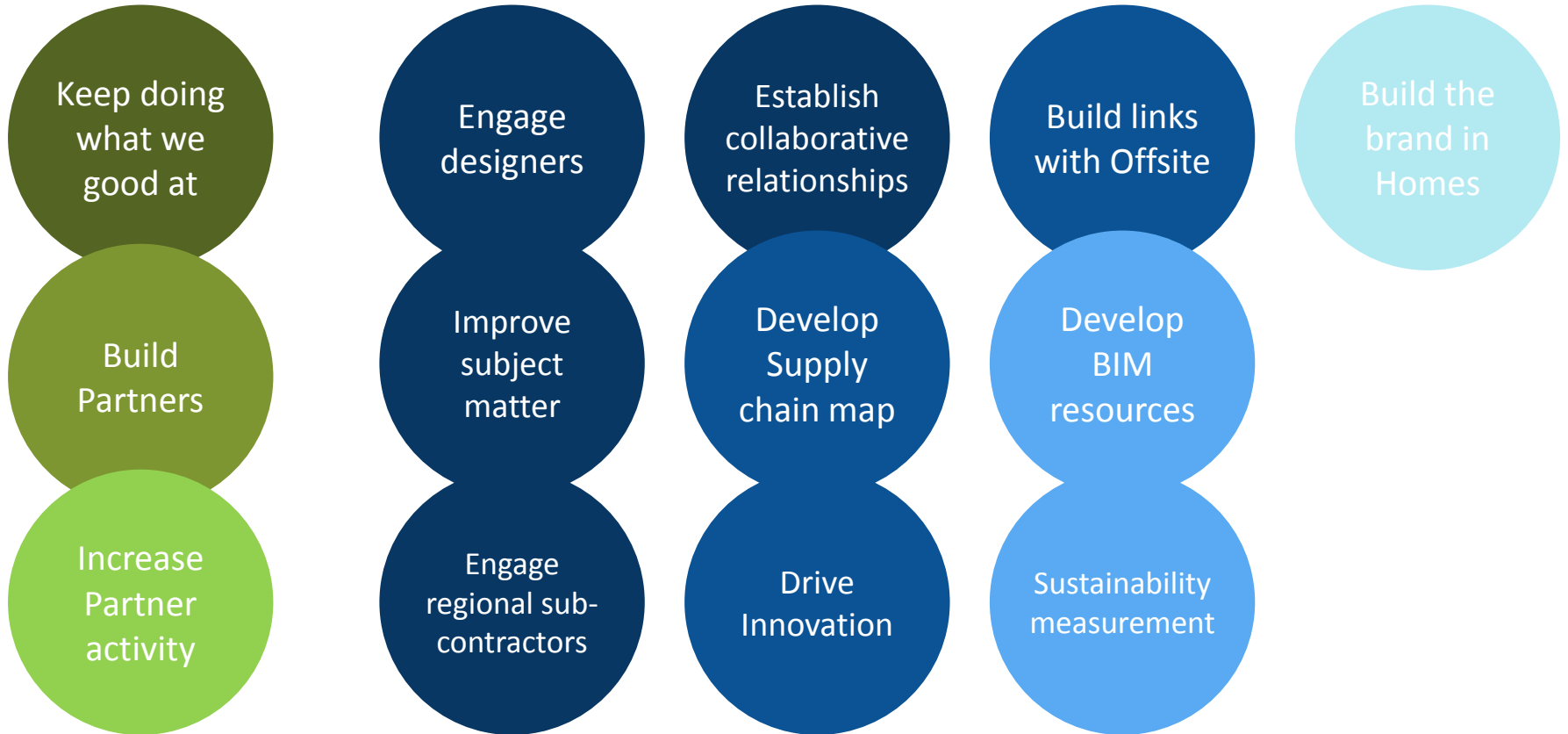


# High level objectives 2017

Green are common to all groups, blue relate to fewer groups



Decreasing number of groups rate as priority

# CITB deliverables 2017

- 1,000 employers engaged (additional to 2016)
- 20 x supplier training day
- 50 x workshops 5 x e-learning development
- 10 x e-learning modules updated
- 8 x video toolbox talks
- Learning Portal Development
- Research with special interest groups
- 10 x Case Studies
- 1 x annual evaluation report

## Income 2017/18

Income Detail	Amount
CITB	500,000
Partner - single x £10k x 45	450,000
Multi School x £15K x 5	75,000
Multi School x £20K x 5	100,000
New partners - assume 12	60,000
Wales - funders (NPTC & University & others)	40,000
UU Horizon funding	30,000
Australia licence	5,000
<b>Total</b>	<b>£1,260,000</b>
<b>Costs</b>	<b>£1,260,000</b>
<i>Includes contingency of</i>	£41,250

# Budget: High level *by activity*

Type	Detail	Unit	Cost	Amount	Totals
Training Delivery	Supplier days	17	11,750	£199,750	
	Training – Supply Chain & Partners	57	1,500	£85,500	
	8 x regional Homes events	8	5,000	£40,000	
	Green Dragons programme	1	20,000	£20,000	<b>£345,250</b>
Training Development	E-learning development	5	10,000	£50,000	
	E-learning maintenance	1	10,000	£10,000	
	Video content development	1	10,000	£10,000	<b>£70,000</b>
Industry engagement	Sector group officers x 6 groups	6	30,000	£180,000	
	Secretariat x 7	7	15,000	£105,000	<b>£285,000</b>
Knowledge Management	Special interest Groups - Mapping	1	10,000	£10,000	
	Special interest Groups - Measurement	1	10,000	£10,000	
	Special interest Groups - Social Value	1	10,000	£10,000	
	Special interest Groups - development	1	25,000	£25,000	
	CPD accreditations	1	10,000	£10,000	
	Knowledge Manager and specialist advice	6	6,000	£36,000	
	Horizon Group & Research budget	1	50,000	£50,000	
	Training Partner	1	10,000	£10,000	<b>£161,000</b>
IT	Web development costs School 3.0	1	20,000	£20,000	
	Additional web development	1	10,000	£10,000	
	BIM maturity matrix web tool	1	15,000	£15,000	
	Web maintenance and hosting	1	17,500	£17,500	
	Video content	1	10,000	£10,000	
	Learning Management System	1	3,000	£3,000	<b>£75,500</b>
Sales and Marketing	PR	1	12,000	£12,000	
	Marketing, stands, etc	1	20,000	£20,000	
	Awards etc	2	3,000	£6,000	
	Business development and funding	6	10,000	£60,000	<b>£98,000</b>
People & overhead	Management, Directors and Chair	1	160,000	£160,000	
	Travel & expenses	12	2,000	£24,000	<b>£184,000</b>
	General contingency for new priorities	1	41,250	£41,250	<b>£41,250</b>
<b>Total</b>					<b>£1,260,000</b>



## Construction Business Plan 2017-2018

# Construction: Key objectives 2017

1. **Driving impact (keep doing what we are good at, with greater engagement of members):** no need to chase ever larger numbers we need extra emphasis on getting suppliers to do more, targeting a higher % of priority suppliers to engage and within the membership to have more bronze, silver and gold members
2. **Greater engagement of current Partners:** Partners should work with the School team to agree action plans in relation to the Partner Maturity Matrix. Engaging staff and communicating the School internally remains a challenge and support is required from the School team to facilitate this. The development and promotion of Partner case studies to highlight best practise is important.
3. **Engaging designers:** as with the Offsite and Infrastructure sectors engaging the designer community is seen as an important activity. Whether this is as Partners, members, stakeholders is undecided but it is agreed that we need to facilitate learning between clients, designers, contractors and the supply chain
4. **Building links with Offsite School:** Farmer Review makes clear the need to adopt Smarter Building techniques. The Offsite School has a lot of resources in this area which need to be linked to the Construction sector and “mainstreamed”
5. **Building membership of Partners:** We have excellent engagement of the top 27 construction contractors, whilst there are is room for further recruitment we need to consider how to engage the client as Partners, commercial developers and the public sector (education, health, prisons, regional frameworks)

# KPI's - by March 2018

## 1) Driving impact (keep doing what we are good at)

- **Engagement and training**
  - 2,000 active members of the School (companies)
  - 200 attendees at issue specific workshops
  - 400 attendees at 4 targeted supplier days
- **Assessments**
  - 600 Construction specific assessments
  - 300 Construction specific re-assessments
- **Bronze/ Silver / Gold**
  - 100 members active in Construction to be Bronze, Silver or Gold

## 2) Learning:

- **Improvement:** 15% increase in score
- **Quality:** 95% of attendees will rate the training quality as good or excellent
- **Relevance:** 90% of attendees will rate the training received as relevant to their needs
- **Impact:** 85% of attendees agree training will change the way they do business

# KPI's - By March 2018

## 3) Engaging designers

- 10 design practices to engage at Construction School events
- 150 design professionals to be School member

## 4) Building links with the Offsite School

- 200 active members in construction to also be active in Offsite
- **Collaborative events**
  - At least 2 design specific events in collaboration with Offsite
  - One supplier day run in collaboration with Offsite that would focus on offsite techniques in construction
  - Offsite to feature as a discussion point at all construction supplier days

## 5) Building membership of Partners

- Develop the business case for clients
- Attract 2 new Partners
- 95% of Partners to repeat



# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning	Q2
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Identify target design practices to engage	Q1
	Run supplier days, regional training and workshops	Ongoing
Accreditation	Ensure CPD on all Construction learning and Individual learning log live	Q2
New Knowledge	Publish Partner and Member case studies and video testimonials	Q4
Leadership	Demonstrate School's visible leadership to sector, through PR strategy that includes press coverage, conferences	Ongoing
Geographic reach	Ensure UK wide programme of training	Ongoing
	Target supplier days, training events in Wales and Scotland	Q1, Q3
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	All Partners repeat and 2 new Partners join Construction School	Q1,2,3

# Budget to March 2018 - Construction

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Supplier days x 4 events @ £11,750 <i>(100 attendees each)</i>	£47,000
Issue specific workshops x 10 @ £1,500 <i>(20 attendees at each, Partner led or Public workshops)</i>	£15,000
PR strategy and implementation	£2,000
Support at 20 Partner internal events – time, travel etc	£10,000
Exhibition space and collateral	£5,000
Partners / member video testimonials	£10,000
Member engagement, relationships, case studies and site content	£30,000
E-learning refresh and cost of CPD	£10,000
Knowledge manager <i>(resource library updates)</i>	£6,000
Sector Manager	£15,000
New Partner promotion	£10,000
<b>Total cost</b>	<b>£160,000</b>



**Facilities Management – Business Plan  
April 2017 – March 2018**

# FM: Key objectives 2017/2018

1. **Subject Matter:** Deliver content that engages our current membership and encourages an increased representation from the FM supply chain
2. **Build on membership of the School:** Increase the membership and exposure of the FM school. Support this with awareness campaigns as well as developing a strategy to focus on either project or theme sustainability support
3. **Increase the engagement of current partners:** Partners will create action plans as a result of reviewing their engagement with the school through the partnership matrix
4. **Build Membership of Partners:** Engage new partners by developing a marketing and PR campaign as well as presence at key sustainable FM events. New partners will be identified and prioritised and material developed to help with the engagement
5. **Establish collaborative relationships:** The identification of key organisations in order to establish relationships which help develop the resources of the school as well as increase the exposure. Key organisations will be identified, prioritised and partners assigned responsibility to support the introductions etc

# KPI's - By March 2018

Measure	Target 2016	Target 2017
Active members	500	500
Assessments	250	250
Re-assessments	100	100
Supplier days	4 events	4 events
Workshops	10 workshops	10 workshops
E-learning Module Development	2	1

# KPI's - By March 2018

## Subject Matter:

### Learning:

- ✓ **Improvement:** 10% increase in knowledge amongst members
- ✓ **Quality:** 95% of attendees will rate the training quality as good or excellent
- ✓ **Relevance:** 80% of attendees will rate the training received as relevant
- ✓ **Impact:** 80% of attendees agree training will change the way they do business

## Increase engagement of current partners:

- ✓ 80% of Partners to have agreed action plans in relation to the Maturity Matrix with targets set for March 2018 by end of Q1
- ✓ All partners to have dashboard in place with strategic suppliers by end of Q2

## Build membership engagement:

- ✓ 40 priority suppliers active in FM to be Bronze, Silver or Gold

## Building membership of Partners:

- ✓ Attract 2 new FM Partners
- ✓ 98% of Partners to repeat

# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning	Q2
	Delivery of new E-Learning module	Q2 and Q3
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Run supplier days & workshops for members and partners supply chain	Ongoing
Accreditation	Ensure CPD on all FM learning and Individual learning log live	Q2
New Knowledge	Publish Partner and Member case studies and video testimonials	Q4
Leadership	Demonstrate School's visible leadership to sector, through PR strategy that includes awards, press coverage, conferences	Ongoing
Geographic reach	Ensure UK wide programme of training, consider Wales and Scotland	Ongoing
	Target supplier days across UK, consider Wales and Scotland	Q1, Q3
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	Partners repeat and 2 new Partners join FM School	Q1,2,3

# Budget to March 2018 - FM

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Supplier days x 4 events @ £11,750 <i>(100 attendees each)</i>	£47,000
Issue specific workshops x 10 @ £1,500 <i>(20 attendees each, Partner led or Public workshops)</i>	£15,000
PR strategy and implementation	£2,000
Award submissions and ceremonies	£5,000
Partners / member video testimonials	£5,000
Member engagement, relationships, case studies and site content	£30,000
E-Learning Module development	£10,000
E-learning refresh	£5,000
Knowledge manager <i>(resource library updates)</i>	£6,000
Sector Manager	£15,000
New Partner promotion	£10,000
<b>Total cost</b>	<b>£150,000</b>





## Homes Business Plan 2017-2018

# Homes: Objectives

- 1. Driving impact (Keep doing what we are good at):** with extra emphasis on getting suppliers to do more, targeting a higher % of priority suppliers to engage and to have more bronze, silver and gold members active in the Homes market. Ensuring resource library is regularly updated and refreshed
- 2. Engaging Sub-Contractors:** In year 1 there has been a big focus on suppliers, we need to focus on trade sub-contractors and take a regional approach to this with a very clear and targeted message.
- 3. Greater engagement of current Partners:** Partners should work with the School team to agree action plans in relation to the Partner Maturity Matrix. Engaging staff and communicating the School internally remains a challenge and support is required from the School team to facilitate this. The development and promotion of Partner case studies to highlight best practise is important.
- 4. Building the brand of the School in the Homes sector:** Awards, press coverage, presence at key conferences / exhibitions and promotion of case studies will all help to raise the profile of the School in the Homes sector. Increasing the number of active members and Partners will support this.
- 5. Building membership of Partners:** The Partnership offer should be clear and focus on the added value for the potential Partner. Attracting Social Housing Associations to join as Partners will be a key focus, together with those representing the broader spectrum of the housing sector.

# KPI's - 2018 (1)

## 1) Driving impact (keep doing what we are good at)

- **Engagement and training**
  - 750 active members of the School (*companies*)
  - 150 attendees at 10 issue specific workshops
- **Assessments**
  - 250 Homes specific assessments
  - 100 Homes specific re-assessments
- **Bronze/ Silver / Gold**
  - 100 priority suppliers to be Bronze, Silver or Gold
- **Updating resources**
  - 4 x quarterly updates of resource library content
- **Learning:**
  - **Improvement:** 10% increase in knowledge amongst members
  - **Quality:** 95% of attendees will rate the training quality as good or excellent
  - **Relevance:** 80% of attendees will rate the training received as relevant
  - **Impact:** 80% of attendees agree training will change the way they do business

## KPI's - 2018 *(Continued)*

### 2) Engaging regional sub-contractors

- 400 sub-contractors to receive sustainability advice at 8 regional mini supplier days
- Average increase in score for waste/carbon 20% /15%

### 3) Greater engagement of current Partners

- All Partners to have agreed action plans in relation to the Maturity Matrix

### 4) Building the brand

- Win a recognised industry award in the Homes sector
- 10 Housing Associations actively engaged in the School
- At least 2 articles in key Home building publications

### 5) Building membership of Partners:

- Attract 3 new Homes Partners
- 95% of Partners to repeat

# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning	Q2
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Run regional sub-contractor training and workshops	Ongoing
Accreditation	Ensure CPD on all Homes learning and Individual learning log live	Q2
New Knowledge	Publish Partner and Member case studies and video testimonials	Q4
Leadership	Demonstrate School's visible leadership to sector, through PR strategy that includes awards, press coverage, conferences	Ongoing
Geographic reach	Ensure UK wide programme of training	Ongoing
	Target sub-contractor events in Wales and Scotland	Q1, Q3
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	All Partners repeat and 3 new Partners join Homes School	Q1,2,3

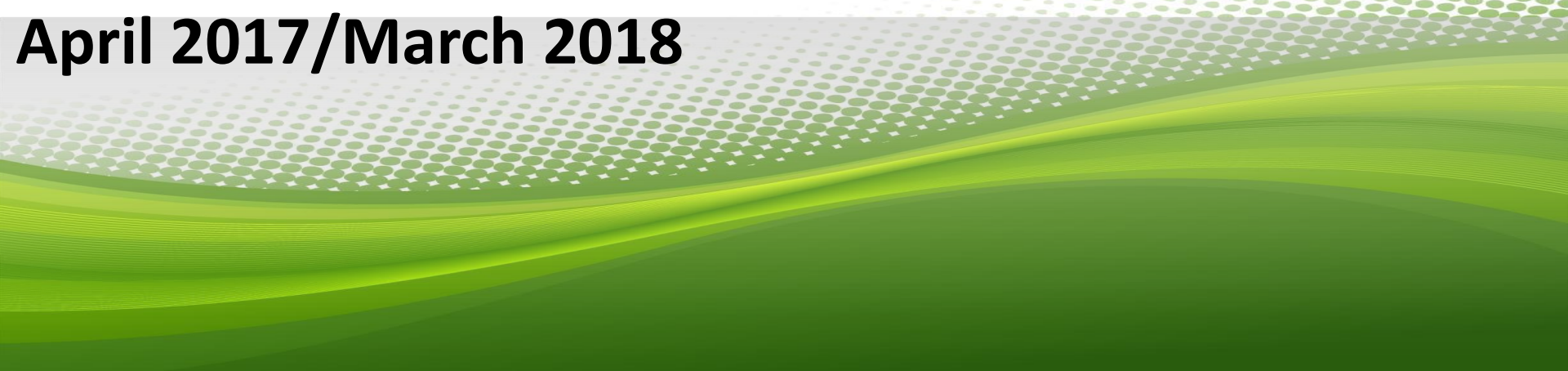
# Budget to March 2018 - Homes

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Issue specific workshops x 10 @ £1,500 <i>(20 attendees each, Partner led or Public workshops)</i>	£15,000
Regional mini supplier days x 8 @ £5,000 <i>(50 attendees each)</i>	£40,000
PR strategy and implementation	£2,000
Award submissions and ceremonies	£5,000
Exhibition space and collateral	£5,000
Partners / member video testimonials	£10,000
Member engagement, relationships, case studies and site content	£30,000
E-learning refresh	£5,000
Knowledge manager <i>(resource library updates)</i>	£6,000
Sector Manager	£15,000
New Partner promotion	£10,000
<b>Total cost</b>	<b>£142,950</b>



**Infrastructure Business Plan**  
**April 2017/March 2018**



# Key objectives 2017/2018

- 1. Build on good foundations:** focus this year on the quality of the membership and more successful engagement. Numbers for success should indicate that quality rather than quantity – therefore figures for bronze, silver and gold membership need to be agreed as well as a percentage of assessments and reassessments need to be agreed. In addition to that materials available need to be relevant
- 2. Expand the supply chain:** School will analyse the sector and identify key trades in Tier 1 where there is a shortage of representation – the marketing and engagement plan will be developed to engage suppliers not already enlisted in the school.
- 3. Engage the design community:** All sector supplier days will have representation and presentations from a key designer. Identification of opportunities to engage with the school – would like to ask designers what they want from the school
- 4. Develop Sectors:** Most sectors are key including Rail, Nuclear, Energy , Roads & Airport. In order to develop these sectors further projects need to be identified and engagement plans developed – HS2, Hinckley Point, etc
- 5. Continue working closely with the materials group:** Undergo a planning session in Q1 to identify opportunities for synergy and material development – identify opportunities to align within supplier days, workshops and e-learning modules
- 6. Create a support network amongst the partners:** Develop and implement a buddy system allowing partners to get help in relation to school use – allocate buddies to new partners and encourage partners to present at leadership groups to share what they are doing



# KPI's - By March 2018

## **Build on good foundations - Recognise success**

- ✓ Win an Infrastructure Award
- ✓ At least 4 sustainable infrastructure articles in publication

## **Build on good foundations - Building membership engagement:**

- ✓ 60 priority suppliers active in Infrastructure to be Bronze, Silver or Gold

## **Build on good foundations - Greater engagement of current Partners:**

- ✓ 80% of Partners to have agreed action plans in relation to the Maturity Matrix with targets set for March 2018
- ✓ All partners to have dashboard in place with strategic suppliers by end of Q2

## **Build on good foundations - Building membership of Partners:**

- ✓ Attract 3 new Infrastructure Partners
- ✓ 98% of Partners to repeat

# KPI's - By March 2018

## Expand the supply chain:

- ✓ Map and develop engagement plans for Tier 1 contractors in 5 key trades

## Engage the design community:

- ✓ Engage 3 designers within the school

## Develop Sectors

- ✓ Deliver 4 sector specific supplier days

## Continue working closely with the materials group:

- ✓ Create and deliver engagement plan with materials group identifying opportunities to co-ordinate supplier day, workshop materials and resource development

## Create a support network amongst the partners:

- ✓ All new partners to be assigned a partner buddy to attend introduction to the school sessions from the current Infrastructure Partnership Group

# KPI's - By March 2018

Measure	Target 2016	Target 2017
Active members	750	750
Assessments	375	375
Re-assessments	100	100
Supplier days	4 events	4 events
Workshops	12 workshops	10 workshops
E-learning Module Development	1	1

# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning	Q2
	Delivery of new E-Learning Module	Q3
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Run supplier days & workshops for members and partners supply chain	Ongoing
Accreditation	Ensure CPD on all Infrastructure learning and Individual learning log live	Q2
New Knowledge	Publish Partner and Member case studies and video testimonials	Q4
Leadership	Demonstrate School's visible leadership to sector, through PR strategy that includes awards, press coverage, conferences	Ongoing
	Create and implement buddy system for partners	Q2
Geographic reach	Ensure UK wide programme of training	Ongoing
	Target supplier days and training in Wales and Scotland	Q1, Q3
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	Partners repeat and 3 new Partners join Infrastructure School	Q1,2,3

# Budget to March 2018 - Infrastructure

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Supplier days x 4 events @ £11,750 <i>(100 attendees each)</i>	£47,000
Issue specific workshops x 10 @ £1,500 <i>(20 attendees each, Partner led or Public workshops)</i>	£15,000
PR strategy and implementation	£2,000
Award submissions and ceremonies	£3,000
Partners / member video testimonials	£5,000
Member engagement, relationships, case studies and site content	£30,000
E-Learning Modules x1	£10,000
E-learning refresh	£5,000
Knowledge manager <i>(resource library updates)</i>	£6,000
Sector Manager	£15,000
New Partner promotion	£10,000
<b>Total cost</b>	<b>£148,000</b>



# Offsite Management School

Business Plan 2017

# Key objectives 2017/2018

- 1. Keep doing what we are doing :** The key to 2017/2018 is better support with fewer suppliers. Getting engagement with smaller numbers about having a greater active percentage. Activities should be supported by good PR and Marketing and presence at key events is essential.
- 2. Engage Designers:** All sector supplier days will have representation and presentations from a suitable designer. Identification of opportunities to engage designers and the School – would like to ask designers what they want from the school
- 3. Focus on specific companies:** The companies and themes should be aligned with the recommendations of the Farmer review. An engagement plan should be put together that identifies the key skills and requirements and resources, members, potential partners and collaborative bodies engaged with that in mind.
- 4. Build membership of partners:** Clear engagement material to be produced that supports the schools offering which can be used to support the targeting of new partners. The need to integrate with CLC activity must be considered and reviewed at point. To support the development of the school the Leadership group would like to consider changing the Sector name to the Smart construction school.
- 5. Collaborative relationships :** Ensure that the engagement strategy for the school builds on existing collaborative relationships such as build offsite and identifies new alliances that can provide a mutually beneficial offering to the supply chain. The group will identify the key relationships, create an engagement plan and provide support in developing these relationships

# KPI's - By March 2018

## Keep doing what we are doing

### Learning:

- ✓ **Improvement:** 10% increase in knowledge amongst members
- ✓ **Quality:** 95% of attendees will rate the training quality as good or excellent
- ✓ **Relevance:** 80% of attendees will rate the training received as relevant
- ✓ **Impact:** 80% of attendees agree training will change the way they do business

## Engage Designers

- ✓ 150 design professionals to be active individual members of the School
- ✓ Develop an Architects leadership group to lead collaborative education process

## Build membership of partners

- ✓ Attract 2 new Offsite Partners
- ✓ 98% of Partners to repeat
- ✓ 80% of sector Partners to have agreed action plans in relation to the Maturity Matrix with targets set for March 2018
- ✓ All partners to have dashboard in place with strategic suppliers by end of Q2



# KPI's - By March 2018

Measure	Target 2016	Target 2017
Active members	500	350
Assessments	250	250
Re-assessments	100	125
Supplier days	4 events	4 events
Workshops	10 workshops	10 workshops
E-learning Module Development	0	1

# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning	Q2
	Delivery of E-Learning Module	Q2 and Q3
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Run supplier days & workshops for members and partners supply chain	Ongoing
Accreditation	Ensure CPD on all Offsite learning and Individual learning log live	Q2
New Knowledge	Publish Partner and Member case studies and video testimonials	Q4
Leadership	Demonstrate School's visible leadership to sector, through PR strategy that includes awards, press coverage, conferences	Ongoing
Geographic reach	Ensure UK wide programme of training	Ongoing
	Target supplier days, consider events in regions, Wales & Scotland	Q1, Q3
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	Partners repeat and 2 new Partners join Offsite School	Q1,2,3

# Budget to March 2018 - Offsite

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Supplier days x 4 events @ £11,750 ( <i>100 attendees each</i> )	£47,000
Issue specific workshops x 10 @ £1,500 ( <i>20 attendees each, Partner led or Public workshops</i> )	£15,000
PR strategy and implementation	£2,000
Exhibition space and collateral	£5,000
Partners / member video testimonials	£5,000
Member engagement, relationships, case studies and site content	£30,000
E-Learning Modules x1	£10,000
E-learning refresh and CPD accreditation	£10,000
Knowledge manager ( <i>resource library updates</i> )	£6,000
Sector Manager	£15,000
New Partner promotion	£10,000
<b>Total cost</b>	<b>£160,000</b>



# Materials Business Plan

April 2017/March 2018



# Materials: Key objectives 2017

Green are common to all groups, blue relate to fewer groups

- 1. Building membership of Partners:** Continue to drive Partnership of materials group with emphasis of broadening the breath of activities represented - for example logistics, waste, wholesalers
- 2. Greater engagement of current Partners:** The need for current Partners to get more from the School and the Materials group was agreed. Also to look across at Partners in other groups to see if they should also be in the Materials group
- 3. Create a market place:** To encourage adoption of innovation and dialogue through the supply chain the School should look to develop supplier days and events that allow for the transfer of innovation. This could be done through events such as Green Dragons or an annual Sustainable Market Place Event
- 4. Supply Chain Sustainability measurement:** The School should drive the common measurement of sustainability performance in the supply chain for a limited number of priority sustainability metrics in a common and consistent manner. This will allow the sector to drive improved performance and the School to evidence the impact it is having
- 5. Supply Chain Mapping:** Champion collaboration between the Partners to develop a common supply chain map of in the construction supply chain to enable effective understanding of Modern Slavery issues
- 6. Establish collaborative relationships:** Liaise with other established bodies such as the CPA etc. to understand the support they offer regarding resource efficiency and sustainability best practice
- 7. Longer term vision:** To develop membership to encompass common materials packages where suppliers can effectively collaborate – e.g. interiors, envelope, roofing, M&E

# KPI's - By March 2018

- **Building membership of Partners:**
  - 15 current Partners active and contributing in the materials group activities
  - 4 new materials supplier join the School
- **Greater engagement of current Partners:**
  - 15 Partners in the Materials Group attend 75% of meeting
  - 25 Partner organisation participate in the materials group programme of activity
- **Create a market place:**
  - 20 suppliers and 10 contractors participate in Green Dragons programme
  - 3 issue specific innovation workshops and 2 materials workshops – total of 100 attendees
- **Supply Chain Sustainability measurement:**
  - 10 Partners participate in special interest group. 1 roadmap for pan-industry measurement developed
- **Supply Chain Mapping:**
  - 10 Partners participate in the Supply Chain Mapping group – outcomes as next slides
- **Longer term vision:**
  - 3 years vision for the Materials group developed and agreed by Partners

# Budget to March 2018 - Materials

Sector group has ability to re-prioritise activities in-year

Budget item	Budget
Priority 1: Build Partners - New Partner promotion	£10,000
Priority 2: Greater engagement of current partner - Sector Management	£15,000
Priority 3: Creating market - Issue specific innovation workshops x 5 @ £2,000	£10,000
Priority 3: Creating market - Green Dragons programme – reaching 20 suppliers	£20,000
Priority 4: Supply Chain Sustainability measurement special interest group	£10,000
Priority 5: Supply Chain Mapping special interest group	£10,000
Contingency for additional work for special interest groups	£30,000
E-Learning refresh x2 (Circular economy, LCA modules)	£5,000
Contingency	£5,000
<b>Total cost</b>	<b>£115,500</b>

# Management actions

Vision theme	Activities	When
Subject Matter	Refresh e-learning x 2	Q2
	Delivery of 5 workshops	Q4
	Ensure materials issues are included in supplier days	Q3
	Updates to resource library	Q1, 2, 3, 4
Target Audience	Member communications to drive engagement	Ongoing
	Run Green Dragons event for members and partners supply chain	Q3
Accreditation	Ensure CPD on all Infrastructure learning and Individual learning log live	Q2
New Knowledge	Develop 3 x good practice data sheets	Q4
Leadership	Develop vision for the materials group	Q1,2
	Supply Chain Mapping special interest group	Ongoing
	Supply Chain Measurement special interest group	Ongoing
Geographic reach	Ensure UK wide programme of training	Ongoing
Partners	Identify and agree target Partner organisations	Q1
	Agree actions with all Partners in relation to the Maturity Matrix	Q1
Funding	Partners repeat and 4 new Partners join School	Q1,2,3, 4



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# Terms of reference

"A group that meets as agreed, consisting of Partners who wish to develop a vision and approach to delivering solutions that measurably improve the sustainability skills of suppliers in Wales with a specific emphasis on ensuring these solutions dovetail with devolved policies."

## Focus on:

- Set the strategy for the School in Wales
- A solutions focused body which will provide crucial local knowledge, relationships and know how to help the School up-skill the supply chain. The Leadership Group will act as a lever for change
- Identify what training needs to be created and delivered to the construction supply chain in Wales
- Work in partnership with the School and other stakeholders across Wales to unlock funding opportunities specific to Wales. Collaboration not competition will be at the centre of the School in Wales with regard to stakeholders
- Act as a Wales-focused industry led body providing advocacy, publicity and promotion for the School and highlighting the crucial need to up-skill the supply chain
- Help to fund the School in Wales in partnership with other funding sources to be won by the delivery partner

# Activity timeline

Activity	Nov 1	Dec 2	Jan 3	Feb 4	March 5	April 6	May 7	June 8	July 9	Augus t10	Sept 11	Oct 12	Supplier Target
<b>Preparatory work</b>													
Diagnostic & AP	■	■	■										
Web content/ Language req'	■	■	■										
Video content		■	■										
E-learning			■	■	■	■							
<b>Delivery</b>													
Launch				■									30
Launch x 2				■									150
Supplier days					■		■		■			■	480
Workshops					■	■	■	■	■	■	■	■	
Leadership Group Meetings			■		■		■		■		■		
General marketing /PR				■	■	■	■	■	■	■	■	■	60

# Engagement activity: Which Sectors?

## Launch:

- 1 Stakeholder potential Partner launch at WG
- 1 Supplier/Partner launch (Where would we hold this?)

## Supplier days x 4:

- Infrastructure, Education, Off Site, Skills & Young People
- Or -
- FM, Water, Sourcing materials, Homes & retro fit, Power, Swansea Bay, The Circuit of Wales, M4 Relief Road, WYLFA.



# Workshops: Which Sectors?

## Workshops x 8:

- Renewables
- Responsible Sourcing
- BIM
- Social Value
- Winning business through sustainability
- Carbon in Infrastructure
- Moving to a circular economy
- Embedding sustainable procurement
- Fairness, Inclusion & Respect – *the business case*
- Modern Slavery
- ISO 20400

**Need to show ‘Whole of Wales’ approach from the outset. Events to be distributed North, South and Middle of Wales.**



# Measuring our performance

What KPIs should we review across the School to monitor performance

## 1. KPI - Learning

- Quality
- Relevance
- Impact

## 2. KPI - Active Members

- Number of active members (companies)
- % of “Partner nominated” suppliers reached

## 3. KPI – Active Partners

- Number of Partners
- % of target as Partners in School
- Average score of Maturity of Partner engagement

# By March 2018

- **Learning:**
  - **Quality:** 95% of employers will rate the training quality as good or excellent
  - **Relevance:** 90% of employers will rate the training received as relevant to their needs
  - **Impact:** 75% of employers agree training will change the way they do business
- **Active members:**
  - 500 active School 'company' members (800 individuals)
  - Members build their overall score of sustainability competence by >5%
- **Active Partners:**
  - Current School Partners – need representation from 6+
  - New Partners – Need regional contractors and clients 4+
  - Regional Partner – NPTC + 1 other or funding source
- **Sector Group Activity:**
  - Launch events x 2 Stakeholders and Industry – (180 people attend)
  - 400 people receive sustainability advice at 4 Supplier Days
  - 8 training workshops staged
    - 120 delegates to attend, Topics to be decided by leadership group
  - 200 sustainability assessments (100 re-assessments) and action plans created
    - 70% of suppliers with action plans using resources
  - 300 views of E-Learning resources

# Budget post launch to March 2018

Leadership group has ability to re-prioritise activities in-year

Budget item	Budget
Supplier days x 4 events @ £12,000	£48,000
Training \ events x 8 @ £1,250 (internal or external events)	£10,000
Secretariat	£12,000
Video based content	£5,000
Member engagement, relationships and site content	£30,000
E-learning development x 1 @ £10,000	£10,000
<b>Total cost</b>	<b>£115,000</b>
<b>Income</b>	
NPTC, Kier, Skanska and CITB	£60k
Existing School Partners – need to increase current contribution	£20K
New regional Partners	£20k