



1. Summary by numbers

 **20,930**
Members to date

 **9,813**
Unique companies to date


 **95,982**
Resources viewed

 **1,977**
Resources on site

 **4,808**
Action plans created

 **246,484**
Website sessions

 **127,986**
Unique users

 **48.1%**
Are returning visitors

 **39.53%**
Bounce Rate

 **05:49**
Average session duration

 **27,866**
Sessions from mobile or tablet devices

144 Bronze members



133 Silver members



36 Gold members



 **52%**

 Unique companies using their Action Plans



2. Key Performance Indicators

Below shows a summary of planned activity and progression for each sector:

	Const	Homes	FM	Infra (Materials)	Offsite	Wales*	Entire School
Active Members	645/(2,000)	162/(750)	137/(500)	151/(750)	191/(350)	281/(500)	918/3,500
Supplier days	1/4	n/a	1/4	1/4	1/4	0/(4)	4/16
Regional Sub-contractor events	n/a	2/8	n/a	n/a	n/a	n/a	2/8
No. Attending Supplier days/ Sub contractor events	140/400	100/400	79/400	81/400	77/400	0/(400)	477/2,000
Workshops	6/10	4/10	3/10	2/10	1/10	(2/10)	16/55
E-learning Downloads	--	--	--	--	--	300	124/1,500
E-learning (new)	n/a	n/a	0/1	0/1	0/1	n/a	1/5
Assessments	388/(600)	161/(250)	97/(250)	119/(375)	12/(250)	7/(200)	495/1,500
Re/assessments	101/(300)	56/(100)	23/(100)	39/(100)	0/(125)	12/(100)	117/500
Bronze/ Silver/ Gold	238/(100)	61/(100)	32/(40)	54/(60)	n/a	n/a	309/300
Increase in Knowledge	15%	10%	10%	10%	10%	10%	--

*Wales School events are part of the sector business plans where applicable

** Bracketed figures indicate potential for double counting against the entire school target. For example a company can be active in more than 1 market sector, but would only count once towards the overall target.

The School has had a good first quarter and is performing well against the business plan. Indeed there are already a further 6 dates set for future supplier days and five Homes sub-contractor events set. The workshop plan also has a further 23 dates set for various workshops across the rest of the financial year.

As can be seen above the target against active members as a whole is on track to achieve 3,500 active members by the end of the year. However, experience does tell us that it gets harder to engage members as the year goes on. Having said that the School team are constantly creating ideas to engage with members.

There has been a lot of activity around the launch of the ISO 20 400. This was introduced at the first construction supplier day which took place in May and had 140 attendees. The new sustainable procurement e-learning is a comprehensive re-write of one of the most popular e-learning modules in the School which takes into account the brand new ISO 20400 Sustainable Procurement Standard, published in 2017. It takes users through the procurement process, from the Fundamentals through Policy and Strategy, The Procurement Function and The Procurement Process and also provides an interactive exercise which educates users on some of the key

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sustainability issues affecting some of the most common spend areas for organisations such as PPE, ICT, Cleaning and Temporary Labour.

There were plans to produce a BIM elearning module (as an output to the BIM SIG) which has been delayed by a couple of months.

3. Progress on planned activity

3.1 Supplier Days

The below table illustrates the supplier days which have taken place this financial year.

The popularity of the Sustainable Procurement supplier day in May shows that this topic is still very much in demand. The day had 294 registrations and a waiting list of 36.

The two new format Homes breakfast briefings took place for the first time. Feedback has been very positive with **88% of attendees rated the quality of the content as excellent or good**, with none rating it as less than satisfactory; **92% of attendees rated the event organisation as excellent or good**, with none rating it as less than satisfactory, **92% of attendees are very or highly likely to implement the training / ideas from the day into their business and 86% of attendees stated that the training was very or mostly relevant to their business.**

Comments from attendees below:

“Being able to do an assessment during the event was a benefit”, Tithegrove

“The information given was extensive and very good; and understanding the priorities of clients was very useful”, SH Decorators

“Coming to an understanding of what sustainability is and how to incorporate it into our business was the biggest benefit for us”, Seven Oaks Timber Frame

“The presence and collaboration between many of the major housebuilders is commendable”, Gerflar

“Networking with other associated sub-contractors and major contractors was a lot of use”, Ellis Crane Hire

“Understanding the joint drive and desire from all the main contractors for us to improve”, Options Resourcing

“The interactive nature of the event delivery”, Shore Laminates

Table 2: Supplier days taken place in quarter 1

Date	Sector	Key theme	Location	Attendees
17 th May	Construction	Sustainable Procurement	London	140
23 rd May	Homes	Sub contractor breakfast briefing	Bath	55
1 st June	FM	Energy Reduction	Manchester	79
12 th June	Offsite	Offsite in the Health Care Sector	Birmingham	77
20 th June	Homes	Sub contractor breakfast briefing	Leeds	45
28 th June	Infrastructure	Carbon & Energy Reduction Initiatives	Cambridge	81

3.2 Workshops

The workshop plan is more subject to movement as dates get changed and the School respond to Partners needs. The tables below details what has taken place since the beginning of April. At the time of writing this report 359 people have attended the workshops in this financial year.

Table 3: Workshops taken place to date

#	Date	Topic	Lead Partner	Sector	Location	Attendees
1	3 rd April	Sustainable Procurement	Lovell		Tamworth	11
2	5 th April	North Wales Launch	NPTC	Wales/ Construction	Llandudno	48
3	19 th April	FIR	GRAHAM	Wales/ Infrastructure	Wales	23
4	26 th April	Introduction to the School	Wates	Construction	Basingstoke	40
5	27 th April	BAM ALG 1– Circular Economy	BAM	Construction	London	18
6	25 th May	BAM ALG 2 – Circular Economy	BAM	Construction	London	15
7	15 th June	BAM ALG 3– Circular Economy	BAM	Construction	London	14
8	16 th June	Managing & Measuring Sustainability	St Gobain	Homes	London	14
9	21 st June	Introduction to Carbon Footprinting	Covance	FM	Harrogate	25
10	22 nd June	Introduction to the School	Wates	FM	Birmingham	50
11	23 rd June	Introduction to the School	Bouygues	Construction	London	12
12	26 th June	Sustainable Procurement	Open	Homes	London	12
13	4 th July	FIR	Vinci	FM	Watford	26
14	5 th July	Intro to the School & Embedding Sustainable Procurement	A14	Infrastructure	Cambridge	33
15	12 th July	Carbon Footprinting	Barratt	Wales/Homes	Cardiff	11
16	13 th July	FIR	Kier	Construction	Wyboston Lakes	7

4. Sector Group updates

4.1 Construction

Driving impact, rather than chasing new users continues to be a priority for the Group. Having run a fully booked Sustainable Procurement supplier day and sustainable procurement workshops in Q1, the focus for Q2 is looking at building links with the Offsite Group (in line with the Construction Group's strategic objective outlined in the business plan). A supplier day will be running in Birmingham on 15th September that will look at SMART construction, and will aim to raise awareness of offsite techniques, and will look at the skills required to deliver the Construction 2025 targets. Speaker include CITB, HTA Design, Willmott Dixon and Skanska.

The Group have also had the opportunity at the last Leadership Group meeting to provide steer / input into priority categories of spend to be looked at by the next phase of the supply chain mapping special interest group.

4.2 FM

The Energy Reduction supplier day took place on 1st June in Manchester. Unfortunately it was short of the required 100 attendee target – however feedback remained high with 89% rating the training content as good or excellent (over half – 51% rated it as excellent). 72% have said that they are certain/ likely to implement the training and 86% said that the training was very or mostly relevant to their business.

The next supplier day will take place on 19th September in Birmingham. Its focus will be on Ethical and Social Considerations in FM with a specific focus on Fairness Inclusion & Respect, Modern Slavery and Social Value. The agenda, requirements and engagement strategy will be developed at the next leadership meeting.

4.3 Homes

Driving impact and more active engagement in the School continues to be a key focus area, facilitated by the functionalities of the new web platform. Having engaged major suppliers to Home builders in 2016-2017, the priority for this year is on engaging more sub-contractors (majority of which will be SMEs) to engage in the School. Two regional sub-contractor breakfast briefings have taken place to date with excellent feedback, with six more scheduled for the year.

The Homes School is delighted to have been shortlisted as a finalist at the Housebuilders Award 2017 (Best Sustainable initiative / scheme). The winner will be announced in November at the Awards dinner.

4.4 Infrastructure

The Carbon Reduction Initiative supplier day took place on 28th June 2017 in Cambridge feedback on the day was positive especially in relation to having a very specific focus for the day, (in this case Carbon). The audience were treated to a number of excellent speakers from our partners and practitioners and the debate thorough-out the day was engaging and informative. Indeed 75% stated that they will definitely or likely implement the learning into their business.

The next supplier day is being hosted in Wales and will be a cross sector initiative looking at DfMA in the Utilities sector with United Utilities and Welsh Water taking leading roles in the development of the agenda.

Helen Carter (Sector Manager) has met with a large number of partners over the last three months to develop engagement plans with Costain, Skanska and the A14 project developing very specific requirements in relation to workshops over the coming year.

The next leadership group will be meeting on the 27th July 2017 and will be following the new format of the meetings in relation to being themed based. This meeting will be concentrating on Social Value with the partners sharing their current activities in this arena and establishing an engagement plan with their supply chain in relation to improving understanding of this initiative.

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4.5 Offsite

The Offsite & Healthcare Sector supplier day took place on 12th June in Birmingham, and the second supplier day is planned for September in Scotland. This will focus on the themes of Technology and Smart construction.

The leadership group has a new Chair with Gary Peters from Skanska taking over the reigns from Rob Francis. As a result the next leadership group will be taking time to consider how it can progress further in developing the content in the school and improve engagement within the membership.

4.5.1 Engaging Designers

There is now a professional practice group set up with 15 leading design practices. This group has agreed to work in four areas;

1. Deliver a series of 10 DfMA workshops to inspire the profession to do more
2. Develop the Offsite diagnostic so it is appropriate for designers
3. Lobby RIBA to ensure that DfMA becomes part of the CPD curriculum for architects
4. Hold an Offsite Competition – any one who has clients who may wish to sponsor this should talk to ian@supplychainschool.co.uk

4.6 Wales

The focus of the School in Wales is on bringing the new Leadership Group together to work as a cohesive unit and to put in place a suite of training workshops and supplier days to begin impacting on the supply chain and raising awareness.

So far six workshops have been planned and two supplier days focusing on DfMA in water/infrastructure and Waste in the housing sector. DfMA in Water/Infrastructure will bring together United Utilities and Welsh Water and contractors such as Skanska to drive forward the DfMA agenda across their supply chains. A focus on Modern Slavery and the recently launched Welsh Government policy 'Code for Ethical Employment in Supply Chains will be the focus of an event in October.

A Wales-only dashboard is being developed for the Leadership group to track impact and improvement.

4.7 Materials Group & Category Planning

From the work of the Materials group and the Supply Chain Mapping special interest group it has become clear that taking a category management approach to some of the most impactful materials group will help us to more effectively address sustainability issues in these categories and develop advice for the supply chain.

This was discussed at the Board meeting in June. The idea is to set up a series of five or more prioritised category groups under the umbrella of the Materials and Resources Group. Partners in existing groups will prioritise categories then they will self-select based on the number of partners willing to join the group and encourage their suppliers to join. It is anticipated that a minimum of five contractor/client partners and five suppliers or specialist sub-contractors will be needed to start

a group. Groups will select their own priority issues to work on but it is anticipated that each group will tackle Modern Slavery.

The School team are currently consulting with Partners on how best to do this.

5 Horizon Group

The Horizon Group has five ongoing research projects.

- **Social Sustainability Action for Employees:** This project evaluates how we treat employees to promote improved worker welfare and improved social sustainability outcomes using behaviour-based approaches. The response to the main survey has been disappointing and further responses are still being sought. This project should conclude by Q3.
- **Whole Life Sustainability.** This University of Surrey PhD project is sponsored by Carillion and is progressing and currently looking at category management approaches and how it aligns with value. This project runs from May 2015 to January 2019
- **Circular Economy Metrics-** This project is funded by United Utilities, it commenced in April and must be completed in 6 months. A focus group session has been completed and the project is still looking for circular economy case studies which may extend beyond the utilities sector. . This project is led by University of Nottingham and supported by Responsible Solutions. It aims to develop circular economy indicators and training materials specifically for use in the construction industry.
- **Construction Externalities-** This examines project externalities and how to manage them in order to protect and increase value in construction supply chain. The desk research literature review phase has now been completed. Semi-structured interviews (60-120mins) now need to take place and we are looking for Partners who are willing to be interviewed.
- **Defining Relationships-** This project explores the relationship between personal and organisational values in complex temporary multi organisation project environments. This research aims to understand the role of values on project performance around sustainability. This understanding may enable construction teams to achieve more sustainable and competitive projects by exploiting the benefits of a framework that better integrates and is sensitive to collective organisational values. The project is currently in the data collection and analysis phase with a number of publications anticipated in 2017 and 2018.

6 New Partners

The School welcomes two new Partners, Murphy Group and Travis Perkins.

Discussions continue with: Anglian Water, Bellway, Bentley, Catalyst Housing, Carey Group, Crest Nicholson, Clancy Group, Clarion Housing Group, Hawkins Brown, Hoare Lea, ISS, Keltbray, LQ Group, MACE, Metropolitan Housing Group, M&S, North Midland Construction, NG Bailey, Severn Trent Water, Swansea University, Yorkshire Water.

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

7 Special Interest Groups

The SIGs are continuing to progress.

7.1 BIM SIG

The BIM SIG is coming to an end and is now embarking on developing the matrix into an online version. A supporting set of resources as well as the elearning module are also being developed and produced. The online diagnostic is planning to be launched at an offsite supplier day later in the year.

7.2 Social Value by Design

A 2nd draft "Social Value and Design in the Built Environment" is now out for consultation with the 18 Partners who have inputted into this special interest group, plus specialist architects and designers. Closing date for feed back is 28th July 2017 and the final document will be published in September. Anyone wanting to input into this process can do so by contacting liz@actionsustainability.com

7.3 Supplier Sustainability Performance Measurement

The first meeting for this SIG took place on 10th May. However appetite for this group has so far not been as enthusiastic as the other SIG's with a poor attendance at the kick off meeting. There was also a lack of Supply Chain Directors attending and showing interest which for this topic is a key factor for its success.

The objective of the group is to develop a consensus amongst Partners of key sustainability metrics that need to be collected by Partners, and a common methodology of how this data may be collected, in order to drive and evidence improved sustainability performance amongst School members. The outcomes that were identified were:

- ✓ An agreed list of 5 to 10 metrics/indicators that the School will recommend that members submit data on (building on the work from the previous Performance Measurement SIG)
- ✓ A recommendation for an online mechanism for data to be collected from members
- ✓ Dashboard for partners to review data from the members

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The group agreed that there is a need to try to achieve simplicity in data reporting. The key benefits are: business improvement (efficiency), learning and credibility of data. In addition to this the key drivers are reduced reputational risks, the avoidance of greenwash and to have informed conversations. However, if there is no critical mass supporting the group and its delivery then it will not continue. Next steps were agreed which was to conduct a survey of what and how partners already collect data from suppliers and on projects. This will be reported at the next meeting and also a decision made on whether it will continue.

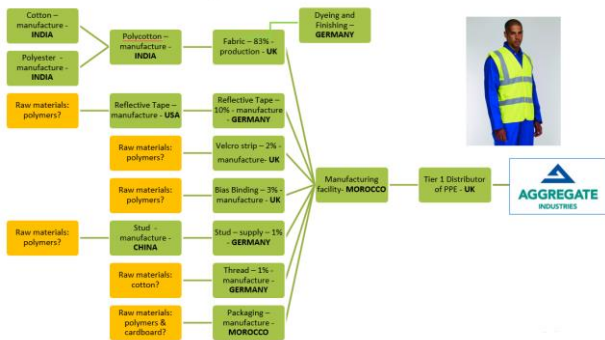
7.4 Supply Chain Mapping

The Supply Chain Mapping group has reached the intended finish for the original scope set out at the beginning of the year.

Three research projects have been completed to map the extended supply chains of three commonly sourced products: Hi-Vis Jackets, Rebar and Cleaning Chemicals. Maps have been produced for these as illustrated below:

Illustration 1: Examples of supply chain mapping undertaken

Hi-vis Vest SC Map



- Legend**
- Yellow lines: fabric from India to UK, then to Germany and back for dyeing and finishing, before going to Morocco for assembly into final product
 - Silver lines: reflective tape, from USA to Germany for cutting, then to UK in rolls, before going to Morocco
 - Black line: velcro and bias binding direct from UK to Morocco
 - Purple lines: press studs from China, to Germany and then to UK before going to Morocco
 - Blue line: thread from Germany to Morocco
 - Green line: final product sent back from Morocco to UK
 - Also included but not shown: plastic bag and cardboard box packaging sourced within Morocco

A guidance document for the supply chain has been authored. The group has also agreed a strategic direction for future work and outlined, along with costings which was presented to the Board on the meeting on 7th June 2017.

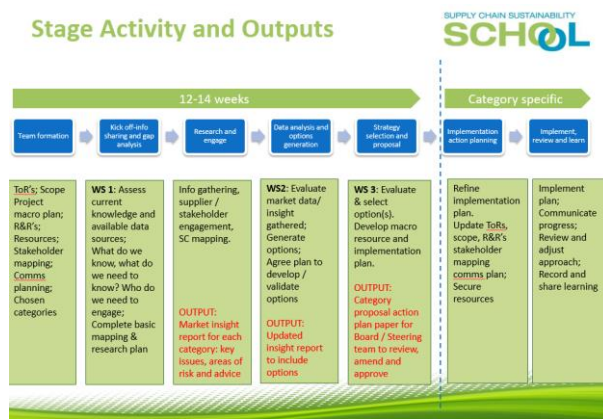
As a result a new group is required to be formed which is considered long term. The group's vision

is 'An effective, collaborative industry response to modern slavery for high risk categories that drives positive change and exemplifies global best practice'. The goals which were outlined were:

- ✓ To define a strategic approach and exemplify best practice responses to modern slavery for priority categories.
- ✓ To deliver measurable progress in addressing modern slavery across construction and FM categories through collaboration with partners, members, and supply chains.
- ✓ To provide leadership to our partners and members that inspires positive change and reduces risk and exploitation within target supply chains.

The SIG has worked up a prospective activity outline with suggested outputs to benefit the supply chain and Partners which is illustrated below:

Illustration 2: Suggested activity, timeline and outputs



The group also put forward a suggested governance and resource model as well as suggested cost. The delivery Partner is working on refining this alongside other School developments in other areas.

8 PR, Marketing & Communications

The School has featured in over ten press articles mainly around the launch of ISO 20400 and Balfour Beatty carrying out the world's first assessment against the new standard (full list detailed below).

There has been a focus on carbon in the last month and the School has working with the Carbon Trust and UK Green Building council carrying out a survey (the results will be released at the end of July). There was also a months of activity when the School focus events around Carbon, complimenting this with a communications strategy dedicated to promoting resources available within the resource library (elearning, videos etc) and encouraging members to learn further about Carbon. The results of the survey will be used to create PR for the school and we will also create infographics which the team will share on our social media channels. The School has also featured in the Times with reference to the Carbon Month. The Carbon Trust and UK Green Building Council

were also part of the Carbon Month, putting on their own events and activities to compliment what the School was doing.

The School is continuing its highly successful collaboration with both London Build (25 & 26 October, Olympia) and Scotland Build (22 & 23 November, SEC Glasgow) with the School having a stand at both events as well as a number of speaker opportunities which we would welcome Partners to join us on. Details will be sent directly to Partners.

Below is a list of the PR the School has had recently:

- 13/06/2017 - 'Future of Construction' special report is officially published in The Times newspaper features the school and 'Carbon Month'. The article: <https://www.raconteur.net/business/change-is-in-the-air-with-city-pollution>. The full Report: <https://www.raconteur.net/future-construction-2017>
- June – Gulf Construction - Press release with Balfour Beatty on ISO 20400 https://www.gulfconstructiononline.com/news/story/11364?url=/IND_325464.html
- 19/05/2017 Construction News – Shaun and Balfour Beatty 500w on new standard ISO 20400 <https://www.constructionnews.co.uk/analysis/expert-opinion/why-balfours-green-standard-must-now-become-the-norm/10020006.article?search=https%3a%2f%2fwww.constructionnews.co.uk%2fsearcharticles%3fqsearch%3d1%26keywords%3diso+20400>
- 17/05/2017 Environmentalist – on back of press release with Balfour Beatty on ISO 20400 www.environmentalisonline.com/article/iso-20400
- 16/05/2017 Highways Today - Press release with Balfour Beatty on ISO 20400 <https://www.highways.today/2017/05/15/balfour-beatty-first-company-world-achieve-iso-20-400-accreditation-sustainable-procurement/>
- 16/05/2017 edie - Press release with Balfour Beatty on ISO 20400 <https://www.edie.net/news/7/Balfour-Beatty--leading-the-way--on-ISO-20400-sustainable-procurement-standard/>
- 16/05/2017 – 4 traders - Press release with Balfour Beatty on ISO 20400 <http://www.4-traders.com/BALFOUR-BEATTY-PLC-4000600/news/Balfour-Beatty-achieves-world-first-in-sustainable-procurement-24390121/>
- 16/05/2017 – construction climate change - Press release with Balfour Beatty on ISO 20400 <http://constructionclimatechallenge.com/2017/05/16/balfour-beatty-first-to-achieve-iso-20400-sustainable-procurement-standard/>
- 16/05/2017 – The Construction Index - Press release with Balfour Beatty on ISO 20400 <http://www.theconstructionindex.co.uk/news/view/balfour-beatty-leads-way-to-sustainable-procurement-standard>

9 Funding

We have been working with the Lean Construction Institute and Civil Engineering Contractors Association to help them submit bids to CITB for Lean Construction and Fairness, Inclusion & Respect.

The **Lean Construction** Institute have been successful and have MACE, Carillion, BAM, Costain and Skanska as Partners in a project that seeks to develop a common diagnostic and set of learning materials for suppliers on the subject of lean construction. The intention is that the School will host these materials and all Partners and Members will have free access to these resources. These should be published by the end of Jan 2018. In addition the 5 partners will be working on 45 lean improve projects to test the learning materials and build capacity. The project aims to bring efficiency savings of £5m for participants.

Fairness, Inclusion & Respect – CECA have been successful in stage 1 of a bid to CITB for a 5 year programme of change that seeks to embed a culture of Fairness, Inclusion & Respect across the industry. We now have to support CECA to submit stage 2 of the bid and keep those fingers crossed.

End.