey and Telford Homes providing an insight into their key priorities, and a supplier innovation case study from Adaptavate, with plenty of Q&A. The business bytes focusing on biodiversity attracted nearly 200 attendees and ran in a podcast format with excellent feedback and a good range of speakers providing different perspectives (Berkeley group, Canary Wharf group and Balfour Beatty). Due to feedback on the day and discussions during the Q&A, a follow up business bytes will run in March that will focus primarily on the netgain metric itself, what it is, and how to use it.

The second meeting of the 'Future Homes Task Force' has taken place, with representation from the School.

Most homebuilder partners are involved in the carbon action group and taking part in the pilot to capture their supply chains' scope 1 and 2 data through the carbon reporting tool.

Unfortunately the response from the supply chain remains disappointing. It is hoped this will change in the coming months, however this needs to be driven / encouraged more by partners. 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 infrastructure group continues to be well attended with 35-40 attendees at the regular meetings. The meeting format has been developed and introduced presentation slots from key clients at a senior level to help Partners to anticipate and respond to their clients' vision for the future. To date there have been presentations from Highways England, Network Rail and Sellafield. There will be further presentations organised for 2021.

Highways England came to the group to gauge interest in using the School as a platform for a supply chain mapping initiative, Graham Edgell, the Chair of the Infrastructure Group is leading a cross sector initiative to explore this.

Following the publication of the Government Public Procurement Notice 06/20 obliging public procurers to apply a minimum 10% weighting factor to their tenders on social value. Social value monetisation expert Dr Daniel Fujiwara of Simetrica Jacobs will give a presentation on this subject at the January meeting. It is anticipated that this will lead to more collaborative work to understand how supply chains can be upskilled to meet this latest challenge.

## **2.4 FM**

The FM marketplace continues to be busy, responding to a fluid and uncertain workplace environment. Based on evidence from FM partners the supply chain appears to have risen to the challenge. This has impacted on demand for workshops etc, though Vinci Facilities found time to commission three "brunch and learn" short workshops from the School in response to a number of their corporate sustainability priorities for the coming year. This model appeared to work well and could easily be rolled out in due course for other partners.

The FM Group met on 9th December with a focus on business planning for FY2021-22. The Group's preferred priorities have been agreed for how the School uses its resources and takes forward the sustainability learning agenda.

A draft agenda has been developed for the second annual FM Conference and external speakers are being sought to support the School team. The plan is to revisit the four “transformational challenges” facing FM, its people, clients, service users and supply chains originally addressed at the first FM Conference in March 2020. These were:

- How we can contribute to and productively use the UN Sustainable Development Goals
- The challenges and opportunities of transitioning to net zero carbon
- The relationship between workplace wellbeing and productivity
- Adopting social value based business models.

The intention is to revisit the challenges, offering new insights and ideas and providing opportunities to have a say in how we can respond given the seismic changes that have affected workplaces in the past year. The conference will also acknowledge and address the critical issue of managing uncertainty in a plenary Q&A session.

Given the broad relevance of the content for any organisation operating workplaces and buildings, the conference will target an audience from beyond FM. All School partners are encouraged to attend.

## 2.5 Offsite

To date this year, the School has run 1 offsite launch event, 9 offsite lunch n learns and 12 offsite workshops. This has enabled 707 learners to attend these training sessions; 332 learners above the target.

On 20<sup>th</sup> October 2020 the School formally launched the Offsite for Everyone learning materials, through a two hour business bytes session and six taster workshops. The business bytes session was a ‘fishbowl’ panel discussion with eight offsite industry experts discussing the current offsite industry and how the learning materials can be used to improve the industry. The taster workshops provided an insight into the full workshops that have been developed for: designers, procurement professionals, quantity surveyors and cost consultants, logistics personnel, site managers and project managers. There were 210 attendees at the Business Bytes session, and feedback rated it 93% excellent or good quality; 84% also rated it as either very or mostly relevant. 98 people attended the six taster workshops, providing an average feedback score of 92% excellent or great quality, and an average of 80% very or mostly relevant.

In addition we have launched and are now trialling our Offsite Fundamentals Learning Pathway, which over the last 2 weeks 30 people have signed up to.

## 2.6 Wales

The School in Wales has taken significant steps towards its strategic goal of building a closer relationship with the Welsh Government.

In November a meeting was held between Partners and the Deputy Minister for the Economy (Lee Waters). This has resulted in the School being invited to the ‘Wales Construction Forum’ an



invitation only body that has been developed to steer the industry through the Covid Pandemic and beyond. At the same meeting the Deputy Minister gave the group a challenge focusing on 'Supply Chain Resilience' and since then we have held a further Partner-only meeting to decide how best the School in Wales can respond to this challenge. Plans are currently at the draft stage.

The School has also been invited to present to the Construction Continuity Group of Welsh Civil Servants. Essentially all principal civil servants with an interest/engagement with the industry through their role will be on the call.

The School is organising a partner-only meeting with the key member of staff responsible for drafting the upcoming Social Value and Procurement Bill in Wales. We have been identified as a key body to help the Welsh Government to input into and feedback on the thinking around this embryonic piece of legislation.

A main focus for the Wales leadership group this year has been the 'Well-being of Future Generations Act'. As a result the School has delivered two key sessions on the Act, one of which included a presentation from the Well-being of Future Generations Act commissioner Sophie Howe. The School has also delivered a tailored DfMA workshop for Partner Welsh Water. There has been a total of 124 attendees at Wales specific training sessions this year.

## 2.7 Scotland

The training programme in Scotland focussed on two core issues as requested by the Leadership Group: Carbon and Waste. A number of the training sessions also included raising awareness and skills on the related circular economy agenda, with the consistent aim of reducing both carbon and waste from supply chains. Two highlights of the programme were:

- Welcoming over 90 learners to a session on Low Carbon Infrastructure in April, with speakers from Scottish Water, Levenseat (a large waste management contractor / facility) and the Scottish Environmental Protection Agency (SEPA).
- A deep dive into emerging "servitisation" innovation and circular economy technologies used in the built environment, which included local examples such as Egg Lighting, as well as international "best-in-class" examples of servitisation such as Aldstone (a floor and wall covering system provider) , Kaer (a major air conditioning provider recently profiled by the Ellen McArthur Foundation) and a Façade Leasing Project being managed by Delft University of Technology in the Netherlands.

Other interactive training was delivered on Designing out Waste, Sustainable Urban Regeneration and "Scottish Construction 2021" – which provided an overview of upcoming major supply chain opportunities in the Scottish market, with contributions from Morgan Sindall, Balfour Beatty, BAM, Kier and SGN – who showcased their "H100 Fife" project – the world's first 100% hydrogen network which will bring zero-carbon fuel into Scottish homes from 2022.

## 2.8 FIR

The virtual delivery format has allowed the programme to exceed the SME target. This financial year has seen 1047 (versus a target of 1020, overall project target 1200). Ambassadors have continued to be engaged and active with the new learning pathway developments.

The programme is still receiving a high volume of enquiries from Partners organisations to help introduce and deliver FIR. Bouygues UK, for example have a “Becoming a FIR ambassador” course being delivered virtually to four national key sites, including senior management hoping to have trained 150 future ambassadors.

The following eLearning modules are now live and available on the school website:

- Understanding Race & Cultures: Part 1 & 2
- Understanding Invisible Disabilities
- Managing Difficult Conversations

The FIR programme is really pleased to announce that HS2, Network Rail and Highways England have agreed become client Partners of the programme.

## 2.9 Digital

“Downloading a Digital mindset” continues to stay on track with deliverables and the focus on completing the four eLearning modules ready to launch early next year. The modules have been peer reviewed by industry making sure it is relevant to sector and the use of Digital.

Here is an overview of each module produced:

Leadership	Commercial	Capability	Tech Adoption
<ul style="list-style-type: none"> <li>• Assess the Risks and Benefits of Digital Adoption</li> <li>• Develop a digital strategy</li> <li>• Recognise the characteristics of a Digital Leader</li> <li>• Recognise the Digital Competencies required of a Digital Leader"</li> </ul>	<ul style="list-style-type: none"> <li>• Create a framework to assess the risk of Digital Investment</li> <li>• Create a framework to assess the value – including non-financial - of Digital Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake employee digital TNAs</li> <li>• Map digital skills across job functions</li> <li>• Assess supply chain's digital skills</li> <li>• Capture customer preferences &amp; embed data into decision-making</li> <li>• Implement cyber security</li> </ul>	<ul style="list-style-type: none"> <li>• Implement digitally enabled:                             <ul style="list-style-type: none"> <li>• 1 Design</li> <li>• 2 Procurement</li> <li>• 3 Manufacture</li> <li>• 4 Construction</li> <li>• 5 FM</li> </ul> </li> </ul>

The corporate Digital Maturity Matrix and the individual Digital training needs assessment is now in development and will have incorporated a radar chart feature to offer feedback responses once a participant completes the matrix. Jeremy Galpin who is our led client on this project plans to roll out the matrices through Tideway with digital champions at each site.

We are calling out to industry to join the Digital Leadership group to support the outcomes and achieve change towards the implementation of digital to the Construction sector.

### **2.10 Procurement**

“Performance through Procurement” project continues to focus on completing all eight eLearning modules listed below. All modules have been scripted and are currently with the production team to complete for the end of January 2021. Each module has been peer reviewed by industry several times, taking onboard feedback, and amending modules ready for submission. The final piece of the puzzles is creating 13 videos from individuals and to add these to the modules. Due to COVID we have been unable to send a video crew to film on location, however, we are working closely with the editing company to produce these virtually (via smartphones).

Listed below are the eLearning modules in development:

- Introduction to Procurement
- Cost & Value Based Procurement – Subcontracts
- Cost & Value Based Procurement – Materials & Plant
- Managing Performance Through Procurement
- Supplier Relationship Management
- Kings College – Collaborative Procurement 1,2 & 3

A maturity matrix for the Training Needs Assessment is in development and is being developed in collaboration with industry. The aim is to sign this off before Christmas with the view to web enable this ready for testing early next year.

In October John Handscomb from Akerlof gave a presentation to the governance group regarding “Incorporating the CLC value toolkit” which was a brief overview of their Toolkit and how it’s being developed. Construction Excellence offered a workshop to get into more detail around the toolkit but wanted a two-way conversation to help them understand the issues they need to concentrate on during the toolkit development, implementation and how they might be addressed from a supply chain point of view. The ambition is to align our Performance Tool with this working and avoiding duplication.

## **3. New Knowledge Development**

### **3.1 Plant Category Group**

There are several strands ongoing in the Plant Group:

- updating the [Minimum Standards](#) document first compiled in 2019 to account for changes and developments in the market to reduce AQ and GHG emissions. This involves an extensive consultation and engagement with the plant manufacturers (OEMs) to get their input into where things are going
- continue to get new signatories to the [Plant Charter](#)
- planning for a supplier day on 26<sup>th</sup> January to raise the profile of the Charter and to hear how various organisations the value chain are actively reducing the AQ and GHG emission from the plant and equipment they buy and hire
- developed an interactive map of the UK's Low Emissions Zones / Clean Air Zones to help members see what the restrictions and limits are for where they are working.

### 3.2 Labour Category Group

The labour group have been focussing on the process for automating the roadmap. The structure and the content are now being finalised and submitted for development within the school infrastructure. Q3 of the business plan has been used by the group to look at the challenges associated with delivery of the business plan this year and determining how to increase the signatories going forward as well as improving resources in key areas.

There has been a strong focus in events on Modern Slavery and supply chain transparency with good attendance and feedback at most events. In particular, the business bytes focusing on identifying and supporting victims of exploitation on the 24<sup>th</sup> November had 90 plus attendees. With representation from the GLAA, Modern Slavery Helpline, Hope for Justice it was the first event we have run in the group with a range of specialist organisations sharing their intelligence with the construction sector.

### 3.3 Waste Category Group

The Waste and resource use group met on 16th November and remains a highly popular group amongst School partners, with nearly 30 representatives in attendance. A planning exercise was conducted to determine priorities for action in FY 2021-22.

Highlights this quarter have included the development and launch of parallel introductory level Learning Pathways for FM and Construction/Infrastructure/Homes etc. The decision to set up two pathways was taken due to the fact that in some aspects, FM has a nuanced and specific set of requirements compared to the wider built environment industry.

The interactive “MEP map” showing the locations and key contact information etc for Material Exchange Platforms (MEPs) around the UK continues to be popular and attract attention. The task of finding suitable homes for unwanted or unused materials continues to be a challenging one, but the Group will be supporting the further development of this valuable School resource as much as possible.

The packaging material sources data gathering trial has been gathering pace. Thanks are due for funding contributions from Zero Waste Scotland, Bellway Homes, Barratt Developments and Taylor Wimpey. One perhaps unsurprising revelation is that suppliers and manufactures have

been rather reluctant or unable to release full information on their packaging . As a consequence of the slow progress in securing relevant information, Project Manager Valpak has extended the deadline for response to 24th December. Partners have assisted by joining in with a process of issuing prompts and reminders to the more recalcitrant contacts in the shared “top 50” list of suppliers. This will still enable data platforms to be available by February 2021.

### **3.4 Special Interest Groups:**

#### **Carbon**

Two popular and successful Business Bytes have run this quarter. On the 17th November, ‘How the Housing sector is rising to the challenge of zero carbon’ for the Homes School took place, with speakers from major house builders and suppliers in the sector talking about decarbonising our homes. On the 18th November, ‘Achieving Net Zero: How do we collaborate to get there?’ took place with speakers from IEMA, Willmott Dixon, Anglian Water, ICL and others. This was followed by four participatory workshops on the carbon agenda: Strategy, Engagement, Delivery and Performance. Both activities had 190 attendees each, who contributed to the discussion and debate from the speakers. Both demonstrate the desire in the supply chain to learn, hear new ideas and engage. More widely the Group has been continuing to engage suppliers and contractors to engage and report their activity data into the Performance Tool.

#### **Wellbeing**

The Wellbeing SIG produced two deliverables – a written report and a visualisation of wellbeing in the built environment. Feedback from Partners has been incorporated into the visual and both deliverables are with the designer. There will be a formal launch of the output in the New Year.

It is worth noting that the landscape has changed considerably since this group was formed. As the nexus between public health, the built environment, and planetary health has become better understood, we have seen the materiality of wellbeing increase sharply. The School would like to continue to support Partners as they develop strategies, interventions and methods of measuring wellbeing. If there is a particular area that Partners would like to see the School support on, please share feedback with Claire Bradbury (Claire.Bradbury@actionsustainability.com).

### **4. New Partners**

The School welcomes new Partners this quarter: Ardent Hire Solutions, Colas, Michelmersh Brick Holdings, Alcumus Group, Onsite Support, Persimmon Plc, M Group.

**End.**