

1. Summary by numbers



17,354

Members to date



7,563

Unique companies to date



44,191

Resources viewed



2,087

Resources on site



5,434

Action plans created



231,400

Website sessions



120,447

Unique users



47.9%

Are returning visitors



39.53%

Bounce Rate



05:45

Average session duration



25,760

Sessions from mobile or tablet devices

112 Bronze members



128 Silver members

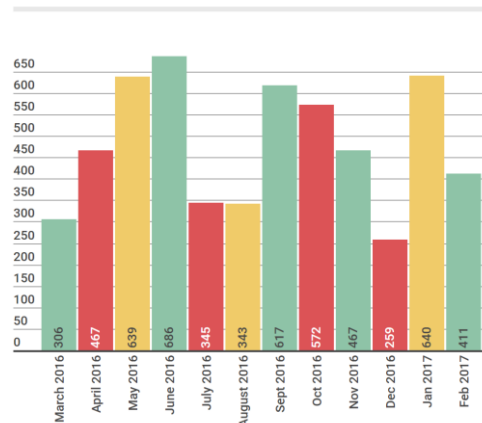


20 Gold members



● 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	2,092/1,500	701/500	467/500	392/750	610/500	3,248/3,500	+246
Supplier days	4/4	4/4	3/4	3/4	4/4	18/20	+3
No. Attending Supplier days	472/400	429/400	291/400	292/400	366/400	1,850/2,000	+294
Workshops	15/15	13/15	9/10	14/12	10/10	61/60	+5
Elearning Downloads	--	536/650	--	--	--	4,971/1,500	+377
Elearning (new)	0/1	2/2	1/1	1/1	1/1	9/10	0
Toolbox talks	1/1	1/1	1/1	1/1	n/a	4/4	0
Assessments	700/600	132/250	113/250	84/375	95/250	1,123/1675	+78
Re/assessments	337/200	43/100	24/100	31/100	17/100	452/600	+53

*Please note the table above includes any activities that have taken place at the time of writing the report.

The School has now met target for delivery of workshops across the year, with the Infrastructure sector over delivering by two. The Homes and FM sectors are yet to hit business plan targets on workshops however these are scheduled to take place in March. The supplier days are also on target to be delivered with an FM focused day on 7th March and the launch of the Welsh School on 21st March in Cardiff.

In terms of the other planned delivery targets, the final elearning module which provides an overview of the key sustainability issues affecting the construction sector in Wales. This includes an introduction of key Welsh specific legislation, such as the Wellbeing of Future Generations Act, information from key stakeholders such as government ministers and reference to Welsh case studies, including renewable energy and housing. This is in progress and currently being peer reviewed due for completion at the end of March. Progress with the number of active members will run to the end of March, however the team are optimistic that the target will be hit. Areas of risk where the School is unlikely to hit target will be against self-assessment and re-assessment figures.

Other targets now met or exceeded are elearning downloads and Toolbox Talks.

3. Supplier Days

Since the last Operations Group meeting there have been a further four Supplier days take place.

The table below shows attendance figures for the last set of supplier days that have taken place:

Date	Sector	Key theme	Location	Attendees
31 st Jan	Homes	Social Value	Birmingham	135
7 th Feb	Construction	Waste	Scotland	110
15 th Feb	Infrastructure	Rail	London	120
24 th Feb	Offsite	DfMA	Scotland	64

The feedback from these events has continued to be good. The aggregated statistics from all recent events is as follows:

- **99%** rated the overall organisation as “Excellent” or “Good”
- **90 %** rated the training as “Excellent” or “Good”
- **85%** rated the training and ‘mostly relevant’ or ‘very relevant’
- **30%** of attendees were already members of the School and **58%** stating they will definitely or very likely be joining the School.

4. Construction School

The Construction School ran a regional supplier day on 7th Feb in Glasgow, featuring presentations from BAM properties and BAM Construct, Resource Efficient Scotland and the School. Resource Efficient Scotland were able to highlight free funding opportunities available to local business who are looking to reduce / avoid waste. Turner Townsend were due to speak, but the speaker was unwell on the day, preventing him from attending. Key themes for the day included BIM, supply chain collaboration, and a range of social issues.

There were 110 attendees, with excellent feedback: 96% of attendees rated the content of the day as excellent or good, and 100% rated the organisation of the day as excellent or good.

15 workshops have now been delivered (against a target of 15), with 2 more likely to happen before the end of March, one of which is an Action Learning Group on Circular Economy.

Strategic objectives for the Construction School for 2017-18 are as below:

- 1) Driving impact (focusing on getting members to become B/S/G rather)
- 2) Greater engagement of current Partners
- 3) Engaging designer and building links with the Offsite School
- 4) Building the membership of Partners

Having already achieved, or exceeded all targets outlined in the business plan, the key focus for the Group now is on developing the programme of supplier days and workshops for next financial year.

four supplier days will run in London, West Midlands, North West and the North East, reflecting those priority regions of construction partners.

Summary of workshops

The following workshops have taken place since the last Operations Group meeting.

#	Date	Topic	Lead Partner	Location	Attendees
1	23.1.2017	The Supply Chain School	n/a	London	28

5. FM School

On the 7th March 2017 the FM Sector will run its last supplier day of the financial year. This will be a specialist event focusing on the specific contract requirements for the FM contract between Centrica and Carillion, held at British Gas's training facilities in Leicester.

Over the last year, the group has focused on delivery of workshops and supplier days in order to support more supply chain engagement. A highlight for the FM sector and the School as a whole was being awarded highly commended as part of the BIFM awards.

Summary of workshops

The following workshops have taken place since the last Operations Group meeting.

#	Date	Topic	Lead Partner	Location	Attendees
1	2.2.2017	Measuring & Managing Sustainability	Covance	Leeds	14

At the next leadership group meeting in March the group will be finalising the action plan developed to support the delivery of the business plan for 2017/2018 as well considering the outputs of the leadership group meetings going forward.

The board has approved the following business plan commitments for the FM school and details are being refined ready for the start of its delivery in April.

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.

6. Infrastructure School

Measuring & Evidencing Sustainable Outcomes Supplier Day

On the 15th February 2017 the Measuring & Evidencing Sustainable Outcomes in the Rail Sector. There were a total of 120 attendees and positive feedback was received during and after the event. Presentations included, Crossrail, Network Rail and Carillion who provided an overview of their journey in collecting data and working with the supply chain to develop metrics and tools through the life of their projects.

The School has received press coverage as a result of the event as *Supply Management* attended the event and so far has published two articles related to content discussed on the day. Links to these are below:

[Measuring Sustainability - Crossrail](#)

[Carillion Prioritised Approach](#)

Summary of workshops

The following workshops have taken place since the last Operations Group meeting.

#	Date	Topic	Lead Partner	Location	Attendees
1	17.1.2017	Measuring & Managing Sustainability	Skanska	Hertfordshire	22
2	24.1.2017	Introduction to the School	Colas	Crawley	7
3	17.2.2017	Circular Economy	Skanska	Hertfordshire	22

The year in summary

Infrastructure is one of the more mature market sectors and leadership group meetings are continually well attended. The focus of the business plan has been to continue to deliver supplier days and workshop content in order to support the current membership.

Business Plan 2017/2018:

At the next leadership group meeting in March the group will be finalising the action plan developed to support the delivery of the business plan for 2017/2018 as well considering the outputs of the leadership group meetings going forward.

The board has approved the following business plan commitments for the infrastructure school and details are being refined ready for the start of its delivery in April.

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

7. Materials Group

The group has 25 partners and involves clients, contractors and product manufacturers/suppliers, with the next meeting due to be held on 13th April at 09:30 in London. Its fundamental aim is to improve material resource efficiency and ultimately move towards a more circular economy. Current priorities continue to be focused around the development of a number of material briefing sheets; work is continuing on these to produce practical guidance for facilitating the increased reuse or recycling of products and materials. The group identified precast concrete, flooring and windows as the first product areas to focus on and these are currently being revised following some feedback from the group with the aim to circulate among the group again for further feedback. Members of the group are also involved with liaising with other external groups to assist in further developing these and identify collaborative opportunities. Work is also ongoing to develop circular economy roadmaps; a high-level one for industry and a glass-specific roadmap that includes more detail on the specific challenges within the glass industry.

If you are interested in joining the group please contact ian.nicholson@supplychainschool.co.uk

8. Homes School

The last supplier day for this financial year took place on 31st January in Birmingham, with a record for the Homes School of 135 attendees. The event featured speakers from Birmingham City Council (linking to the Birmingham Business Charter for Social Responsibility), Wates and Willmott Dixon Foundation. A key focus for the day was on social value, and understanding how the supply chain can work together to deliver both social value and business benefits. 89% / 98% of respondents rated the content / organisation of the day as excellent or good.

13 workshops have already been delivered, against a target of 15, with the remaining four already scheduled for early March.

Key priorities for the Homes School for next financial year are as below:

- Driving greater impact (focusing on getting registered users and members to do more)
- Engaging regional sub-contractors through a collaborative regional roadshow of 8 mini supplier days throughout the UK
- Greater engagement of current Partners

Operations Report

1st March 2017

- Building the brand (via PR, exhibitions, speaker slots, engagement of Housing Associations / clients)
- Building the membership of Partners

The current focus for the Homes Group is to continue to drive more assessments and re-assessments in Feb / March, and to develop the programme of 8 x regional mini supplier days, and start to flesh out the workshop programme for 2017-18.

Summary of workshops

Below is the summary of workshops that have taken place since the last Operations Group meeting:

#	Date	Topic	Lead Partner	Location	Attendees
1	23 rd Feb	Homes workshop	Wates	Nottingham	31

9. Offsite School

On the 24th February the Offsite School and the Construction Scotland Innovation Centre hosted a DfMA and Innovation Supplier day in Glasgow. The event provided attendees with an excellent insight into why clients and major contractors are increasingly adopting the DfMA approach to drive improved sustainability performance, improved quality and certainty over time and budget.

Speakers included: David Philps - AECOM Director of BIM / UK & Scottish BIM Task groups, Callum Murray - Director of City Legacy & MD of CCG Homes and Dr Robert Hairstans - COCIS Edinburgh Napier University amongst others. The event was successful and gave the School a presence in Scotland for the second time this year which will help to build contacts for progressing the Scottish arm of the School in 2017/18.

Rob Francis, Skanska has been pulled on to another role within Skanska and has therefore stepped down as Chair of the group. A new Chair will be selected in due course.

Summary of workshops

The Offsite sector is continuing to focus efforts on engaging with designers and two workshops have been run in the new year which have the aim of engaging designers and architects into the School.

A summary of which workshops have taken place since the last meeting are below:

#	Date	Topic	Lead Partner	Location	Attendees
1	24.1.2017	Hawkins Brown CPD session	Hawkins Brown	London	30
2	22.2.2017	DfMA	Hawkins Brown	London	13
3	23.2.2017	BIM	Construction Scotland Innovation Centre	Scotland	45

Business Plan 2017/2018:

The board has approved the following business plan commitments for the Offsite sector and details are being refined ready for the start of its delivery in April.

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

10. Welsh School

The Welsh Leadership Group is gearing up to the two launch events. The first taking place on 21st March in Cardiff. This will take the format of a supplier day and the aim is to attract 100 attendees to this launch. Jeremy Miles AM from the Welsh Government will be speaking at this event, along with Skanska and Welsh Water who are Partners to the School. There are over 170 bookings for this event to date.

The second launch event will take place in Llandudno, North Wales on 5th April. This event will be much smaller with the ambition of attracting 50 delegates. The key note speaker will also be from the Welsh Government and Sir Robert MacAlpine are also confirmed as speaking. This event will take more of a workshop format with a networking element at the end.

Relationships are being established with Construction Future Wales who have helped to market the events to date.

As mentioned earlier in the report, the e-learning script has been written and is currently being peer reviewed. Over the last two months filming has been taking place to produce several case studies for the Welsh sector within the School such as Skanska and Welsh Water. In addition to this 16 talking heads videos have been recorded across various people from the leadership group on all manner of sustainability topics.

In terms of developing the current offering for the Welsh arm of the School, the team have refreshed the website copy; reviewed and added to the resource library and developed a specific

assessment for members based within Wales. Translation services are being lined up to translate the website text and the talking heads videos.

11. Fairness, Inclusion & Respect (FIR)

The FIR project is continuing to run under the bridging funding from CITB, details of which are contained in the last report. Two workshops have run in the new year with a further four Ambassador Training workshops to take place in the coming weeks.

At present a bid has been written and submitted to enter into a strategic relationship with CITB through CECA over the next five years.

12. Horizon Group

The next Horizon Group Meeting will be hosted by Prof Paul Wyton and will take place at 1pm on 30th March at Sheffield Halam University. Four research projects are underway with a fifth project due to commence in March:

- Mohammad Rickaby (Loughborough University and Action Sustainability) – Exploring Project Performance and Organisational Values: Defining the relationship between project performance, sustainability performance and collective organisational values.
- Maeve O'Loughlin (Middlesex University) – Exploring efficacy of sustainable supply chain strategies in assuring good conditions for supply chain workers
- Dr Diego Vazquez-Bust (Royal Holloway) – New Horizons for Construction Industry Research Agenda: Understanding externalities
- Erica Russell (University of Surrey and Carillion) – Moving beyond the boundaries of the firm to support whole life sustainability. How does this affect the responsibilities, information flow and knowledge needed by a main contractor to affect change?
- Dr Tony Parry (University of Nottingham) – Circular Economy Metrics. This project is due to commence in March and will be supported by Responsible Solutions Ltd.

Cathy Berry, Consultant at Action Sustainability, has taken over the running of the Horizon Group. Should you wish to contact Cathy you may do so at: Cathy@supplychainschool.co.uk.

13. New Partners

The School is delighted to welcome **Colas, Laver and Welsh Water** as Partners to the School.

Discussions and continuing with the following organisations: Graham, Keepmoat, Clancy Docwra, Bentley, Bouygues, Buckingham, Metropolitan HA, Network Rail, Murphy, Hoare Lea, Travis Perkins, Tobermore, Jehu Bros, WRW, Alun Griffiths, Crest Nicholson, ISTA, GCL, Anglian Water, Volker Wessells, North Midland Construction, BASF, Catalyst Housing, SSE, Bellway, Yorkshire Water, Carey Group, Keltbray, Severn Trent Water, UKWSL.

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

14. Special Interest Groups

Apprentice Levy

In order to produce the final guidance notes that will be published as part of the SIG output three workshops are scheduled to be run in March. These are to be held in the following locations:

- 1st March – 10.30 – 13.30 – Carillion Offices – Kings Cross – London
- 3rd March – 9.30 – 12.30 – Saint Gobain Offices – Birmingham
- 6th March – 9.30 – 12.30 – Balfour Beatty Offices – Cheadle

The event will be run by both Action Sustainability and CITB and all events are fully subscribed. The agenda for the session is included below:

- Introduction to the session – Helen Carter
- Introduction to the Apprenticeship Levy – CITB
- What is required – The practicalities – Helen Carter
 - *Breakout Session 1 – In your groups:*
 - Challenges & Opportunities
 - *Breakout Session 2 – In your groups:*
 - Sharing best practice & identifying successes
- Next Steps
- Close

Once the events have been completed the Special Interest Group will be meeting to review the outcomes and agree the final guidance format and the guidance will be published by the end of April.

BIM

The BIM maturity matrix is progressing well and fast approaching being finalised. It has been a very iterative process with significant input from the Partners. It was market tested during November 2016 to 43 members and also some design and QS supply chain organisations.

Next steps are: to finalise matrix content, undertake a final road test with members, web-enable it, co-ordinate resources to site behind each question, develop a project and launch/communications plan for the next steps. The matrix is due to be launched in September 2017 subject to 2017/18 budget sign off.

The group have engaged with the UK BIM Alliance to avoid duplication and to ensure that the project is joined up with other initiatives in the industry. As UKBIMA have been looking into different capability and maturity measures, the discussions so far have been around clarifying 'who' will be measured, and 'what' will be measured. This matrix is measuring maturity and competence of the supply chain at an organisational scale (rather than one to measure for a specific project or particular person).

Social Value by Design

There are currently 22 different representatives from 16 different organisations who are involved in the Social Value by Design Special Interest Group. This includes the Heads of Design from High Speed 2 Ltd, Costain and Laing O'Rourke and an architect who operates a social enterprise. Other designers and architects (e.g. from ARUP and Atkins) are being approached to join. The group has met twice, on the 15 November 2016 and 18 January 2017.

The group has expressed a willingness to produce and publish a "Social Value Overlay to the Design Process". This would align with the RIBA Plan of Works and also with the stages to the design process used by key clients (e.g. Network Rail and HS2's GRIP process and Highways England's in-house, hybrid model).

Ian Heptonstall has engaged with RIBA to determine whether the publication could be an official RIBA publication, but it has been confirmed that it will be produced as a School briefing to the supply chain.

A second draft project plan has been prepared and a third meeting to progress is being arranged.

15. PR, Marketing & Communications

Since the last Operations Group meeting the marketing team have focused their efforts on creating over two hundred web pages as well as refreshing the pages with appropriate copy.

Communications to the members is continuing to go out around workshops and supplier days to encourage them to attend, as well as self-assess or re-assess. This month saw an increase in the number of re-assessments with over 50 being completed which is good news.

In addition to this, the last couple of months have been successful from a PR point of view. The School had an article in Housing Association Magazine which focused on the DfMA supplier day which took place on 24th February

(<http://www.buildingspecifier.com/2017/HA%20Magazine/HA11422017Feb/HA11422017Feb/index.html>)

Another article was also produced by the Scotsman where one of the days speakers, Callum Murray from CCG gave an opinion piece. (<http://www.scotsman.com/business/companies/calum-murray-construction-must-grasp-collaboration-1-4378691>).

There were two articles produced because of Supply Manager attending the Infrastructure Supplier day on 15th February (<http://www.supplychainschool.co.uk/about/news/282/our-infrastructure-supplier-day-makes-the-press->).

16. One School Project

As the Operations Group is aware, the School is being developed this year. To recap additional functionality is:

- ✓ Introduction of departments in Sustainability, Management Competencies and Offsite Construction. All members will have easier access to resources which sit within these departments and the opportunity to self-assess in each area.

- ✓ Ability to self-assess as an organisation but also as an individual which will go towards accreditation.
- ✓ Enhanced user functionality with the ability to track learning of individuals and give greater control on accounts.

Since the last meeting the major focus has been on testing the self assessment function within each department as well as each market. This also now includes testing from a corporate point of view and from an individual point of view. This requires a robust testing process and whenever any problems occur has to stop, and commence again once the problem has been fixed. There have been three rounds of testing so far. The functionality is there but there are still some tweaks that are being made.

The other focus is on the actual content. Over 200 web pages are being created, imagery added, and the text refreshed and reviewed. This is continuing to happen but should be complete by mid March.

The thinking behind the transfer of the current data has also been considered which again is a complex process to ensure that it is correct. The key challenge is that with the introduction of the corporate and individual accounts there needs to be some form of communication to the existing School members to assign an administrator to that account. The current logic is that this will be assigned to the most active individual within that company. The complication occurs when there are more than one company accounts. This thought process is being considered by the IT Partner and the Operations Group will be asked to consider the current thinking.

There still remains to be work done on the Partner dashboards and reporting side of the One School and Action Sustainability will keep the Operations and Board groups up to date on this.

End.