

Annual Report



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1. Executive Summary

1.1 Highlights

2015/16 has been a very successful third year for the School, this annual report seeks to highlight these successes and also draw out lessons for future years. There is no doubt that moving into our fourth year the School is in a much stronger position to drive change and improved sustainability performance across the built environment. Key highlights are:

- There are a total of 12,282 members of the Supply Chain Sustainability School and Offsite Management School.
- Since our last AGM and Annual Report we launched new portals for the Offsite, Homes, Welsh and Scottish markets and a significant new learning resource for Fairness, Inclusion & Respect.
- We now have over 40 new Partners who are sharing our vision of a more sustainable built environment. Welcome to; Abellio, Barratt, Berkeley, BRE, Francis Flower, Fusion, George Fisher, HOCHTIEF, Marshalls, McAvoy, National Grid, PHS Group, Prater, Sodexo, United Utilities, VGC Group, WP Group.
- Agreed in principle a five year strategic relationship with the Construction Industry Training Board.
- Recognition by the UK Commission for Employment and Skills for the quality of our work in developing skills.
- Over the year we have also grown the School team which is an important investment in the future ability of the School to have a deeper and wider impact. Welcome to; Ursula, Rosie, Toby, Ross, Paul, plus experts such as Tim, Charles, Liz, Helen and Alex.
- The School has been shortlisted for the Construction News Awards 2016 (Supply Chain Excellence Category).

1.2 The growth and engagement of the School

This year saw big developments in the Supply Chain Sustainability School in terms of growth into new sectors which in turn has contributed to an increase in membership. The FM section of the School launched in January 2015, the Infrastructure section in February 2015 and the Offsite Management School was launched in March 2015. Following that Welsh and Scottish portals were launched in June and finally the Homes School was launched in November 2015.

The current engagement figures are as below :

School	Unique companies	Unique company self-assessments	Unique company re-assessments	Unique resources viewed	Average score (1 st assessment)
Construction	5,182	2,088	535	991	2.13
FM	383	175	25	355	2.33
Infrastructure	262	114	15	228	2.28
Homes	96	49	14	210	1.93
Offsite	568	117	12	291	3.0

1.3 Other developments: Providing expert knowledge within the School

A very successful Fairness, Inclusion and Respect engagement plan was developed and rolled out in quarter two and three as well as the forming of three Special Interest Groups (SIG's). These groups

are Modern Slavery, Social Value and Performance Measurement.

The Fairness, Inclusion and Respect programme has dedicated pages on the School website providing guidance to Managers and Site Managers. There is a dedicated section in the resource library as well as four video Toolbox Talks and two e-learning modules which are accessible to members and non members alike. The Modern Slavery SIG has also had dedicated pages created within the School, and the diagnostic has had specific questions on Modern Slavery added. This is to help Members and Partners alike on the topic by providing specific resources geared to inform and engage.

The Social Value and Performance Measurement groups are continuing to run and their outputs will be confirmed once the groups have ended.

The Construction School has also re-launched with a refreshed resource library, the original e-learning modules being revamped and rerecorded to provide better sound quality. The trade categories and diagnostic have also been updated which will be carried out in the other sections of the School imminently.

1.4 Funding

The Schools budget for 2015/16 rose from £450k to just under £750k. This was made up of a blend of Partner and CITB funding. This year the Delivery Partner was successful in the School's strategy to become less reliant on CITB funding and through the development of new Partners CITB funding fell to 40% of the total.

In terms of contractors and suppliers there is Balfour Beatty, Berkeley Group, BAM, Barratt Developments, Carillion, Engie, Costain, EMCOR UK, Francis Flower, Fusion, Galliford Try, George Fisher, HOCHTIEF UK, Interserve, ISG, Kier, Laing O'Rourke, Lend Lease, Lovell, McAvoy, Morgan Sindall, PHS Group, Prater, Sir Robert McAlpine, Skanska, Sodexo, VINCI, Wates, Willmott Dixon, Aggregate Industries, Marshalls, Siemens, Tarmac, VGC Group, WP Group and Saint Gobain.

There are seven clients who are part of the School who are Abellio, Covance, Grosvenor, Highways England, HS2, National Grid and United Utilities.

In addition to the Industry Partners the School also has a group of dedicated Knowledge Partners (though these organisations provide in kind contribution to the School) who help to shape the development of the School through the resource library and development of the workshops. These are Bath University, BIFM, BRE, Build Offsite, CEEQUAL, CITB, Coventry University, Exelin, Home Builders Federation, Loughborough University, Nottingham University, Portsmouth University, Royal Holloway University, Total Flow and Zero Carbon Hub.

In addition to Partner fees, the School has also received funding from the CITB. The Offsite Management School and the Infrastructure School received funding in the value of £234,000 for developments within their sectors between March and December 2015. The Homes School received £66,000 to launch in November 2015 and then run a programme of launch workshops into January 2016.




FIR received funding to deliver a programme of activities to the value of £153,300 between March 2015 and December 2015.

Further funding has been secured with the CITB, which is part of a £2.5M five year strategic relationship with the School. This is to the value of £60,000 in this financial year (to end of March 2016).

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2. Summary by numbers

-  **12,282**
members to date
-  **2,453**
active companies since 1st April 2015
-  **7.8%**
average increase in score
-  **32,488**
resources viewed to date
-  **12,800**
views of e - learning modules to date
-  **1,680**
number of resources on site
-  **4,057**
Action Plans created to date
-  **3,122**
delegates attending an event since 1st April 2015
-  **64,423**
visits to website since 1st April 2015
-  **35,545**
are unique visitors
-  **46.7%**
are returning visitors
-  **37.85%**
bounce rate
-  **5.42**
average session duration
-  **8,098**
sessions from mobile or tablet devices

81 Bronze Members



92 Silver Members



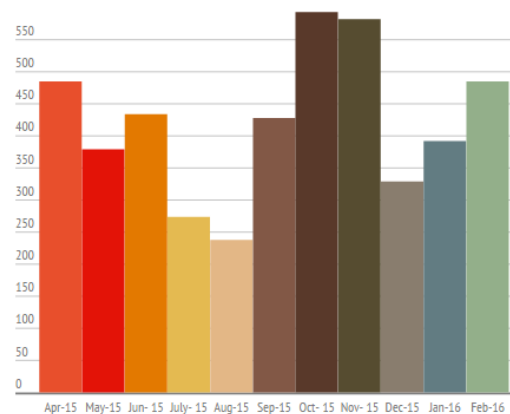
15 Gold Members



● Unique companies using their Act...

 **418**

Average number of registrations per month since 1st April 2015



3. Key Performance Indicators

RAG

Scale

Scope

Impact

Deliver

Quality

- 40 Partners (+ 6 Offsite) and 10 knowledge partners *(43 includes 10 Offsite, + 15 knowledge partners)*
- Increase members to x 12,000 *(12,282)*
 - Active sector groups covering **Construction, FM, Infrastructure, Homes, Offsite**
 - Development of regional content (Wales & Scotland) and Offsite School - *Yes*
 - 3 x special interest groups - *Yes*
- Members built their overall score of sustainability competence by >5% *(7.60%)*
- 70% of members with action plans to be using them *(66%)*
- 750 sustainability assessments and action plans created *(936 sustainability + 122 offsite)*
- 300 reassessments completed *(316 sustainability + 12 offsite)*
 - Develop and deliver agreed engagement plans with each of our Partners
- 1,200 *(1,564)* managers receive advice at 18 *(11 sustainability + 3 offsite+ 1 All Schools)* Supplier Days
- 900 receive face to face training *(1,558 at 69 training sessions)*
- 1,500 further downloads of e-learning modules *(4,057)*
- 95% of partners return - *All*
- 90% of employers will rate the training received as good or excellent - *95%*
- 90% of employers agree training will change the way they do business – *93%*
- Win at least 1 award – **two awards entered for 2016 - World Procurement Leaders and Construction News**

4. Supplier Days

The programme of supplier days has proved very successful and the target set exceeded. There has been a total of 1,564 attendees to the 15 supplier days that have run to date. The original target set was 1,200 attendees at 18 events. The School will only be running 15 supplier days following the agreed reduction in costs due to shortfall of revenue.

Below is the summary of all supplier days and the attendance figures since 1st April 2015. This includes the Homes launch:

Date	Sector	Lead Partner	Location	Attendees
22 nd April	FM	Covance	Leeds	82
29 th April	Infrastructure	Carillion & Morgan Sindall	York	84
7 th May	Infrastructure	Taylor Woodrow	London	79
12 th May	FM	Cofely	Birmingham	123
4 th June	FM	BAM	Glasgow	70
19 th June	Offsite	Laing O'Rourke	Worksop	30
24 th June	Infrastructure	Tarmac & Skanska	Birmingham	104
8 th July	Offsite	Skanska	Watford	81
24 th Sep	Construction	Kier & Willmott Dixon	Cambridge	125
15 th Oct	FM	Carillion & PHS Group	Manchester	110
20 th Oct	All- School's	UU, Laing O'Rourke, Aggregate & EMCOR UK	St Helens	165
3 rd Nov	Homes Launch	Wates	London	80
18 th Nov	Offsite	Costain	Coventry	120
1 st Dec	Construction	BAM & Willmott Dixon	Sedgefield	73
26 th Jan	FM	Interserve	London	100
17 th March	Construction	Sir Robert McAlpine	Edinburgh	TBC

The feedback from all events has continued to be excellent, and the most recent set of events saw an improvement in terms of logistical delivery. The new voting system has also proved to be a valuable investment and has allowed for an increased audience engagement, adding value to the attendees.

The aggregated statistics from all recent events is as follows:

- 95% rated the overall organisation as "Excellent" or "Good"
- 96 % rated the plenary session content as "Excellent" or "Good"
- 86% said the event fully met their expectations
- 93% said they would "Definitely" or "Probably" use the school

Finley Structures said that the School will help them *"increase their knowledge and understanding of a topic that is quickly becoming an industry standard"*

4.1 Development of Supplier Days:

The supplier day format has undergone some recent development to ensure a high level of engagement from the audience as well as maximum value for the involved Partners. Therefore, there will be an increased focus on Partners *strategic suppliers* as well as engaging the users within

the School. The format of the day will ideally focus around the sustainability objectives of a particular project or Client driver and aim to encourage suppliers to share knowledge and examples of best practice. The day follows a theme throughout which builds as the day goes on, taking the audience through a more focused learning.

The afternoon sessions will take the format of the 'Innovation Bootcamp'. The 'bootcamps' are designed to encourage organisations to work with each other in small groups, focusing on different work packages related to a fictional build project to explore the challenges or blockers and solutions to Sustainable Construction and Offsite Construction can offer. The Bootcamps have proved to be very popular with an increase in the number of attendees staying in the afternoon. The new format for the day allows for increased engagement as the audience see value in attending the full day.

5. Construction School

The Construction group has continued to grow with 2,932 new individual members registering since the 1st April 2015. Of these new members 576 have completed their first assessment.

The Construction School re – launched on the 8th February 2016 with a refreshed resource library, updated self-assessment, and a revised set of trade categories. A communication plan focusing on this development to the School is being rolled out to all members and Partners.

The leadership group have discussed and developed the 2016/2017 business plan and agreed the key focus for group over the next 12 months is:

- ✓ Supplier Days in 2016/2017 to focus on engaging existing members, rather than attracting new members to the School.
- ✓ Partners need to be encouraging their own employees to engage with the School and improve their own sustainability knowledge to help facilitate driving this down their supply chains.

5.1 Summary of workshops

There have been 12 sustainability workshops held since the 1st April 2015, training a total of 277 construction suppliers. A further three workshops are scheduled before the end of March 2016 to meet the 2015 business plan target of 15 workshops.

Below is the summary of all construction workshops and the attendance statistics since 1st April 2015:

#	Date	Topic	Lead Partner	Location	Attendees
1	7 th May	Meeting clients sustainable timber requirements	Morgan Sindall	London	10
2	23 rd June	Sustainable Procurement	Morgan Sindall	London	27
3	15 th July	Responsible Sourcing	Galliford Try	Edinburgh	17
4	28 th July	Sustainable Procurement	Grosvenor	London	18
5	24 th Sep	Responsible Sourcing	Willmott Dixon & Kier	Cambridge	8
6	24 th Sep	Making the School work for your Business	Willmott Dixon & Kier	Cambridge	12
7	2 nd Oct	Life Cycle Analysis	VINCI	London	34
8	15 th Oct	Responsible Sourcing	Balfour Beatty	Derby	44
9	28 th Oct	ISO 14001: 2015	Marshalls	Eglescliffe	24
10	29 th Oct	Sustainable Procurement	Morgan Sindall	Rugby	23
11	18 th Nov	Circular Economy Forum	BAM	Birmingham	42
12	1 st Dec	Making the School work for your Business	BAM & Willmott Dixon	Sedgefield	18

#	Date	Topic	Lead Partner	Location	Attendees
13	15 th March	Making the School work for your Business	Laing O'Rourke	Oxford	TBC
14	16 th March	Responsible Sourcing	Costain	Birmingham	TBC
15	17 th March	Driving Innovation in Sustainability	Robert McAlpine	Edinburgh	TBC

5.2 Construction School e - learning review

The ten original e - learning modules for the Construction School are being reviewed to ensure that they are still in line with current legislation as well as being refreshed and fit for purpose.

The ten modules and who they are being reviewed by are listed below:

Subject	Reviewer
Introduction to Sustainable Construction	Responsible Solutions
Introduction to Sustainable Procurement	William Marshall, Action Sustainability
Introduction to Environmental Management	Responsible Solutions
Introduction to Carbon	Responsible Solutions
Introduction to Materials	Responsible Solutions
Introduction to Waste	Responsible Solutions
Introduction to Water	Responsible Solutions
Introduction to Biodiversity	John Newton, The Ecology Consultancy
Introduction to Ethical Business	Ross Primmer, Action Sustainability
Introduction to Economy & Community	Liz Holford, Action Sustainability
Getting the most out of your EMS	Responsible Solutions

Once the modules have been reviewed, they are then being re-recorded to provide a better quality sound. Following that, all modules are subject to a technical review and peer review. Peer reviewers have been selected following their specific expertise to ensure that the modules are also on message with the industry.

This review will be complete by end of March 2016.

6. FM School

The FM School has developed at a slower pace with 400 new members registering since the 1st April 2015. However, of these new members 52% have completed their first self-assessment, indicating that the number of engaged and active members within the School is high.

The leadership group have developed the 2016/2017 business plan, and agreed the following key actions need to be a focus for group over the next 12 months:

- ✓ A more structured approach to recruitment of active members which needs to be driven by the partners in the group.
- ✓ Encourage current relevant members who registered pre – FM School launch to update their profile and selecting the FM School by showcasing the resources available and relevant to them via a specific targeted communication plan.

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- ✓ Develop content for the members which look at defining 'what is FM?' and the different sustainability challenges across this industry.

6.1 Summary of workshops

There have been 12 workshops held since the 1st April 2015, training a total of 265 FM suppliers. There is one workshop scheduled before the end of March 2016 which will hopefully meet with the target of training 300 managers.

Below is the summary of all FM workshops and the attendance figures since 1st April 2015:

#	Date	Topic	Lead Partner	Location	Attendees
1	21 st April	Developing effective local & SME supply chains	Lendlease	London	20
2	22 nd April	Sustainability Requirements in your clients' procurement processes	Covance	Leeds	33
3	22 nd April	Making the School work for your business	Covance	Leeds	15
4	12 th May	What Sustainability means in practice for Building Managers	Cofely	Birmingham	20
5	12 th May	Making the School work for your business	Cofely	Birmingham	32
6	4 th June	Sustainability Requirements in your clients' procurement processes	BAM FM	Glasgow	19
7	4 th June	Making the School work for your business	BAM FM	Glasgow	4
8	28 th July	Making the School work for your business	Cofely	London	9
9	15 th Oct	The PHS Experience	PHS Group	Manchester	24
10	15 th Oct	Making the School work for your business	Carillion	Manchester	5
11	27 th Nov	Developing effective local & SME supply chains	Morgan Sindall	London	34
12	26 th Jan	Driving Innovation in Sustainability	Interserve	London	50
13	10 th March	Sustainable Procurement	Morgan Sindall	London	TBC

7. Infrastructure School

The Infrastructure School has also seen 270 new members since the 1st April 2015. Of these new members, 84 unique companies have completed their first assessment. However, the leadership group feel that engagement of the supply chain within this School is currently low and therefore a key focus for the next financial year.

Following discussions around the business plan for next year, the group have agreed the following focus:

- ✓ Encourage current members who registered pre – Infrastructure School launch to update their profile so they appear within the Infrastructure School.
- ✓ Partners to communicate frequently and encourage their strategic suppliers to engage on a regular basis with the School this includes sending the message that the Supply Chain should be seeking to achieve Silver status.
- ✓ A more structured approach to recruitment of active members to be developed, which needs to be driven by the Partners in the group.

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7.1 Summary of workshops

There have been 14 sustainability workshops held this year, training a total of 236 Infrastructure suppliers. There are two workshops scheduled before the end of March 2016. This exceeds the business plan target to deliver 15 workshops within the year.

Below is the summary of all infrastructure workshops and the attendance statistics since 1st April 2015:

#	Date	Topic	Lead Partner	Location	Attendees
1	29 th April	Responsible Sourcing	Carillion & Morgan Sindall	York	25
2	29 th April	Making the School work for your business	Carillion & Morgan Sindall	York	14
3	7 th May	Carbon in Infrastructure	Taylor Woodrow	London	15
4	7 th May	Making the School work for your business	Taylor Woodrow	London	15
5	20 th May	Getting to grips with CEEQUAL	Galliford Try	Coventry	10
6	24 th June	Responsible Sourcing	Tarmac & Skanska	Birmingham	21
7	24 th June	Making the School work for your business	Tarmac & Skanska	Birmingham	25
8	15 th July	Carbon in Infrastructure	Galliford Try	Edinburgh	9
9	15 th Sep	Responsible Sourcing	Carillion	Cannock	20
10	30 th Sep	Getting to grips with CEEQUAL	Skanska	London	9
11	20 th Oct	Driving Innovation in Sustainability	All – School's Day	St Helen's	19
12	24 th Nov	ISO 50001	WP Group	Leatherhead	14
13	1 st Dec	Getting to grips with CEEQUAL	Tarmac	Birmingham	7
14	3 rd Dec	Driving Innovation in Sustainability	EMCOR UK	Manchester	8
15	7 th Mar	Carbon in Infrastructure	Laing O'Rourke	Manchester	25
16	15 th Mar	Responsible Sourcing	Costain	Coventry	TBC

8. Homes School

The Homes School has had 112 new members join since it launched in November 2015. Of these new members 42 unique companies have completed their first self- assessment.

The new Homes partners Berkeley Group and Barratt Developments have been extremely engaged and have already begun targeting their key suppliers to complete their Homes self – assessment. This proactive message from the Partners has enhanced the successful launch of the Homes School.

The Homes group have agreed the following focus over the next 12 months:

- ✓ A targeted marketing strategy is to be developed to reach the targets set by CITB for the downloading of the Homes e-learning modules.
- ✓ The Homes School needs to represent the entire sector – at present the school is geared more towards the 'new build' market. As a result it has been agreed that a range of type of new partners need to be targeted.

8.1 Summary of workshops

The Homes School had to deliver five workshops before the end of January 2016 to meet the funding requirements of CITB. All five workshops were completed with a total of 167 attendees. All of the workshops were general workshops about the importance of developing sustainable homes for the future and how the School can help their business.

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Below is the summary of all Homes workshops and the attendance statistics since 1st April 2015:

#	Date	Partner	Location	Attendees
1	19 th Nov	Wates	London	31
2	3 rd Dec	Lovell	Tamworth	47
3	4 th Dec	Willmott Dixon	Birmingham	36
4	16 th Dec	Linden Homes	Caterham	14
5	27 th Jan	Barratt Group	Birmingham	39

9. Offsite School

The Offsite Management School launched in March 2015. This year's premise has been a focus on developing the membership and piloting the School.

The School has had tremendous success over achieving on all KPI's and targets. The interest in the School has been strong and remains so. The current membership is 568 organisations (representing 923 individual members).

The majority of the membership has been achieved through the staging of the four innovation (supplier days) hosted across the UK.

9.1 Summary of workshops

The Offsite School has delivered 11 workshops to date training a total of 216 suppliers. There are four workshops scheduled before the end of March to reach the target of delivering 15 workshops within the year. By far one of the most successful days was a workshop hosted by Carillion which initially set out to introduce the benefits of BIM and the BIMability Suite they are involved in. There were 72 attendees on the day and the format changed to accommodate this number of organisations.

Below is the summary of all Offsite workshops and the attendance statistics since 1st April 2015:

#	Date	Topic	Lead Partner	Location	Attendees
1	19 th June	Making the School work for your business	Laing O'Rourke	Worksop	14
2	24 th June	Leadership & Culture	Action Sustainability	London	6
3	2 nd July	DfMA Part 1	Skanska	Maple Cross	10
4	30 th July	Change Management	Skanska	London	14
5	4 th Aug	Collaborative Working	Skanska	London	17
6	8 th Sep	DfMA	Skanska	Maple Cross	1
7	17 th Nov	DfMA Part 2	Skanska	London	10
8	18 th Nov	Innovation Bootcamp pt.1	Costain	Coventry	24
9	18 th Nov	Innovation Bootcamp pt.2	Costain	Coventry	29
10	23 rd Nov	BIM: Midlands Metropolitan Hospital	Carillion/ NG Bailey	Birmingham	72
11	1 st Dec	Offsite Innovation	EMCOR UK	Manchester	10

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12	16 th Dec	St Gobain: Innovate UK workshop	Saint Gobain	Midlands	13
13	14 th Mar	BIM	Carillion	Birmingham	TBC
14	22 nd Mar	DfMA	United Utilities	Warrington	TBC
15	30 th Mar	Collaborative Working	Costain	Coventry	TBC

In terms of engagement for the next financial year, key focus for the Offsite School is with the design and architect community and engaging them into the School. A key topic is Design for Manufacture and Assembly (DfMA) and ensuring that the School contains the right information for designers and architects. Secondly, a big focus on engaging with the current members of the School and ensuring that they are taking the self-assessment and following a learning plan.

10. Fairness, Inclusion & Respect (FIR)

The FIR Toolbox Talks have been extremely successful, with over 500 operatives attending 11 training sessions. A full summary of the workshops is below:

Date	Lead Partner	Location	Attended
22 nd Oct	Galliford Try	Coventry	11
16 th Nov	VINCI	London	34
19 th Nov	Kier	Uttoxeter	94
24 th Nov	Highways England	Birmingham	28
1 st Dec	GRAHAM Construction	Essex	24
2 nd Dec	Carillion PLC	London	36
7 th Dec	Morgan Sindall	London	26
10 th Dec	Balfour Beatty	Derby	27
10 th Dec	Balfour Beatty	Derby	13
16 th Dec	Skanska	Maple Cross	17
28 th Jan	Carillion Rail / Network Rail	Derby	76
1 st Mar	Laing O'Rourke & Murphy	Birmingham	137

In 2016, a new programme of workshops are being developed as well as developing and supporting a cohort of FIR Champions, who will promote FIR within their organisation as well as to their supply chain. If your company would like to nominate a person to be supported to be a FIR Champion, please contact liz@actionsustainability.com

11. Increasing and Maintaining our Impact

The communication strategy and plan has been rolled out and has seen encouraging figures with more active individuals and companies exceeding monthly targets from September 2015 to January 2016. It is expected that the target of engaging 2,500 unique active companies will be met by the end of March.

As part of the communications plan, targeted monthly newsletters are being sent to all members. This has been extremely successful with over 3,000 members consistently reading the newsletter. The data has been cleaned and is now constantly going through a data cleansing process and the response from members to the various activities within the School has been very positive. This is evidenced by the fact that there are high open and click through rates and low unsubscribe numbers, and this has all been complimented by an increase in social media activity. Brand

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guidelines have recently been developed to provide clear process and procedures, as well as standardising all School communications.

There is a clear strategy going forward with topic lead communications and clear marketing plans for each School, with more emphasis on automated emails and making the school site focussed on encouraging engagement.

11.1 Bronze, Silver and Gold Members

There are currently **81 bronze members, 92 silver members and 15 gold members** across both the Sustainability School and the Offsite School.

Many of the partners have set internal targets in relation to engagement of their strategic suppliers in the School; these targets vary and some Partners have a target for all their strategic suppliers to be bronze or silver by end of 2016.

Please contact Emma-Jane Allen (emma-jane@supplychainschool.co.uk) if you would like to discuss options to increase engagement of your preferred supply chain within the School.

12. IT Development

Action Sustainability has been working with the IT Partner Itineris on the following:

1. Establishing a more efficient customer journey through the site (including booking for an event as a non-Member to encourage sign up to the School at that stage). (Completion date tbc)
2. Development of Members Accounts. This includes allowing Members to have more control over their accounts (admins and permission levels), choosing which School they join as well as changing Schools but retaining assessments and data; adding of additional colleagues. (Completion date tbc)
3. Development of an event calendar which would allow School members to view (and book) all School events as well as Partners or key industry events. (Completion date tbc)
4. Consideration and development of the learning structure within the Schools (including Offsite and new developments) (Completion date tbc).

13. Horizon Group

There are four key areas of research and development currently being considered within the Horizon Group, these are:

1. **The Business case for Sustainability** – This research will be led by the University of Bath with steer on the scope of the research from the group and Jacqui Glass from Loughborough University. A proposal is currently being drafted by Bath University for consideration in the next meeting.
2. **Externalities** – This is an opportunity led by Royal Holloway University of London. There is an opportunity for partners to support a number of PhD students which will be looking at the wider impacts of sustainability behaviour. Royal Holloway are currently drafting a proposal which will be circulated to partners for review. Those wishing to partake in this collaborative opportunity will be able to discuss the scope further and steer the research.
3. **Influencing the case** – Crossrail based project where Mohammad Rickaby will be working with Kier and Crossrail to investigate and explore “how do values inform decision-making in a construction project environment?”

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4. **Business Ethics** – definitions for ethical sourcing. Action Sustainability is currently developing an introductory e-learning module on the subject followed by a more advanced module with support from Royal Holloway.

If you are interested in joining this group, please contact mohammad@actionsustainability.com

14. School Vision

The results of the recent School visioning workshops have been analysed and the Board has agreed on the new vision: **“A world class collaboration to enable a sustainable built environment”**. This statement is still being finalised by the Board and will be discussed at the AGM in March.

The vision is made up of eight guiding statements which convey where the School wants to be in five years time (see below):

“The world class collaboration enabling a sustainable built environment”

Subject Matter	Target Audience	Accreditation	New knowledge
We will provide learning content that builds skills to deliver a sustainable built environment	We will deliver a School free at the point of use for anybody who works in, or may aspire to work in, the built environment sector	We will offer CPD accredited learning where appropriate and learning that contributes to professional qualifications. We will recognise members' effective participation in the School and work with the industry to promote recognition of School members	We will engage with industry, academia and research organisations to instigate and seed fund new research that can be translated into School learning content in the future
Leadership	Geographic reach	Partners	Funding
We will establish the School as the centre of excellence with respect to developing supply chains to deliver a sustainable built environment	We will seek global best practice to reach partners' supply chains across the UK and outside the UK where appropriate. Our delivery partner will respond to opportunities to franchise the School at their own cost and risk	We will seek partners who share the values of the School and who commit to share knowledge, contribute financially and in kind	We will fund the School from partner contributions, franchise fees and appropriate sources of government or industry funding. We will not ask members for money or allow commercial sponsorship of our learning content or activities

15. Special Interest Groups (SIGs)

The SIGs have been progressing forward rapidly; progress on the groups is as follows:

15.1 Modern Slavery

The Modern Slavery group is progressing rapidly and has nine representatives from across all sector groups. The outputs of the group so far are as follows:

- Legal review and summary of legislations produced for supply chain
- Questions added to self assessments and linked to resources
- Web pages and short resource library added to site – library includes;
 - School Modern Slavery Act Summary
 - School Interventions Diagram
 - Facts about Modern Slavery Video

- The IASC Strategic Plan 2015 – 2017
- Government Guidelines
- CIPS Guidelines
- The link to the stronger 2gether resources
- <http://www.supplychainschool.co.uk/modern-slavery/>

Future outputs for the group in 2016 include:

- Development of an e-learning module
- A programme of workshops for the supply chain
- Copy of sound bite videos relating to Construction Organisations requirement to address this issue (to be created)

15.2 Social Value

The Social Value Special Interest Group has agreed to produce and publish a supply chain briefing on social value. This covers what social value means, why it matters and the activity that delivers it, plus appendices of social value metrics and indicators and tools currently in use. The outputs of the group so far are as follows:

- Briefing Paper on Social Value currently in draft format
- Agreement on key metrics that “best in class” suppliers would be collecting
- Questions in self assessments revised and linked to resources
- List of detailed Social Value metrics agreed with common definitions – available for all Partners and Supply Chain to use

Opinions vary widely among the members of the group and we are seeking to capture all perspectives within the briefing paper, as it will be helpful to supply chain partners to understand different approaches. There has been no agreement on monetising Social Value.

Future outputs for the group in 2016 include:

- Development of an e-learning module
- A programme of workshops for the supply chain
- Developing of video content

15.3 Performance Management

The Performance Management group currently has representation from ten partners and one knowledge partner. The Terms of Reference has been agreed, and in summary the aim is to understand the partner’s current practice in sustainability performance measurements; understand the link between corporate sustainability performance management and how this drives project sustainability performance management (and vice-versa). The outputs of the group so far are as follows:

Input into Build UK common PQQ platform

- This is progressing only at the speed that Build UK are operating – slowly
- Build UK have stated ambition to create an “industry owned” risk based PQQ database
 - Our ambition was to input into their sustainability section
 - In reality they are not that far advanced
- Build UK have been asked by BIS to update PAS91 to ensure compliance to new legislation
 - This is very limited as only allowed to change legal requirement questions
- Recommendation – keep the offer of help open, but realize it will take some time

Developing common set of sustainability metrics and PQQ

- Progress is advanced. Within two months we will have published on the School site;
 - A definitive list of sustainability metrics and indicators with definitions
 - A common set of sustainability PQ Questions with guidance on what good answers are
 - A supply chain briefing paper
- Supply Chain Workshop has been developed and run on this subject

Future outputs for the group in 2016 include:

- Challenge – how to get an industry to adopt a common standard?
- This group is expected to run until June 2016
- A programme of workshops for suppliers in each sector group
- Developing video content

15.4 Materials

The direction of the group has moved towards Resource Efficiency and practical advice on how contractors can work together to improve efficiencies with resources. This group is expected to be funded for a further 12 months and will be agreed at the AGM on March 11th 2016.

16. Budget

As the year progressed it became apparent that the School was not going to be able to deliver all activities it had set out to initially as there was a shortfall in the Partner fee revenue.

As a result the Delivery Partner, Action Sustainability consulted with the Board on where costs needed to be reduced to make up for this shortfall. Action Sustainability had committed to employing Paul Parkinson who commenced employment in August 2015. Paul’s responsibility is to bring on board Partners to the School. A healthy pipeline of leads was established quickly.

The below illustrates the original £800K of costs and how the money was being spent:

Annual Report

April 2015 to March 2016

Illustration 1: Original School spend by supplier

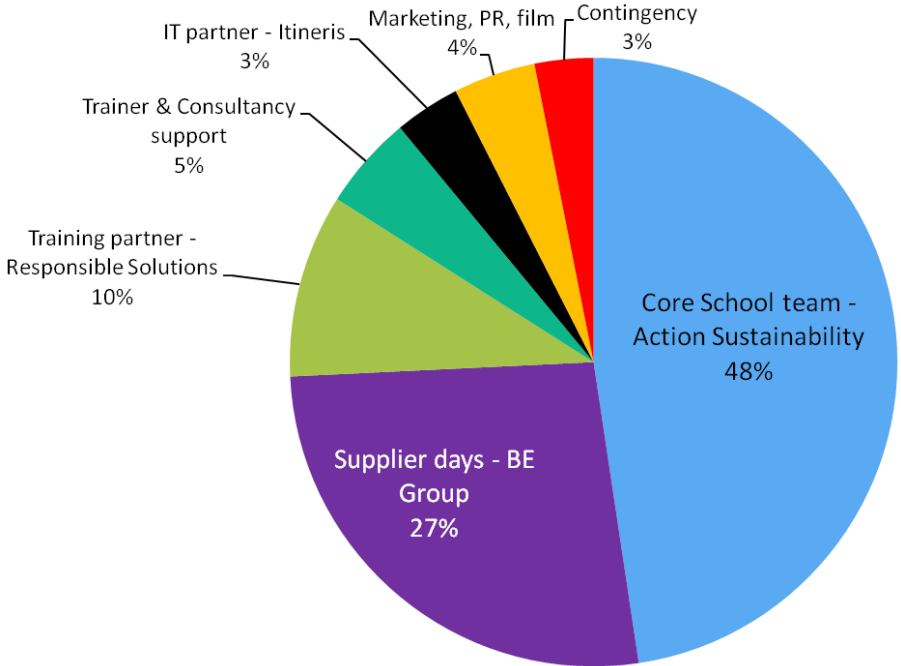
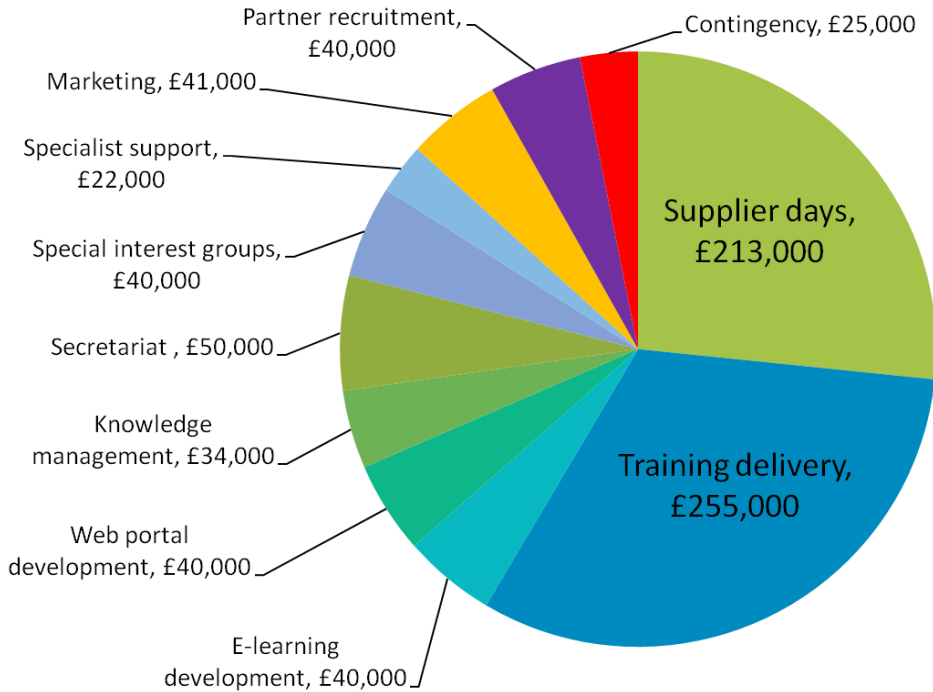


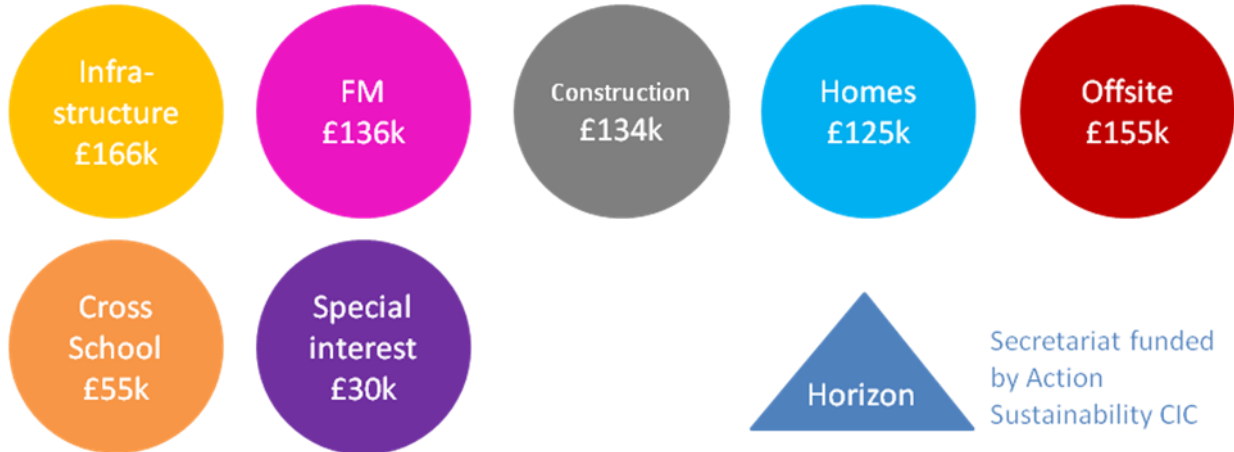
Illustration 2: Original School spend by activity



Annual Report

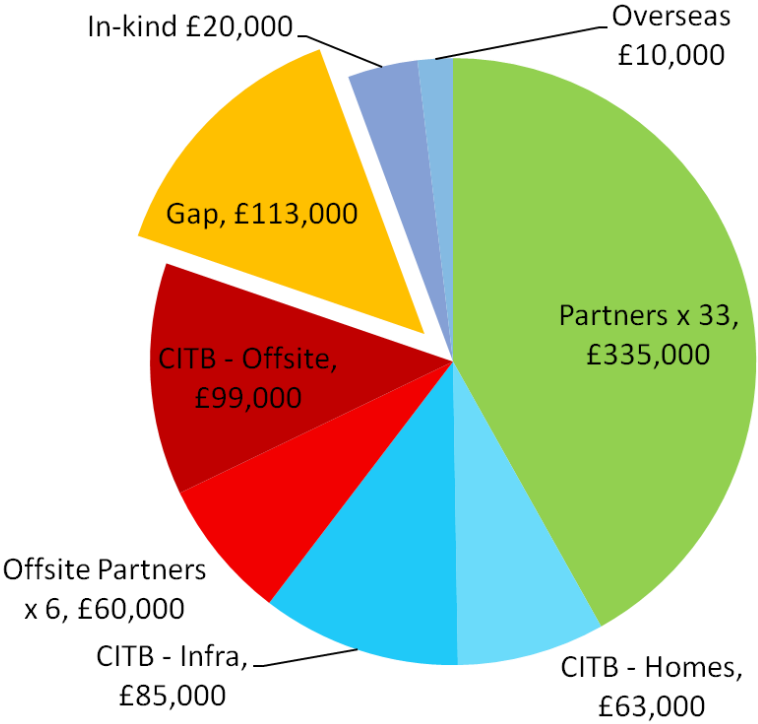
April 2015 to March 2016

Illustration 3: Original School spend by sector



The next illustration shows the income from the Partners and other sources of current funding to highlight the gap of £113,000 in income versus cost.

Illustration 4: Revenue gap



Action Sustainability then proposed recommendations of where costs could be reduced to bring the budget back into line which were agreed by the Board.

Annual Report

April 2015 to March 2016

Following this adjustment in January 2016 a five year strategic relationship was agreed with CITB. As a result a further revenue of £70,000 was input into the School with the following deliverables: Agree the School Business plan, update the ten original e-learning modules, stage one supplier day, deliver five workshops, deliver one e-learning module and research three Special Interest Groups.

Illustration 5: Actual income to date

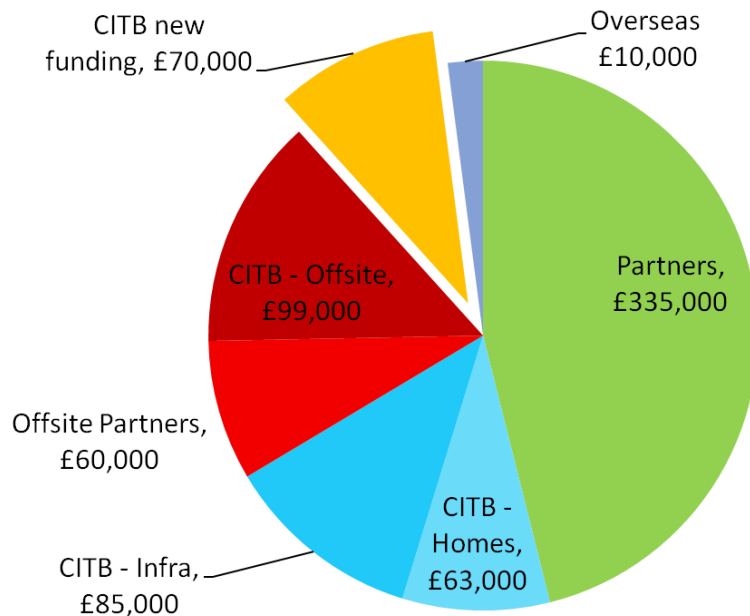


Illustration 6: Revised cost budget

Budget item	Budget	Actual
Supplier days x 18 events @ £11,000 (15 delivered)	£198,000	£165,000
1 x launch event (Homes)	£15,000	£15,000
Supplier forums x 25 events @ £3,000	£75,000	£42,000
Training Delivery x 60 @ £3,000	£180,000	£180,000
Secretariat x 5	£50,000	£50,000
Special interest Groups x 3 @ £10k	£30,000	£30,000
Diagnostic development	£15,000	£15,000
Resource library development	£25,000	£25,000
Web developments	£20,000	£15,000
Web maintenance and hosting	£5,000	£5,000
e-learning development @ £8k x 5 (Homes x 3, Food & Drink, Ethics)	£24,000	£38,000
Knowledge management	£20,000	£25,000
Elearning update x 10	--	£20,000
Video content	£15,000	£18,000

Budget item	Budget	Actual
Chair	£12,000	£12,000
PR	£12,000	£12,000
Marketing, stands, etc	£20,000	£12,000
Awards etc	£9,000	--
Training Manager advice	£10,000	£10,000
Cost of partner recruitment	£40,000	£38,000
Cost of 4 x visioning sessions + visioning development	--	£10,000
Contingency	£25,000	--
Total	£800,000	£737,000

All of these activities have been completed (or will be complete by the end of March 2016). In addition to this February has seen additional Partner come aboard which has brought total Partner fees to £456,500 (versus a budget of £450,000).

End.

17. Appendices

17.1 Final CITB Reports

Please find below links to the following reports:

[CITB Report: Infrastructure](#)

[CITB Report: Homes](#)

[CITB Report: Offsite](#)

17.3 Case studies

To find the list of latest Case Studies please click on the links below:

- [Sustainability School](#)
- [Offsite School](#)