

1. Summary by numbers



14,310

Members to date



6,681

Unique companies to date



37,805

Resources viewed



1,742

Resources on site



2,854

Delegates attending workshops



4,831

Delegates attending supplier days



4,680

Action plans created



14,757

E learning modules accessed



188,940

Visits to the website since the launch



99,090

Are unique companies



47.5%

Are returning visitors



39.11%

Bounce Rate



05:47

Average session duration



20,535

Sessions from mobile or tablet devices

124 Bronze members



142 Silver members

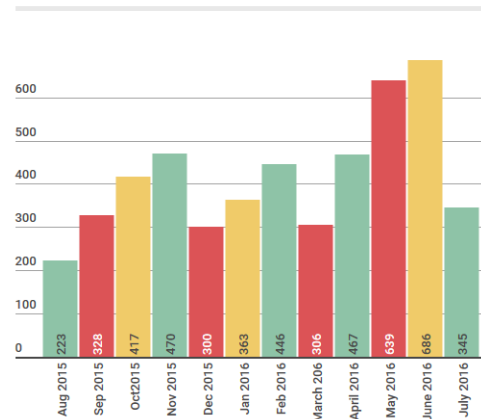


15 Gold members



● Unique companies using their Act...

Average number of registrations per month over the last 12 months



2. Key Performance Indicators

	Const	Homes	FM	Infra	Offsite	Entire School	Monthly movement
Active Members	946/1,500	323/500	175/500	140/750	228/500	1,443/500	+182
Supplier days	1/4	2/4	1/4	1/4	1/4	6/20	0
No. Attending Supplier days	104/400	102/400	177/400	76/400	107/400	566/2,000	0
Workshops	6/15	4/10	1/15	4/12	6/10	21/60	0
Elearning Downloads	--	--	51/650	--	--	5,649/1,500	+342
Elearning (new)	0/1	0/2	1/2	0/1	0/1	3/10	0
Toolbox talks	0/1	0/1	0/1	0/1	n/a	0/4	0
Assessments	274/ 600	52/250	46/250	29/375	42/250	475/1675	+78
Re/assessments	118/200	25/100	5/100	5/100	5/100	99/600	+35

In terms of delivery of events the School is running to schedule. There are nine supplier days with confirmed dates and the final five are in progress. The workshop programme is ongoing in its development as most workshops are confirmed two month prior to taking place. There are a further 17 workshops with a confirmed date.

There is an obvious requirement for more work around the self-assessments and re-assessments and encouraging members to complete them. The Construction School is performing well however the other markets need extra work to ensure targets are hit by the end of March 2017. There are key activities which will support this such as: supplier days, workshops, the launch of new content such as new elearning and the Toolbox talks which will allow targeted communication to encourage further learning through self-assessments. The launch of the One School will also have an impact on numbers and provide an opportunity to re-engage with members who have yet to become active.

3. Supplier Days

Since the last Operations Group meeting there have been a further three Supplier days take place. An Infrastructure supplier day focused around the sustainability challenges in Infrastructure and the launch of the materials group which took place on 23rd June at Pride Park in Derby; an FM supplier day which focused around social value on 6th July at Hatfields, London and a Homes supplier day which focused on social housing at Langtree Park, St Helens.

The table below shows the plan for the rest of the Supplier days for the remainder of the year:

Date	Sector	Key theme	Location	Attendees
20 th Sept	Infrastructure	Highways	Birmingham	Tbc
28 th Sept	Offsite	RIBA Plan of Work Launch	London	Tbc
30 th Sept	Homes	The performance gap	Chepstow	Tbc
12 th Oct	Construction	Engaging local supply chains in sustainability	Leeds	Tbc
1 st Nov	Homes	In discussion	London	Tbc
9 th Nov	Infrastructure	Business readiness in nuclear sector	Tbc	Tbc
16 th Nov	Offsite	Digital Libraries/ BIM	Birmingham	Tbc
Nov	FM	In discussion	Tbc	Tbc
7 th Dec	Construction	In discussion	Manchester	Tbc
31 st Jan	Homes	In discussion	Birmingham	Tbc
7 th Feb	Construction	In discussion	Glasgow	Tbc
Feb	Infrastructure	Water	tbc	
Feb/ March	Offsite	In discussion	Tbc	Tbc
Feb/ March	FM	Engaging the local supply chain	Bristol	Tbc

The feedback from all events has continued to be excellent in the main. Below are a few key highlights from the last three supplier days:

- **95%** rated the event content as “Excellent” or “Good”
- **100%** rated the overall organisation as “Excellent” or “Good”
- **98%** rated the overall event experience as “Excellent” or “Good”
- **88%** of the audience rated the training as good or excellent*
- **40%** of the audience would definitely or very likely join the School with **54%** already part of the School

* Interestingly this figure was brought down by 30% of people only rating the training of the Infrastructure supplier day as satisfactory. The Homes and FM Supplier days had a 98% rating for Good and excellent.

The format of the supplier days has progressed again to ensure that engagement is maximised and the audience are not just ‘talked’ to. Round table discussions take place prior to the break to allow the audience to come together in small groups and discuss how various topics such as Modern Slavery, Apprenticeship Levy, Social Value etc can affect their businesses and what sort of changes they can implement. These discussions have proved to be engaging.

4. Construction School

The Construction School’s 4th anniversary event in June this year was a great success, with the best feedback to date from any construction supplier day with 100% of respondees rating the organisation, content and event experience as excellent or good. The remaining three supplier days for the financial year are now confirmed, the next of which is taking place on 12th October in Leeds.

Operations Report
 24th August 2016

This event is being actively supported by nearly all School construction partners who have a presence in the North East, the objective of which is to help School Partners more effectively engage with SMEs across the region, and help link these organisations to support that can help them develop their competence and capability in sustainability and management issues.

The format will feature plenary sessions top and tailing breakout sessions (covering issues such as delivering apprentices and becoming fit to supply), together with a small exhibition of support organisations alongside, featuring organisations such as CITB, Constructionline, Future Works, Leeds College etc). The event is being actively supported by Construction Housing Yorkshire.

The Construction School is also currently working on scoping out an e-learning module on Life Cycle Costing which is expected to be finalised by the end of this year.

Summary of workshops

The following workshops have taken place since the last Operations Group meeting. There have also been a further three construction workshops planned for quarter 2 and 3 to date:

#	Date	Topic	Lead Partner	Location	Attendees
1	21 st June	Getting to grips with Social Value	ISG	Manchester	23
2	29 th June	Getting to grips with Social Value	Balfour Beatty	Solihull	30
3	7 th July	Responding to the Modern Slavery Act	ISG	London	30
4	19 th July	Getting to grips with Social Value	Balfour Beatty	Warrington	44
5	19 th July	Responsible sourcing series: helping you achieve BES6001	BAM (ALG)	Solihull	16
6	22 nd Sept	Wates Supplier Forum	Wates	London	Tbc
7	Tbc	Embedding Sustainable Procurement	Tbc	Tbc	Tbc
8	26 th Oct	ISO 14001	Willmott Dixon	Cobham	Tbc

Attendance at workshops remain high. There has been a strong call from the Partners on the topics of Modern Slavery and Social Value. The feedback from the workshops has been outstanding:

- **98%** of people felt they had a better understanding of Modern Slavery from attending the workshop.
- **98%** of people felt they had a better understanding of Social Value from attending the workshop.
- **99%** rated the quality of the workshops delivered as good or excellent.

5. FM School

The FM School is arranging a supplier day towards the end of 2016 with a view to increasing support within its Sector. Suppliers are being primarily targeted through a tailored supplier event which will attract senior level representation from around 50 such suppliers. Outcomes sought are to generate more active members of the School by securing the commitment of these important stakeholders and more partners from the Sector to help with the schools development and exposure going forward.

In addition to this a supplier day has been proposed by Carillion to be run in Bristol. The aim of this day will be to engage with and develop the sustainability capability of the local supply chain in order to support Partners projects going forward.

Summary of workshops

The following workshops below are being marketed and planned. Unfortunately the London Responsible Procurement Network workshop which was scheduled to take place in August did not take place but is being rescheduled for early October.:

#	Date	Topic	Lead Partner	Location	Attendees
1	12 th Sept	Getting to grips with Social Value	VINCI Facilities	London	Tbc
2	14 th Sept	How the Supply Chain School can help procurement teams drive improved sustainability outcomes	Covance	London	Tbc
3	18 th Oct	Modern Slavery Day	BRE	Watford	Tbc
4	2 nd Nov	Supplier day training	EMCOR	Manchester	Tbc

6. Infrastructure School

The Infrastructure market is currently finalising the content for the Highways England Supplier day on the 20th September in Birmingham. The day will be promoting Highways Englands' supplier development requirements. In addition it will focus on activities and roundtable discussions in order to support attendees on how to embed these within their own policies and processes for work they deliver on behalf of Highways England

Two more supplier days have been agreed for November 2016 and February 2017. In November the group will be running a Supplier Day focusing on Business Readiness for the Nuclear Sector. In February the focus will be on measuring and evidencing sustainable outcomes for Rail Projects.

Summary of workshops

The workshop which had been planned to take place on 7th July, Making the School work for your business for Fusion has been postponed.

The Infrastructure group are currently developing a programme of workshops for the rest of the year which will be finalised in the next leadership group meeting in early September.

Materials Group

Since its formal launch in April this year the Materials Group has grown significantly and now has 17 partners represented. These are a mix of contractors, clients and manufacturers/suppliers.

The fundamental objective of the group is to facilitate a move towards a more circular economy. This is clearly a massive topic so the group is currently grappling with which of the many materials related sustainability issues to focus on first! Two key areas of discussion at present, are to identify some priority product areas which would benefit from guidance on how to improve practices on the specification, handling, reuse and disposal. The other major area of discussion is how we can facilitate greater take up of new and innovative products whilst not compromising on risk.

The next meeting is at 1.30pm on 7th September in London. If you are interested in joining the group please contact ian.nicholson@supplychainschool.co.uk

7. Homes School

All supplier days for this financial year have now been confirmed. The next one taking place on 30th September in Chepstow, and will have a regional focus on the South West and Wales where many Partners have significant interests. The day will focus on the 'Performance Gap' as this is seen as a key issue for the sector at present. A key aspect of the day will be to find out '*how you can help us*' and '*how we can help you*' in terms of Partners talking to more clients and suppliers in order to decrease the impact of the performance gap.

The Homes School is also currently working on developing 2 new e-learning modules on:

- 'What does sustainability mean to me?' which will be targeting people working on site
- 'Groundworks' – which will look at the key sustainability issues faced by Groundworks companies, and what they can do differently

Summary of workshops

The Homes School continues to focus on workshops which have been engaging with the Partners particular supply chain. This has proved to be very effective in terms of driving numbers of self-assessments.

Below is the summary of workshops planned for the Homes market:

#	Date	Partner	Location	Attendees
1	12 th Sept	Barratt	Birmingham	tbc
2	15 th Sept	Lovell	Wales	tbc

#	Date	Partner	Location	Attendees
3	20 th Oct	Wates	North East	tbc
4	22 nd Nov	Wates	London	tbc

8. Offsite School

The RIBA Overlay has now been peer reviewed and completed. The finished overlay will be presented to RIBA members and School partners and members at the launch event 28th September 2016 in London. There will be a series of 4 Road Shows around the country to promote the overlay and its content. These are scheduled to be held in Glasgow, Swansea, Birmingham and Manchester

In addition to the RIBA works the school are also organising a BIM Digital Library day in Birmingham on the 16th November, providing attendees with an opportunity to understand the benefits associated with BIM and share the most update thinking and best practice.

Summary of workshops

There have been four Offsite School workshops to date, detailed below:

#	Date	Topic	Lead Partner	Location	Attendees
1	14 th Sept	Assessing your own leadership and capability performance	n/a	London	Tbc
2	October	DfMA roadshow	n/a	Swansea	Tbc
3	October	DfMA roadshow	n/a	Midlands	Tbc
4	November	DfMA roadshow	n/a	Manchester	Tbc
5	November	DfMA roadshow	n/a	Glasgow	Tbc

9. Fairness, Inclusion & Respect (FIR)

Since June 2016 a further nine workshops have taken place, with another eight pending to end of year.

The target of 400 individuals attending workshops has been met (currently 580). There is a secondary target to engage with 300 SME's; so far the programme this year has engaged with 189.

In July 2016 the FIR Ambassador Network was launched, with 29 ambassadors who attended the first training workshop on the 15th July in Birmingham. Since then a private LinkedIn group has been set up and weekly FIR(ry) Friday emails are sent. These emails focus on sharing a golden nugget of information or a useful resource.

Work is now focusing on completing the rest of the FIR workshops, arranging a follow up ambassador session in November and new marketing ideas (which include branded merchandise, website updates and a new social media strategy).

CITB and CECA have requested a total number of 20 FIR employer workshops to be completed by the end of the financial year in 2017.

The following workshops have completed and confirmed:

#	Date	Lead Partner	Attended	SME's
1	28 th Jan	Carillion	70	19
2	1 st March	LM Ltd	139	89
3	11 th May	Skanska	130	36
4	1 st June	Laing O'Rourke	20	7
5	8 th June	BAM Construct (for temp labour agencies)	19	14
6	14 th June	Kilnbridge	25	0
7	28 th June	Roads Academy (Highways England supply chain)	55	1
8	29 th June	Balfour Beatty (sohill)	26	11
9	29 th June	Balfour Beatty	19	0
10	15 th July	FIR Ambassador Workshop	31	0
11	19 th July	Balfour Beatty (FIR & Social Value- Warrington)	31	12
12	17 th Aug	VGC Group	15	0
13	1 st Sept	Costain	Tbc	Tbc
14	22 nd Sept	Shropshire Construction Training Group (CTG)	Tbc	Tbc
15	29 th Sept	Murphys	Tbc	Tbc
16	October	Osbourne and Network Rail	Tbc	Tbc
17/ 18	6 th Oct/ W/C 24 th Oct	VINCI	Tbc	tbc
19	2 nd Nov	Osbourne & Waltham Forest Council	Tbc	Tbc
20	3 x Nov	Carillion- Fir Ambassador training	Tbc	Tbc
21/22/23	15 th Nov 22 nd Nov 23 rd Nov	Jackson Civils	Tbc	Tbc

10. Feedback from the Board

The next Board meeting will take place on 14th September.

11. Horizon Group

In May 2016 Academic Partners were invited to pitch for an idea which had to meet a number of set criteria. Six proposals were received from 5 universities. Four proposals were shortlisted as part of the review process and subsequently presented to the School Board for approval. In August 2016 Royal Holloway University of London, University of Nottingham and Middlesex University have each been granted approval to undertake their research in collaboration with the SCSS. The group is currently liaising with the universities to commence with the projects at the earliest opportunity.

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

12. Welsh Leadership Group

The Wales Leadership Group met formally for the first time on August 10th. The meeting was attended by 16 representatives from companies/organisations as diverse as Kier, Swansea University, WRW, Willmott Dixon, Skanska and Neath Port Talbot College. An initial TOR was drafted and an exercise to identify the key areas of focus for the Wales group was undertaken. The next phase will be to develop a budget for activity at the next Leadership Group meeting in early October.

If you would like to get involved in the Wales Leadership Group please contact Paul Parkinson on 07568 052 780 or Paul@supplychainschool.co.uk

13. New Partners

There have been no new Partners in August however there is a large pipeline. Several meetings have taken place including with Acorn Recruitment, Colas, Protec, Bouygues, Keltbray, Severn Trent Water, L&Q Group, Modularize and Robertson Group. There has also been further discussions with potential Partners for the Wales group including Celsa UK, Swansea University, Persimmon Homes, NPT College, WRW, Alun Griffiths, Cuddy Group, Euro clad, Acorn People.

Discussion are continuing with Taylor Wimpey, Anglian Water, Volker Wessels, Wavin, North Midland Construction,, BASF, North West Construction Hub, Catalyst Housing, Osborne, SSE, Veolia, Bellway, Lorne Stewart, Yorkshire Water, Carey Group, Keepmoat, Crest Nicholson, ISTA, GCL, and Centrica.

There are also meeting scheduled with Mace, Mitsubishi Electric, Vent-Axia, Kaefer, Schindler, Eurobond, Bentley, Travis Perkins, Segro, JV (Murphy, LOR, FCC) and Welsh Water.

Should you have any suggestions for new Partners please call or email Paul Parkinson on: 07568 052 780 or Paul@supplychainschool.co.uk

14. Toolbox talks

There are six toolbox talks which are now in development . The School is delivering four of these talks and the other two are being delivered under the FIR project however they will sit within the School and all members will have access to them. The titles are not yet set but the subjects covered include:

- ✓ FIR Induction (FIR Project)
- ✓ Mental health awareness (FIR Project)
- ✓ Modern slavery – spot the signs
- ✓ Sustainability induction for non construction site staff
- ✓ Energy reduction for site operatives
- ✓ Waste reduction for site operatives

The briefs have been written for each of these toolbox talks and submitted to Casual Films. CASUAL Films have been selected on the basis of their previous work with Action Sustainability and they produced the four FIR toolbox talks which are on the School website..

Helen Carter is project managing the Toolbox talks however each subject is owned individually by a particular expert within that field. They will be responsible for approving the content and liaising with peers in order to ensure that the right messages are delivered.

The owners are:

- ✓ FIR Induction: Liz Holford
- ✓ Mental health awareness: Liz Holford
- ✓ Modern slavery – spot the signs: Helen Carter
- ✓ Sustainability induction for non construction site staff: Helen Carter
- ✓ Energy reduction for site operatives: Ian Nicholson
- ✓ Waste reduction for site operatives: Ian Nicholson

Storyboards are being presented on the 25th August by Casual Films. Following this the leadership groups will have an opportunity to review them in early September.

15. Special Interest Groups

15.1 Apprenticeship Levy Special Interest Group

On the 21st July the school ran its first special interest group on the up and coming Apprenticeship levy. The group was initially attended by Costain, BAM Construction, CITB and Barratt Group. However the number of organisations supporting the group has increased to include Interserve, Sir Robert McAlpine, Galliford Try, VGC and Hochtief.

Upon discussion it was agreed that there are a lot of industry groups focusing on how the levy affects larger organisations (including the partners) but there is little support available for the SME

community where arguably the biggest burden will be felt. Therefore the SIG will focus on guidance and support for the SME community.

Terms of reference have been adjusted to reflect this refocus and agreement will be sought at the next meeting on the 6th September 2016 along with the development of the final action plan

Dates have been set for the remaining meetings up until the end of March 2017.

15.2 BIM

There have been two meetings so far where the Terms of Reference have been agreed for the group. The group will be agreeing on a *diagnostic that contractors can use to assess a supplier's / sub-contractor's competence in BIM level 2.*

The group are comparing and reviewing existing question sets and will be drafting a final question set to form the diagnostic which will then be embedded into the School.

The Partners involved are: Barratt, BAM, Carillion, Balfour Beatty, HOCHTIEF (UK) Construction Ltd, Sir Robert McAlpine, Tarmac, Laing O'Rourke, CITB, Skanska, Galliford Try and Kier.

15.3 Modern Slavery

The special interest group relating to Modern Slavery has now finished. However, the members of the group have continued to develop materials that are being launched through the school. The procurement guide has now been completed and has been uploaded into the school.

The group has also peer reviewed the new modern slavery e-learning module which has been drafted and will be published and uploaded into the school resources at the end of September

The agenda and speakers have now been agreed for the Modern Slavery event being held at BRE offices on the 18th October. Speakers include Stronger Together, Institute for Human Rights in Business and CIOB amongst others.

16. PR, Marketing & Communications

Over the last few months the School team have worked towards putting together a strategy around PR and working with Jim McLelland, the Schools's PR Advisor more closely. The key purpose is to reach a wider coverage for the School in the press with news worthy topics. So far this has been successful and coverage this month (both available to share via the news pages on the website) are:

- London to Rio – Shaun McCarthy - Construction Manager
- New international standard- Shaun McCarthy – CIPS
- Never mind the knick knacks – Green alliance Blog

Planned activities coming up are:

- Modern Slavery survey/Anti Slavery day/ Construction News piece – survey sent out to the School

- FIR survey results PR campaign- focusing on Large/SME's approach and miscommunication from operatives to senior managers

The team are continuing to roll out the marketing and communications plan to engage the members in learning through the School. The standard 'good' open rate on email communications is 15%, with a click through rate of 1%. The below table illustrates how successful the communications plan is as there is a much higher open and click through rate on the communications. Key to this is that there is also a very low unsubscribe rate (i.e. people asking to not be communicated with). The below illustrates a sample of the results of some of the emails:

Email	Market/list	Open rate	Click rate
September Infrastructure day	Infrastructure	26.3%	4.2%
September Infrastructure day	Infrastructure - unopened list	9.9%	1.4%
Construction School – Newsletter:	Construction	17.9%	1.9%
Construction School – Self-Assessment Reminder	Construction	20.8%	2.1%
Homes School – Newsletter:	Homes	25.5%	5.8%
Homes School – Event Invitation:	Homes – Partner list	34.6%	6.5%
Homes School – Self-Assessment Reminder	Homes	29.7%	3.1%
Offsite – BIM workshop invite	Offsite	25.40%	5.90%
Offsite – Leadership & Culture workshop invite (Partner hosted)	Offsite	66.70%	31.10%
Offsite – thanks for attending workshop	Offsite	25%	12.50%
Offsite – Partner project workshop (BIM and Carillion)	Offsite	60.20%	18.20%
Offsite – news letter (July)	Offsite	19.70%	2.05
FM Supplier days - No shows (copy 01)	FM	45.80%	9.40%
FM July newsletter	FM	24.90%	1.70%
FM members NO self-assessment	FM	19.2%	2.4%
FM registered NO self-assessment	FM	24.2%	0.5%

In terms of the message and activity the School is promoting, from examining the open rates and click through rates, it is clear to see that data provided directly by the Partners typically receives a higher response rate. For example:

- For the Construction School, Partner lists received an average open rate of 41.5% and a click through rate of 7.3%.
- For the Homes School, Partner lists received an average open rate of 42.9% and a click through rate of 10.2%.

In contrast, the average rates for general School Members list are:

- Construction School: average open rate of 20%, average click through rate of 2.2%
- Homes School: average open rate of 25.7%, average click through rate of 4.4%

The Offsite School had some of the highest click through rates on a workshop which was run for Carillion relating the requirements they have from their supply chain through BIM and the Kings Cross Project. It is also interesting to see engagement following particular workshops is there as the click through rate on a thank you email following this workshop which would have led the audience into engaging in some sort of activity on the School (a resource or a self-assessment) is high (at 12.5%).

The FM School communications shows the difference with engaging with Members (someone who has used a resource or attended an event in this case) and engaging with someone who is just registered (just joined the School but not attended an event or engaged in any activity within the School). The click through rate is below average and highlights the effort involved in engaging those who are just registered.

Consequently, whilst the School members are engaged with the message of the School and eager to hear from us, to actively be able to promote the School alongside one of the key Partners is vital to the success of our marketing strategy. Having said that all the rates are well above industry standard.

End.