

1. Summary by numbers

- 
16,354  
 Members to date
- 
7,265  
 Unique companies to date
- 
42,136  
 Resources viewed
- 
2,085  
 Resources on site
- 
5,206  
 Action plans created
- 
319,120  
 Visits to the website since the launch
- 
205,081  
 Are unique companies
- 
43.72%  
 Are returning visitors
- 
39.38%  
 Bounce Rate
- 
06:25  
 Average session duration
- 
23,797  
 Sessions from mobile or tablet devices

115 Bronze members



136 Silver members

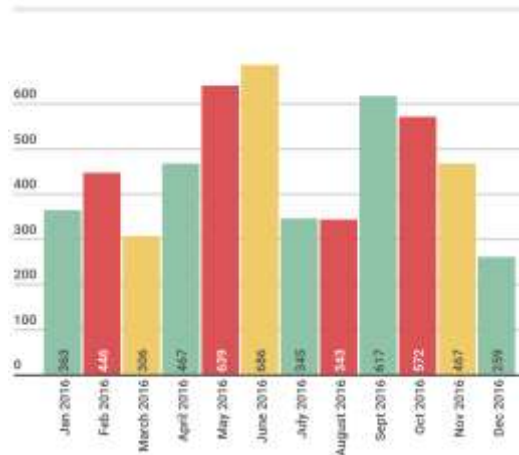


21 Gold members



● 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	1,850/1,500	611/500	429/500	307/750	508/500	2,751/3,500	+246
Supplier days	3/4	3/4	3/4	2/4	3/4	14/20	+1
No. Attending Supplier days	362/400	294/400	291/400	172/400	302/400	1,421/2,000	+120
Workshops	14/15	13/15	7/10	11/12	8/10	52/60	+5
Elearning Downloads	--	466/650	--	--	--	4,184/1,500	+296
Elearning (new)	0/1	2/2	1/1	1/1	1/1	6/10	+3
Toolbox talks	1/1	1/1	1/1	1/1	n/a	4/4	+4
Assessments	502/600	121/250	101/250	64/375	76/250	958/1675	+68
Re/assessments	267/200	38/100	17/100	21/100	15/100	357/600	+34

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

The School is currently ahead of schedule for the delivery against Business Plan of the workshops with a further eight left to deliver by the end of the financial year. The supplier days are now planned for the entire year and the full complement will be delivered. November and December saw 13 workshops delivered and 4 supplier days take place.

December also saw the delivery of a further three elearning modules and four Toolbox Talks which will be detailed later in this report.

## 3. Supplier Days

Since the last Operations Group meeting there have been a further two 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
16 <sup>th</sup> Nov	Offsite	BIM: Digital Revolution	Birmingham	114
7 <sup>th</sup> Dec	Construction	Regional: North West	Manchester	120

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

- **98%** rated the overall organisation as “Excellent” or “Good”
- **88%** rated the training as “Excellent” or “Good”

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- **85%** rated the training and 'mostly relevant' or 'very relevant'
- **54%** of attendees were already members of the School and **40%** stating they will definitely or very likely be joining the School.

When asked what was good about the event, below gives a snapshot of some of the feedback:

*'Good format and a good mix of delegates from different industries. presentations included real examples.'*

*'Interesting understanding of where BIM currently stands in the construction sector and a good understanding of the requirements from their suppliers that some clients have.'*

*A chance to meet and engage with different people in diverse areas of business within construction. sharing ideas and good practice..'*

### 4. Construction School

The Construction School ran a regional supplier day on 7<sup>th</sup> December in Manchester, featuring presentations from Peel Ports and Aggregate industries on sustainable logistics, and Scott Group (who provided a supplier case study). Key themes for the day included circular economy, carbon and a range of social issues. Feedback from the day is excellent with 90% of delegates rating the quality of the day as good or excellent and 84% of delegates found the event to be either very or mostly relevant

The last construction supplier day for this financial year is in Glasgow and will feature speakers from Turner Townsend and BAM. The key theme for the day has not yet been decided. All workshops for the year have now been set, however the e-learning modules on life cycle costing has been delayed due to lack of expertise / feedback from within Partner organisations to steer its development and identify experts to write the module, and is now likely to be finalised next financial year.

The Group has developed a draft business plan focusing on:

- 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

### Summary of workshops

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

#	Date	Topic	Lead Partner	Location	Attendees
1	22 <sup>nd</sup> Nov	Modern Slavery	Marshalls	London	14
2	28 <sup>th</sup> Nov	Modern Slavery	BAM	London	14
3	29 <sup>th</sup> Nov	BIM workshop	BAM	London	17

## 5. FM School

Due to low numbers the decision has been taken to postpone the key supplier day which was originally planned for January 2017. At the next leadership meeting on the 11<sup>th</sup> January the leadership group will be reviewing not only the business plan for the next financial year but also the role of supplier days.

The sector is targeted to deliver 12 workshops this year and currently only short on two workshops to meet the final target.

On the 7<sup>th</sup> March 2017 there will be a Carillion and Centrica supplier day. This will be hosted by Centrica at their training facilities in Leicester.

## 6. Infrastructure School

The next leadership meeting will be held in Rugby on the 11<sup>th</sup> January 2017. The focus of this session will be to agree and further develop the business plan that was discussed at the last leadership meeting in November.

The sector had a target of 12 workshops for this financial year and has successfully reached that with indications showing that the sector may surpass that target. There are two supplier days left to run.

Measuring & Evidencing Sustainable Outcomes in Rail will be run on the 15<sup>th</sup> February 2016 at 15, Hatfield's Conference Centre. We are awaiting confirmation that our speakers are able to present. However marketing for that event has initially gone out before Xmas

A Utilities supplier day will be run on the 28<sup>th</sup> March at St Helen's Rugby Club in Warrington. This event will be a mixture of presentations and mini workshops designed to show case best practice further down the utilities sectors supply chains.

### Summary of workshops

The following workshops have taken place since the last meeting.

#	Date	Topic	Lead Partner	Location	Attendees
1	11 <sup>th</sup> Nov	Embedding Sustainable Procurement	Highways England	Bham	18
2	24 <sup>th</sup> Nov	Embedding Sustainable Procurement	Balfour Beatty	Derby	25
3	14 <sup>th</sup> Dec	Measuring & Managing Sustainability	HOCHTIEF	Swindon	9
4	15 <sup>th</sup> Dec	Carbon in Infrastructure	Morgan Sindall	Rugby	14

### Materials Group

The group has met four times this year and its next meeting is on 11 January at 12:00 in Rugby. The group now has 25 partners and involves clients, contractors and product manufacturers/suppliers. Fundamentally, the group is interested in moving towards a more circular economy. Work is continuing on the development of a product specific circular economy roadmap for glass, and Saint Gobain gave an overview of the challenges and opportunities in this at the last meeting. Work is also continuing on the development of product based resource efficiency briefing sheets to highlight good practice. The group identified precast concrete, flooring and windows as the first product areas to focus on. These are being developed by collating outputs from the WRAP Resource Efficiency Action Plans (REAPs) as well as other good practice information such as from Envirowise.

If you are interested in joining the group please contact [ian.nicholson@supplychainschool.co.uk](mailto:ian.nicholson@supplychainschool.co.uk)

### 7. Homes School

The last supplier day for this financial year will be taking place on 31<sup>st</sup> January in Birmingham and will feature 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 will be on social value, and understanding how the supply chain can work together to deliver both social value and business benefits.

The Homes School will be launching 2 new e-learning modules in January as below:

- '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

Key priorities proposed by the Homes School for the business plan next year are:

- Driving greater impact (focusing on getting registered users and members to do more).
- Engaging regional sub-contractors.
- Greater engagement of current Partners.

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

### Summary of workshops

The Homes School continues to focus on workshops which have been engaging with the Partners particular supply chain, however the last two months has also seen new topics being introduced into the sector. These have been well received so far.

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

#	Date	Topic	Lead Partner	Location	Attendees
1	15 <sup>th</sup> Nov	Getting to grips with Responsible Sourcing	Wates	London	11
2	16 <sup>th</sup> Nov	Embedding Sustainable Procurement	Marshalls	London	13
3	29 <sup>th</sup> Nov	Homes workshop	Kier	Bham	5
4	1 <sup>st</sup> Dec	Homes workshop	Kier	Templesford	22
5	2 <sup>nd</sup> Dec	Homes workshop	Wates	London	89
6	12 <sup>th</sup> Dec	Homes workshop	Kier	Leeds	12

## 8. Offsite School

The BIM Digital Libraries supplier day took place on 16<sup>th</sup> November in Birmingham. It was a full house with 114 attendees on the day. The agenda had an excellent set of speakers from Partners to practitioners which made for an engaging and informative debate thorough-out the day.

Feedback from the session is summarised below:



The Offsite market has one more supplier day to run which will take place in Quarter four, in Scotland to support the DfMA work developed this year.

The next leadership meeting will be held on the 10<sup>th</sup> January in London with the main focus of this event being the further development of the business plan that started in October this year.

Summary of workshops

There has been one Offsite School workshop since the last Operations Group meeting in November, detailed below. This was the first of the DfMA series following the launch of the Overlay to the RIBA Plan of work. The workshop did run well however the offering is still needs work. The audience was very mixed which did not allow a clear next steps to be conveyed. The series of workshops is meant to attract architects and designers to these sessions however this did not happen at this workshop. Having said that those who attended did find the workshop useful with 83% stating that they strongly agree or agree that they have a better understanding of Dfma techniques and how they can improve the construction process; 100% ‘strongly agree’ or ‘agree’ that they see the value of working with suppliers and clients to use DfMA as part of their job. However only 66% rated the quality of the content of the workshop as ‘good’ or ‘excellent’ which fits with the opinion that the workshop need further development.

#	Date	Topic	Lead Partner	Location	Attendees
1	28 <sup>th</sup> Nov	DfMA Roadshow	St Gobain	Birmingham	12

9. Welsh School

The Wales Leadership Group (please email Paul Parkinson if you your organisation would like to get involved: [Paul@supplychainschool.co.uk](mailto:Paul@supplychainschool.co.uk)) has now received funding to put together and deliver a suite of activities in the new year which will develop the presence of the Welsh School.

There will be a set of three Welsh School launches, the first of which will take place at the end of February/ early March 2017 in an evening style format for an audience of 50 in the Welsh Assembly; the second, a day event aimed at suppliers for 100 in Cardiff in March/ April and the third another day event for suppliers in North Wales in April for 50/60 attendees. Jeremy Miles, Assembly Member for Wales is acting as patron to the School.

The School is also being developed in terms of resources, the self-assessment (a specific set of questions are being developed for anyone wishing to join the Welsh School in addition to the core sustainability question set under the new structure within the One School project) and an e-learning module. Once the School has been launched key deliverables for the new financial year are:

1. 8 x workshops
2. 3 x supplier days

10.Fairness, Inclusion & Respect (FIR)

Overview

The FIR project has grown in the last quarter and has met all of the CECA/CITB requirements set for December 2016. Appetite for the content continues to be strong and since January of this year **781 individuals have been trained** against a target of 400. These have been drawn from **477 employers**

against a target of 300 and there have been 16,813 FIR webpage views. In addition to this there are now 115 followers on the FIR Twitter account.

Due to popular demand for workshops, CITB has agreed additional funding to run another five workshops between January and May 2017.

### *FIR Events*

This quarter there were a total of **160 attendees, 84 unique firms** and **37 SME's** attend the FIR workshops. The SME target has been challenging to meet as the workshops which have been delivered to date for the Partners did not target SME's. This is an emerging finding of the project in that the major contractors and their tier 1 sub-contractors are not as mature in their thinking on FIR issues and as a result more resource is targeted in these areas to ensure the right behaviours are in place at the top of the chain.

Feedback from the workshops has been excellent. Following attendance at the FIR workshops **93%** strongly agree or agreed that they **understood how to integrate FIR** into their business. In addition to this **93%** have rated the **quality of the content** in the workshops as good or excellent (with 46% rating them as just excellent); **99%** of the audience have stated that the workshop **met their expectations** (just 3 people said no out of nearly 300 respondees). It will be interesting to see what impact the training has and the feedback that will be received from the survey which will go to all those who responded to the first FIR survey (this will take place in 2017).

### *FIR Ambassador Network*

The FIR Ambassador Network continues to gain interest following on from the initial FIR ambassador training session in July 2016, there have since been three additional FIR ambassador training sessions held. These took place on 26<sup>th</sup> October with Carillion, 22<sup>nd</sup> November with Carillion and the 29<sup>th</sup> November (this session was an intermediate FIR training workshop for existing ambassadors).

Since July 2016, **83 people have been trained to become our FIR ambassadors.**

The FIR Ambassador LinkedIn group has been developed and created on LinkedIn, connecting all ambassadors and the steering group together; sharing best practice, tips, articles and discussions, this group currently has 27 members. The group is still a work in progress but there is regular engagement and ambassadors joining weekly.

The FIR(ry) Friday emails are a weekly email communication that is sent out to the ambassadors and FIR steering group. The email shares one useful resource or tool weekly, which can be used to educate their workplace on FIR and its values. This content is decided by the FIR Manager and Marketing Officer.

### *FIR Toolbox Talks:*

The two animated toolbox talks have been finalised and completed. The FIR steering group and the senior FIR ambassadors (these are ambassadors that have attended more than one workshop and our intermediate ambassador training) have reviewed the toolbox talks and participated in feedback sessions to ensure the content of the talks is correctly understood and the FIR message communicated effectively.

The first toolbox talk is on "Inclusion": what it means and the behaviours that promote it.





The second toolbox talk is on “Mental Health” with examples of how to promote mental illness awareness.



### Public Relations

The FIR project has recently been featured in two articles in the Construction Manager Magazine. The first article, discusses the FIR survey results (which was completed in March 2016).

<http://www.constructionmanagermagazine.com/news/workers-happier-smaller-construction-firms/>

The second article was by-lined by Dale Turner, Head of Procurement and Supply chain at Skanska and a FIR steering group member. In this article Dale discusses why organisations need to practice inclusiveness in order to get the most out of our workforce, refers the FIR survey and how the FIR toolbox can help. <http://www.constructionmanagermagazine.com/comment/why-we-need-practice-inclusiveness-get-the-most-out-of-our-workforce/>

### Key project learnings to date

The Annual Report submitted to the CITB for the FIR Project contained the following key learnings:

1. **The way you present the message is all important:** FIR makes the work place better for everyone gets a much better "buy-in" from audiences than talking about specific protected characteristics - such as gender, race and sexuality, which have a tendency to re-enforce old beliefs.
2. **It is essential to make a strong business case:** Making the business case for FIR rather than emphasizing the usual EDI messages gets more buy.
3. **Our survey showed that:**
  - a. In appropriate language and behaviours are still widespread
  - b. The impact of these behaviours most felt at operative and administrator level, not at managerial level
  - c. People working for small businesses felt more inclusive
4. **Demand for training is much higher than expected:** There is significantly more demand for FIR advice and training than we anticipated at the start of the project. Our current delivery shows that 781 individuals trained against a target of 400. These are drawn from 477 firms

against a target of 300. Whilst we have 2 further workshops to run these numbers will rise further and we have significant demand for further workshops.

5. **Demand for our FIR Ambassadors programme has surpassed all expectations;** with 83 Ambassadors signed up against a target of 10. We believe there is a significant opportunity to grow this network to 500+
6. The input of a **fully engaged and knowledgeable client and employer steering group** has been essential to the success of the programme
7. **Having commercial and supply chain experts from the employers is essential** to driving the uptake of the FIR message in the supply chain
8. **Some individuals are very vocal about their opposition to the FIR agenda** - whilst its a small minority we have to be aware of this and manage training sessions to ensure this minority view does not sideline the meeting.

### 11. Feedback from the Board

The Board last met in November. The main discussion was on the progress the Leadership Groups were making on Business Planning for 2017/18. Each Leadership Group had provided an outline of objectives for the next financial year.

It was agreed in the meeting that an exercise around Supply Chain Mapping would be run to understand the scope and cost of time and resource. This would be considered as a Special Interest Group once the initial work was undertaken.

It was also agreed that there is potential for a second Special Interest Group around 'Evidencing Sustainability Goals' as as the School continues to grow, there will be a need for the School to demonstrate how the School has impacted the supply chain.

### 12. Horizon Group

The last Horizon Group meeting was solely dedicated to the United Utilities funding of a research project through the School. Four universities expressed interest in the research proposal and presented their project to the group. The group decided to award the grant to University of Nottingham. The proposed research looks at Circular Economy Metrics, with a number of deliverables that will benefit the School resources. The School has subsequently approved the project, and it is due to commence in the New Year. Partners wishing to work with Universities to undertake any form of research should contact Mohammad Rickaby [mohammad@actionsustainability.com](mailto:mohammad@actionsustainability.com).

### 13. New Partners

The School is delighted to welcome **Heathrow Airport Ltd, Neath Port Talbot College and Lundy Projects** as Partners to the School.

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Meetings are currently planned with the following organisations: Calford Seaden, Telford Homes, NG Bailey, Hoare Lea, Network Rail, Hawkins Brown and Bentley.

In terms of other leads, discussions are continuing with: Murphy Group, MACE, M&S, Ramboll, Laver, LQ Group, Travis Perkins, Mitsubishi, Euro Bond, Swansea University, Keepmoat, Crest Nicholson, ISTA, GCL, Anglian Water, Volker Wessells, North Midland Construction, BASF, Catalyst Housing, SSE, Bellway, Yorkshire Water, Carey Group, Keltbray, Colas, Welsh Water, Severn Trent Water.

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

### 14. Toolbox talks

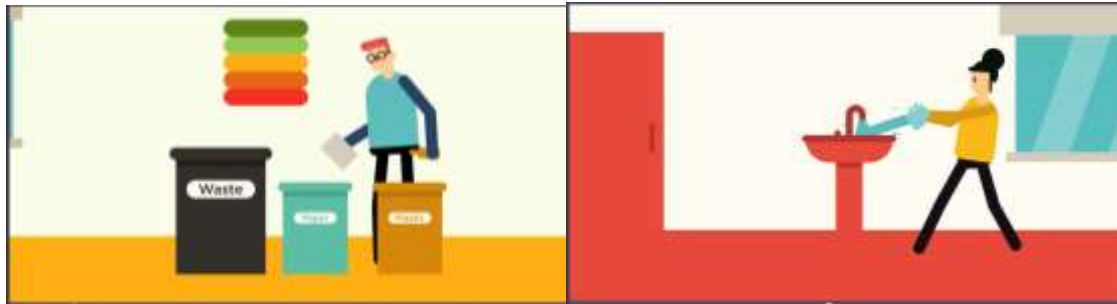
All Toolbox Talks have now been completed. These will be launched in the new year with a supporting communications plan around them. There were four toolbox talks developed as below:

#### *Modern Slavery*



Can you spot the signs of Modern Slavery? The toolbox talk designed to help your employees spot the sign of slavery has now been completed. The video is a 1 and half minute animation produced to illustrate the signs of slave labour on a construction site and within areas such as FM. People viewing the talk will be able to identify key behaviours and signs that are traditionally demonstrated by those who are forced into bonded labour or trafficked. The video comes with key statistics and questions to encourage debate within your workforce as well as finishing at the end with some key numbers people can call if they suspect that they have identified a victim of modern slavery.

### *Sustainability at Work*



Sustainability at Work – This toolbox talk has been designed as a general induction video for staff in your organisation who perceives that they do not have much influence within the sustainability agenda. It has been designed to provide small simple steps any employee can take to be more sustainable within their everyday work environment as well as encouraging them to proactively go and find out what your organisations are doing to support a sustainable business approach. Like other videos it comes with a briefing sheet with key facts and questions that can be used to debate the issues and raise awareness.

#### *Waste*

This is a short video animation-based toolbox talk designed to show what a site operative can do differently to minimise waste. In the video Herman, the waste vermin, illustrates common situations where a site operative has opportunities to be more resource efficient. It helps operatives identify where waste might occur and will get viewers thinking about how they can prevent waste, and segregate materials so that they can be reused or recycled. The video is supplemented by a trainers briefing note which contains some questions to stimulate further discussion.

#### *Energy*

This is also a short video animation designed to show what site operatives can do to use energy more efficiently. In this video Zap, the energy sap, illustrates where energy is often wasted and encourages the viewer to think about how they can be more efficient. This includes, for instance, switching equipment off when not in use, using the right sized/rated tools for the job, making sure plant is properly maintained. It also illustrates the link between waste and energy efficiency highlighting the energy used in materials manufacture.

## 15. Elearning

The following e-learning modules have been developed in this quarter:

#### *Sustainability on Site*

The Sustainability on Site e-learning module is designed to provide an introduction on key sustainability issues for workers on site. It explains why sustainability is an important consideration during site works through an interactive scenario based exercise and then goes on to provide a series of top tips broken down into the different sustainability issues defined by the Supply Chain Sustainability School, taking into account environmental considerations such as energy and carbon

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and biodiversity, and social considerations like community engagement and fairness inclusion and respect. The purpose of the top tips is to provide site workers with a series of basic actions they can actually take away and easily enact the next time they are on site. The module concludes with a 15 question quiz.

### *Groundworks*

The Homes Leadership group identified groundworks as a key part of the construction process which needs to improve their sustainability performance, and with this in mind a specific e-learning module for groundworkers was developed by the school. The module itself provides an introduction to the key sustainability issues which can affect groundworkers, including groundworks specific issues like archaeology and heritage and foundation laying. The module also includes a short groundworks and SuDS case study from Kier for added context. The module has an interactive scenario based exercise and concludes with a 'hit and miss' exercise giving users a clear series of takeaway actions they can integrate into their business in the future. The module concludes with a 15 question quiz.

### *Carbon Management for SME's*

This module follows on from the work done by the Green Construction Board in their Infrastructure Carbon Review and subsequent work with BSi developing the new PAS 2080. A number of partners in the school commented that this PAS is written specifically with clients and larger organisations in mind. AS a result it was agreed that a module that translated the key messages from PAS2080 into a format that SMEs could understand and act on was valuable. The module starts with an overview of what carbon management is including a brief overview of the aims and structure of PAS2080; it then moves onto why carbon management is important, including a video of a number of Partners discussing it from their perspective. It then rounds off by breaking some of the steps of the carbon management process down and explaining how SMEs can consider improve carbon management in their organisations. The module ends with a 15 question test.

## 16. Special Interest Groups

### *Apprentice Levy*

The Apprentice Levy SIG has decided to focus on producing guidance and support for the SME community as its key output. As a result there will be a series of small workshops in the New Year which will engage with SME's through the School to ask them to input into what it is they find difficult to navigate when considering an apprentice.

The group is formed of the following partners: Costain, BAM Construction, CITB, Barratt Group, Interserve, Sir Robert McAlpine, Galliford Try, VGC and Hochtief.

### *BIM*

The competency matrix development is progressing well and the group are near to a finalised document. A working group of Partners is currently reviewing the technology section, and then following this, David Emery (Virtechs) will be an external reviewer to standardise the answers and the maturity 'flow'.

The 'matrix' has undergone several iterations for feedback as follows:

- 'road tested' at Offsite Supplier Day on 16th November (by suppliers, manufacturers, designers and contractors) and feedback was presented to the BIM SIG.
- reviewed by QS's, architects and MEPs at a BAM workshop on 29<sup>th</sup> November.

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- The feedback from both occasions was very positive and encouraging, but also gave specific points to take into consideration.
- The FM leadership group has had an opportunity to feed back on the matrix from an FM/handover perspective, but no comments have been received to date.

Once the matrix has been finalised, the group will 'socialise' it with external stakeholders to ensure an industry-wide 'joined-up' approach, e.g. UK BIM Alliance, Constructionline.

The group engaged with Constructionline as they are also looking to develop a similar set of competency questions and Ganey Bond attended the meeting to discuss this. The objective is to reduce duplication and the group agreed to keep Constructionline informed of progress. The group agreed that their buy in would be desirable so the question sets linked to each other.

Part of this SIG work is to compile a 'target' member list to ensure that these companies complete and use the matrix. We are undertaking a review of the strategic supplier lists to identify commonality and suitability.

The next BIM meeting is Tuesday 17<sup>th</sup> January 2017.

### *Social Value by Design*

The Social Value by Design SIG has now started and there are fourteen representatives for various partners who are involved. These are: Balfour Beatty, BAM Construction, BRE, Costain, ENGIE, HS2, Interserve Construction, Kier, ISG, Laing ORourke, Morgan Sindall, Skanska, VINCI Facilities and Wilmott Dixon.

The first meeting which took place at the end of October and a meeting took place on 15<sup>th</sup> November. Prior to this meeting those involved were asked to provide an example of how (or where) considered design could contribute to social value.

The background to this SIG is in 2015/16, 12 School partners collaborated to produce an industry briefing paper social value and to share case studies. This material is hosted at [www.supplychainschool.co.uk/socialvalue](http://www.supplychainschool.co.uk/socialvalue). A social value e-learning module (part 1 & part 2) and social value workshop was designed and delivered, based on this material.

Partner participants in that SIG were Aggregate Industries, BAM, Balfour Beatty, Interserve, Kier Group, Morgan Sindall, National Grid, Sir Robert McAlpine, Skanska, Taylor Woodrow, Willmott Dixon and VINCI Facilities.

In the months since, the profile of social value within business has continued to rise. More school partners, for example, have recruited people into specific social value roles. At the same time, the recognition has grown that designers could usefully be involved in discussions around social value, because decisions made at design stage have a major impact on how and to what extent social value can be delivered during construction and operation.

For example, when Morgan Sindall and partners were working on Liverpool's schools building programme, they recognised that building schools with a steel frame would reduce opportunities for local supply – as there are no local steel frame suppliers. There were, though, timber frame contractors. The school design was changed, to incorporate a timber frame, and local businesses given the opportunity to compete to supply. A local supplier won, delivered successfully and used that experience to grow their business. (There is a film about this within the Social Value Part 2 e-learning module).

In Spring 2016, the Supply Chain School was approached by the Royal Institute of British Architects (RIBA) with the idea of authoring a book on social value. At this time, the School and its partners had already begun work, with RIBA, on a "Design for Manufacture and Assembly (DfMA) overlay to RIBA Plan of Work 2013"<sup>1</sup>. The DfMA overlay has now launched. Its reception amongst the design community has been very positive – so much so as to suggest that an overlay approach might be the most useful way to engage the design community with social value.

Key outcomes from the meeting in November is that RIBA are to be approached to gauge whether they will be involved in the publication or whether it is a School only publication. The date for output is September 2017 (dependant on RIBA participation).

## 17. PR, Marketing & Communications

Following on from a successful show at London Build the School had exposure at the Scotland Build expo in Glasgow. It was a very successful two days, introducing the Scottish audience to the School. Ian Heptonstall ran two presentations focused on how the School can help businesses in Scotland. The School was also present at the Edie skills conference where Shaun McCarthy OBE presented to a crowd of senior stakeholders on the work the School has been involved in.

There has been a number of highly successful school events across the UK including a Leeds construction School 'double header' with events in the morning and afternoon which saw over 400 people booked on. There has also been a supplier day staged in Wales, and the very successful Modern Slavery Act Conference in the south east which received fantastic feedback from those that attended.

With the notoriously difficult December period, the marketing team put together a dedicated Christmas campaign which saw a series of festive emails and posts to encourage members to use various resources on the school site as well as to self assess. These proved to be popular and effective with over 2,500 on average opening up the emails. The team also provided a bit of festive fun with a competition to find various characters on the site which proved a hit on social media.

The School appeared in the press again with a number of pieces around the results of our FIR survey which was taken up by several leading industry publications.

## 18. 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.

The focus for the last few weeks has been work on the diagnostic or self-assessment within the One School. With the introduction of departments and markets, this meant that various elements of the diagnostic tool needed to be standardised. For example, the trade categories for each market. The question set also needed to be standardised as well as 'split' so that a core set of sustainability questions were agreed and then the market 'top up' question sets developed. In addition to this the Offsite diagnostic needed to be reviewed and split so that the eight management competencies can be transferred across to the Management department and the five processes will remain within the Offsite Department.



## Operations Report

4<sup>th</sup> January 2016

The design of the One School website has been agreed with no change to logo and branding however colours needed to be chosen for the Management department and the look and feel of the new site will contain more space and be more visual than text heavy which is more appealing to users.

Work has also begun on the back end functionality of the School and very shortly a period of testing will take place on: the self-assessment, the customer navigation; the reporting mechanisms in the back end, the Partner dashboard based on the new logic behind the School.

The School is still on track to be launched in the new year.

End.