


Operations Report

14th December 2015

1. Summary by numbers

 **10,996**
members to date

 **5,345**
unique companies to date

 **28,779**
resources viewed

 **1,586**
number of resources on site


 **2,582**
delegates attending workshops

 **4,565**
delegates attending supplier days

 **3,518**
Action Plans created


 **11,507**
e-Learning modules have been accessed


 **139,336**
visits to website since launch

 **74,504**
are unique visitors

 **46.8%**
are returning visitors

 **39.2%**
bounce rate

 **5.46**
average session duration (inc. bounce rate)

 **15,188**
sessions from mobile or tablet devices

 **7.8%**

Average increase in score



● All unique companies assessed



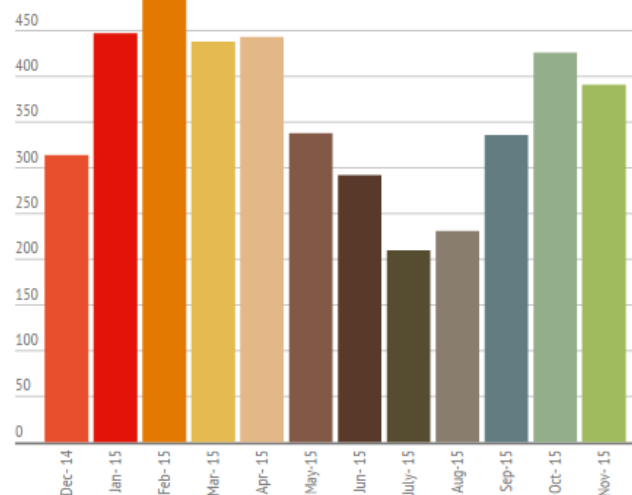
● All unique companies reassessed



● Unique companies using their Act...

 **380**

Average number of registrations per month within the last 12 months



2. Key Performance Indicators

RAG

Scale

Scope

Impact

Deliver

Quality

- 40 Partners (+ 6 Offsite) and 10 knowledge partners (*37 includes 8 Offsite, + 15 knowledge partners*)
- Increase members to x 12,000 (*10,996 currently*)
 - Active sector groups covering **Construction, FM, Infrastructure, Homes**
 - 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% (*7.80%*)
- 70% of members with action plans to be using them (*66%*)
- 750 sustainability assessments and action plans created (*655*)
- 300 reassessments completed (*194*)
 - Develop and deliver agreed engagement plans with each of our Partners
- 1,200 (*1,464*) managers receive advice at 18 (*10 sustainability + 3 offsite+ 1 All Schools*) Supplier Days
- 900 receive face to face training (*734 at 39 training sessions*)
- 1,500 further downloads of e-learning modules (*2,232*)
- 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 – *92%*
- Win at least 1 award *sector groups to discuss and make suggestions for next year*

3. Events and Supplier Days

Attendance at recent supplier days has continued to increase steadily. At this stage of the business plan, the School is ahead of target and we have surpassed the expected 1,200 managers attending supplier days. To date only 14 of the 18 originally planned events have taken place, this includes the Offsite Days. There is still one FM supplier day scheduled in January 2016 following the agreed reduction of costs to reflect the shortfall in revenue (further explanation later in this report).

Below are the attendance statistics from recent events, with a few key points:

Date	Sector	Lead Partner	Location	Attendees
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

Operations Report

14th December 2015

The feedback from all events has continued to be excellent, and the last set of events ran well logistically. 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:

- **94%** 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”*

Thompsons of Prudoe suggested that the School was *“a great resource to provide a focus and will help them understand the wider sustainability context more which is now very important to client”*

Vaughan Engineering Ltd however suggested that *“the agenda and more information should be circulated in advance of the event to ensure that senior management are made aware”*

Continuous Improvements:

- It works well for supplier days to focus on a particular project or topic of interest within the area – different regions have different priorities. This helps to really engage with / relate to the supply chain.
- Wi-Fi continues to be an issue at events, whilst the internet package secured with the venue is sufficient; there is no guarantee that the system will be working on the day.
- The Warrington and Coventry Supplier days followed a different format with the introduction of an ‘Innovation Bootcamp’ in the afternoon. These ‘bootcamps’ encouraged the organisations to work with each other in small groups, focusing on different work packages (e.g. civils M&E etc) related to a fictional build project to explore the challenges or ‘blockers’ and solutions to Sustainable Construction and Offsite Construction can offer.

Upcoming Supplier Days - Changes to Schedule

Due to the budget shortfall, it has been agreed by the Board (further detail in section 8) that a number of upcoming supplier days will be moved over to next year’s budget.

There is currently now only one supplier day scheduled within this year’s budget:

Date	School	Lead partner	Venue
26 th Jan	FM	Interserve	Hatfields, London

Rescheduled supplier days:

Date	School	Lead partner	Venue
21 st April	Construction	Balfour Beatty & National Grid	Warwick

Operations Report

14th December 2015

4. Training

To date 39 workshops have taken place (eleven Construction, eleven FM, fifteen Infrastructure, two Homes), these all contribute to delivering the commitments in the 2015/ 2016 Business Plan.

A total of 734 people have been trained in these workshops. Feedback continues to be excellent with more than **98% rating the workshops as excellent or good.**

In addition to the sustainability workshops, a further six Fairness, Inclusion & Respect workshops have been run alongside our regular workshop schedule, plus eleven run through the Offsite Management School.

New workshops:

Fairness, Inclusion & Respect

Clients and large contractors are working to develop a culture of Fairness, Inclusion and Respect (FIR) within their workplaces. This includes promoting equality and diversity and combating discrimination. They are increasingly expecting their supply chain partners to work with them to achieve this. This workshop aims to help site managers to understand how to use the Fairness, Inclusion and Respect Toolkit can help their business address this issue.

ISO 50001

This half day workshop provides an introduction to energy management demystifies the requirements of ESOS and explains how certification to ISO 50001 satisfies the specifications. This workshop has been put together and is facilitated by an external trainer BM Trada, who has previously run our 'Timber Sustainability' workshops.

Sustainability Drivers

It has been suggested that a workshop should be developed with a focus on "what are the sustainability drivers within the built environment?" The workshop would be interactive and examine how sustainability fits within participants' own organizations, developing common ideas which can be built upon. A workshop brief will be circulated to the group in the New Year.

PLEASE CONTACT DANIELLE IF YOU ARE INTERESTED IN HOSTING ANY SCHOOL WORKSHOPS. A LIST OF WORKSHOPS AVAILABLE THROUGH THE SCHOOL IS AVAILABLE ON DEMAND.

5. Increasing and Maintaining our Impact

Since the last Operations Group meeting the communication plan is being rolled out and we have seen encouraging figures with more active individuals and companies (targets for September, October and November being exceeded). We have rolled out our school wide survey; both the supply chain and offsite school newsletters have gone to all members. We have sent 'all school' emails focussing on the homes market and fairness, inclusion & respect which have seen lots of members attending events and engaging with the various resources available as well as an 'all school' email focusing on offsite which saw over 100 school members register for an event last month.

Operations Report

14th December 2015

The School data has been cleaned as a by product to this engagement and the response from members has been very positive. With high open and click through rates and low unsubscribe numbers this has all been complimented by an increase in social media activity.

Bronze, Silver and Gold Members

Many of the partners have set internal targets in relation to engagement of their strategic suppliers in the School – some have a target for all to be bronze or silver by March 2016. **Please contact EJ if you would like to discuss options to increase engagement of your preferred supply chain within the School.**

Engagement Statistics

Headline figures across Sustainability School and Offsite Management School:

School	Unique companies	Unique company self-assessments	Unique company re-assessments	Resources viewed out of total	Average score (1 st assessment)
Construction	4,896	1,977	498	928	2.13
FM	306	142	18	286	2.30
Infrastructure	211	89	11	182	2.24
Homes	44	23	2	41	1.86
Offsite	527	100	8	256	2.16

6. 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).

7. Visioning Process

The process of consulting Partners and members about the new vision for the School is underway. 14 Partners each attended the Manchester and Midlands workshop and 23 attended the London workshop (11 Partners and 12 Gold / Silver Members).

Online member survey - The online survey has 160 responses to date. This is quite a small number and **we would like you to help by promoting the survey to your supply chains.**

Operations Report

14th December 2015

Next steps - The results of the survey and workshops will be presented to the Board in January at a half day session, after which we will build the new vision into the Business Plan for 2016/17 and beyond.

8. Feedback from the Board

The Board met on 26th November. Key points taken from the meeting are listed below:

1. Following a conversation with Katherine Gillard, it was agreed that the business development positioning statements (or elevator pitches) should be sent to all Partners, not just new Partners. The statements will help to promote the School internally. AS team to explore in next year's business plan how internal sessions can be run for Partners and what sort of activities or knowledge can be offered to Partners to engage their internal staff
2. The question around impact and engagement continues to be high on the agenda for the School. AS are to consider how the Gold, Silver, Bronze members can be approached to become ambassadors of the School. There needs to be an understanding of the Partner strategic suppliers lists that the School holds to see: where they overlap; with this in mind how big the audience is actually reaching out to so we can understand who the target market actually is. This can then dictate how they are engaged with.
3. The Board have considered the shortfall in revenue and impact on costs for the 2015/ 2016 budget. The recommendations for cost reduction (e.g. reduce supplier number of supplier days and workshops run, reduce the Action Sustainability margin) have been agreed. Ian Heptonstall is applying for funding through the CITB and if this be granted and a surplus achieved then it was agreed that supplier days and workshops would be put back into the calendar of events for this financial year.

9. Sector Groups

Construction Group

The Construction School is due to re-launch in January with an updated self-assessment, a refreshed resource library, and a revised set of trade categories.

The School is meeting Build UK with a view to understanding how we can work more closely together and avoid duplication.

Due to the large number of existing members in the construction school, the Leadership Group are keen for supplier days in 2016 – 2017 to focus on engaging existing members, rather than attracting new members to the School.

FM Group

At the November meeting FM partners discussed a genuine need to reduce the length of E-learning modules. This would undoubtedly create more user friendly learning resources but achieving it will require a significant amount of effort and resource. With a catering/Food and Drink module currently in preparation there may be an opportunity to trial this process to deliver more concise, targeted messages and learning.

The FM group also made a number of recommendations for operational activity in the coming year which will be of interest to the board in assembling the final business plan. These cover elements including development of clearer performance KPIs, building on the experience of the recent

Operations Report

14th December 2015

supplier day hosted by United Utilities to run more collaborative “whole School” events, and applying a more structured approach to recruitment of active members. They will be drafted into the business planning process following the FM group’s February meeting.

Infrastructure Group

The Infrastructure Leadership Group met on Wednesday 2nd December in London. There was a general update on School activities and the recent visioning workshops. HOCHTIEF UK and Costain attended the meeting as new Partners; we are awaiting representation from Highways England. Partners will be encouraging more of their suppliers to complete the School Survey. The Materials Group activity was discussed. There is a strong appetite amongst partners for this to be an established group rather than a time limited special interest group. The Materials Group has started a heat mapping activity to identify high risk materials and trade/skills categories; any other partners interested in this should contact Shamir.

The majority of the recent meeting was spent considering the business plan for the next School year. Some initial observations on the business planning issues included:

- Special Interest Group – Disseminate the outputs
- Other areas to consider – BIM, target designers
- E-learning – very positive, uptake perhaps not as high as expected
- Supplier Days/Workshops – Great networking opportunities, keep these going, more collaborative in appearance

Offsite Group

There remains a strong interest in the Offsite Management School and membership has is continuing to increase. There are now currently 838 individual members which represents 527 organisations. However the focus remains on engaging with the supply chain and the AS team are working hard to gain a strong engagement with existing members.

One very successful way of engaging the members to date has been the introduction of a news letter. The last newsletter contained information around a BIM workshop that the Offsite School ran which was focused around the Carillion Midlands Metropolitan Hospital project. The newsletter has a 32.5% open rate (for the Construction industry, anything more than 20% is a good open rate) and a 9.3% click rate (standard click through rate is 1.7%). It is also clear that the workshop format is also a clear way of engaging members. Combining a workshop topic (in this case BIM); which is also news worthy at the moment, together with a live project to show the supply chain how they need to become better skilled will immediately benefit them and provide opportunity to work on projects taking place right now. There was a specific BIM newsletter sent following the general newsletter which then had a 40% open rate and 14.6% click through rate.

There were over 60 attendees to the workshop, with over 100 registered from just one newsletter. This format will be repeated to repeat the success of engaging with that level of members with current practical tools to up-skill. The workshop was co-delivered by Action Sustainability, Virtechs who are running the BIMAbility Suite.

Two successful supplier days have run, the All School day in Warrington on 20th October which saw over 160 people attend. The afternoon of the day focused on a new style of workshop called the ‘Innovation Bootcamp’ took place. The aim was to engage the audience by putting them into smaller groups and using a fictional case study, in this case a renovation project of a stadium, had to discuss the opportunities and blockers that offsite construction and sustainable construction bring. Each group had to select a particular work package to consider such as ‘civils’ or ‘M&E’ etc.

Operations Report

14th December 2015

This format worked well and was used again for the Coventry Supplier day (focus on just Offsite) on 18th November which was hosted by Costain. The day was attended by an audience of over 100 who were fully engaged with the day, and over 50% of the audience stayed for the afternoon Innovation Bootcamps.

Horizon Group

The Horizon Group met for the seventh time yesterday at Royal Holloway University of London. 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?”
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

Homes Group

The Homes School launched on the 3rd November at the Royal Institute of British Architects in London, and has since been engaged with a series of ‘Homes Roadshow’ workshops in conjunction with each of the schools partners. At each workshop the specific partner’s key suppliers are invited to find out more about the Homes School and are taken through the self assessment diagnostic and encouraged to sign up to the School. One month in we have undertaken three workshops, engaged with approximately 90 suppliers and have 56 registered members. At present we have a further two workshops planned for early January 2016.

In addition we have received excellent feedback from suppliers in relation to the school itself and the new e-learning modules we have developed. In these e-learning modules we have developed our approach and tried to make them more engaging and interactive for the user. The next Homes School leadership group meeting is scheduled for the 7th January and will be used to discuss next steps.

For further information please contact Ross Primmer ross@actionsustainability.com

10. Special Interest Groups (SIGs)

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

Operations Report

14th December 2015

Modern Slavery

The Modern Slavery group is progressing rapidly and has met twice with nine representatives from across all sector groups. The group has defined its Terms of Reference; key outcomes of the group are to produce:

- A summary document detailing the Act and what it means for the construction including compliance and best practice supply chain will be available to members of the School
- A specification of a recommended learning material to be developed for the School to build supply chain competence and compliance in this issue
- Guidance material created to support the organisations and procurement categories with significant risk of Modern Slavery breaches.

The next meeting is on Thursday 10th December, 1pm – 4pm at the University of Nottingham. If you would like to attend this meeting, please contact Helen@actionsustainability.com

Social Value

Unlike the Modern Slavery Special Interest Group the Social Value Special Interest Group is proving a little slow to take off. The first session we had in October was challenging and went some way to illustrating the complexity and enormity of the subject. It has been agreed that it would be useful to take a step back and look at all the initiatives that are underway within the industry and the partner organisations and map these. Partners have been asked to put together a list of all the initiatives they are working on, the tools they are using and any collaborations they have with partner organisations.

The next meeting is on Tuesday 12th January, 2pm – 4pm at the Action Sustainability's Office, London. If you would like to attend this meeting, please contact Helen@actionsustainability.com

Performance Management

The Performance Management group currently has representation from 10 partners and 1 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). Key outcomes of the group are to:

- ✓ Produce a statement which identifies consistent metrics and indicators which should be adopted by school partners. Specifications of resources on the SCSS (e.g. e-learning modules) which will aid the supply chain in reporting against the partner's consistent measures.
- ✓ Review the Partners current sustainability questions asked at PQQ and additional procurement stages (e.g. RFP, frameworks). This should result in a specification of recommended common sustainability questions to feed into BuildUK's approach

The next meeting is on Thursday 21st January, 2pm – 4:30pm, Midlands TBC. If you would like to attend this meeting, please contact Alex@actionsustainability.com

Operations Report

14th December 2015

11. New Partners

Since the last meeting, we have welcomed three new partners to the School– Berkeley Group who will be joining the Homes Group, plus Prater and Saint Gobain who are both joining the Offsite School.

Follow up continues with the potential partner organisations including Bouygues, Govia Northern, Hanson, Wavin, Network Rail, Eight20, Arup, Thames Water, Anglian Water, SAS Group, Welsh Water, Barratt Homes, ARM, Southern Water, Wolseley, George Fischer, Amec Foster Wheeler, J Coffey, Daikin and Morrisroe, and NG Bailey.

Should you wish to suggest potential new Partners or for someone to follow up on conversations / meetings that already taken place, please contact Paul Parkinson on 07568 052 780 or paul@actionsustainability.com

12. Bids

In November we were successful in submitting an Expression of Interest to CITB for a 5 year strategic relationship to match the funding within the School from partners with funding from CITB. This EOI was successful at this first stage and we have been asked to submit a full application which was formally submitted on 26th November. The results of this will be known by the end of the first week in January. Ian Heptonstall is leading the bidding and negotiations with the CITB.

13. Case Studies

As part of the CITB deliverables for the Infrastructure, Homes and Offsite funding packages, a number of case studies are being written. The aim of these case studies is to understand both a members and partners perspective how the development of new sector Schools has helped progress their sustainability and business agenda.

The new case studies will be online by December 23rd 2015.

Our most current member case studies can be found on the School's testimonials page: <http://supplychainschool.co.uk/members-partners/case-studies.aspx>