






1. Summary by numbers


 **319,651**
Website sessions

 **206,746**
Unique users

 **47.2%**
Are returning visitors

 **42.71%**
Bounce Rate

 **05:16**
Average session duration

 **36,765**
Sessions from mobile or tablet devices

180 Bronze members



143 Silver members



40 Gold members



 **270,019**
Website sessions

 **140,509**
Unique users

 **52.1%**
Are returning visitors

 **39.72%**
Bounce Rate

 **05:47**
Average session duration


 **30,844**
Sessions from mobile or tablet devices

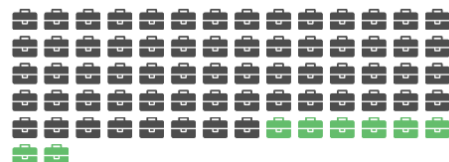


● Unique companies using their Action Plans

Partners and partner targets

 **64**
The School currently has 64 existing partners

 **72**
The School aims to have 72 partners in total by year end



2. Key Performance Indicators

The School is continuing to perform well against delivery of activities such as workshops and supplier days. By the end of September 2017 a further four supplier days, six workshops and a Homes sub contractor breakfast briefing would have taken place.

Table 1 below shows a summary of planned activity and progression for each sector:

	Const	Homes	FM	Infra (Materials)	Offsite	Wales*	Entire School
Active Members	1,450 (2,000)	515/(750)	304/(500)	351/(750)	388/(350)	384/(500)	1,697/3,500
Supplier days	3/4	n/a	2/4	2/4	2/4	3/(4)	9/16
Regional Sub-contractor events	n/a	5/8	n/a	n/a	n/a	n/a	5/8
No. Attending Supplier days/ Sub contractor events	361/400	320/400	162/400	194/400	388/400	260/(400)	1,425/2,000
Workshops	6/10	7/10	8/10	7/10	3/10	(5/10)	31/55
E-learning Downloads	--	--	--	--	--	24/300	2,414/1,500
E-learning (new)	n/a	n/a	0/1	0/1	1/1	n/a	3/5
Assessments	652/(600)	355/(250)	166/(250)	216/(375)	211/(250)	261/(200)	889/1,500
Re/assessments	257/(300)	188/(100)	52/(100)	104/(100)	64/(125)	94/(100)	308/500
Bronze/ Silver/ Gold	257/(100)	148/(100)	46/(40)	74/(60)	n/a	n/a	358/300
Increase in Knowledge	15.8%/15%	11%/10%	13.2%/10%	20.2%/10%	18.6%/10%	13.3%/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.

***Please note these figures are based up until end of October 2017. November figures will be released in early December.

Since the last Operations report there has been a lot of activity which has helped to engage members which has seen an increase in active members per sector. The table below shows the %age increase from results at end of August to results at end of October 2017.

Each sector held at least one more supplier day with Construction running a further two supplier days and Homes running three more sub contractor days. All sectors held a variety of workshops, with FM and Infrastructure running another five workshops each, and Wales another three workshops.

Table 2 below illustrates active member figures compared to last report

Active Companies	End August 2017	End October 2017	%
School Overall	1,045	1,697	62%
Construction	939	1,450	54%
Infrastructure	202	351	74%
FM	254	304	20%
Homes	317	515	62%
Offsite	223	388	74%
Wales	294	384	31%

In the last Operations Report it was highlighted that numbers were behind on overall target for active members. If current figures were extrapolated the figures at this stage of the year they would end up at 2,909. At the end of August this would have been 2,508 so there has been a significant improvement however there is still more work on engagement to be done. In terms of comparison to this time last year, active members were at 1,628.

However, it is good to see that within sectors there has been a significant increase in the number of active members as table 1 above illustrates. Offsite has exceeded its target of active members and all other sectors are well on the way to achieving targets set in their business plans. In addition to this there are currently 2,368 active individuals.

It was mentioned in the last report that those who are active are doing more within the School as was highlighted by the significant increase in self-assessments within sectors. The Construction, Homes and Wales sectors has exceeded the assessment targets, with all the others on their way to achieve target. Again, if the overall figure were extrapolated then the School is set to achieve target. This is the same with re-assessments.

3. Progress on planned activity

3.1 Supplier Days

The below table illustrates the supplier days which have taken place this financial year (until end of October). A further two supplier days and a Homes sub-contractor briefing are taking place in November and December which will bring activity for supplier days up to date for the three quarters.

Three of the planned supplier days to take place this quarter are around Social Value. This is in the FM sector, Construction sector and also the Infrastructure sector. All events have proved very popular reflecting the current industry trends in the topic at the moment. The Offsite sector will be running a supplier day in December which will launch the online BIM Matrix.

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Feedback remains high, for example the recent Homes sub contractor day received the following ratings:

- 95% rated the organisation of the event as excellent or good with none rating it less than satisfactory
- 93% rated the content of the event as excellent or good
- 75% of attendees are certain or likely to implement the training given on the day
- 84% said that the event was very or mostly relevant to their business
- Of the 39% of attendees who were not previously registered with the School, 20% are certain or likely to join the School
- Approximately 38 (out of an audience of 57) assessments completed (so far) from the event – 26 corporate and 12 individual

This is an example of how the School events can engage those who attend the events to learn through the School.

Table 3: Supplier days & Sub Contractor events taken place to date

Date	Sector	Key theme	Location	Attendees
17th May	Construction	Sustainable Procurement	London	140
23rd May	Homes	Sub contractor breakfast briefing	Bath	55
1st June	FM	Energy Reduction	Manchester	79
12th June	Offsite	Offsite in the Health Care Sector	Birmingham	77
20th June	Homes	Sub contractor breakfast briefing	Leeds	45
28th June	Infrastructure	Carbon & Energy Reduction Initiatives	Cambridge	81
15th Sept	Construction	School's 5 th Anniversary; SMART Construction	Birmingham	102
19th Sept	FM	Tackling Modern Slavery in the FM Sector	Birmingham	83
22nd September	Homes	Sub contractor breakfast briefing	Edinburgh	45
27th September	Offsite	Technology & SMART Construction	Blantyre, Nr Glasgow	58
28th September	Infrastructure (Wales)	DfMA in the Water sector	Wrexham	113
4th October	Homes	Sub Contractor breakfast briefing	Warrington	76
17th October	Homes	Sub Contractor breakfast briefing	Wales	99
24th October	Construction	Social Value In Construction	York	119
7th November	Homes	Sub contractor breakfast briefing	Milton Keynes	57
21st November	FM	Social Value in FM	London	Tbc
6th December	Offsite	Digital Maturity	London	Tbc
12th December	Infrastructure	Social Value in Infrastructure	London	Tbc

3.2 Workshops

The workshop plan is now almost set for the entire year. The Homes sector just has to set three more workshops. All other sectors have dates set for all workshops. As of the end of October there have been 31 workshops take place.

To date there have been over 600 learners at workshops run, the equivalent of around 900 hours of face to face learning (based on an average of three hours per workshop).

Table 4: 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
17	26 th July	Introduction to the School & Embedding Sustainable Procurement	Heathrow Airport	Infrastructure	Heathrow	42
18	26 th July	Introduction to Carbon Management and PAS 2080	Skanska	Infrastructure	Rickmanswo rth	14
19	8 th Aug	Modern Slavery	A14 Project	Infrastructure	A14 Project Office	17
20	14 th Sept	Meeting Contractors' Responsible Sourcing requirements	Sir Robert McAlpine	Infrastructure	Hemel Hempstead	15
21	19 th Sept	Introduction to the School	ENGIE & EDF	FM	Sheffield	12
22	20 th Sept	Introduction to Resource Efficiency	Redrow	Homes (Wales)	Cardiff	10
23	21 st Sept	Introduction to the School	ENGIE & EDF	FM	Kilbride	14
25	27 th Sept	Introduction to the School	ENGIE & EDF	FM	Barnwood	19
26	2 nd Oct	Modern Slavery	Wales	Wales	Brigend	31
27	3 rd Oct	Transition to ISO14001: 2015	Galliford Try	Homes	Scotland	11
28	11 th Oct	Embedding Sustainable Procurement	ENGIE	FM	London	27
29	24 th Oct	Modern Slavery	ENGIE	FM	London	

#	Date	Topic	Lead Partner	Sector	Location	Attendees
30	26 th Oct	How to drive DfMA in the Education sector	McAvoy	Offsite	Slough	22
31	30 th Oct	How to drive DfMA in the Water sector	George Fischer	Offsite	Coventry	21

4. Sector Group updates

4.1 Construction

The Construction School remains on course to exceed its targets in relation to active members, delivery and attendance at events and assessments, and has already exceeded its target of 100 Bronze / Silver /Gold members with a total of 300 to date. However with over 5,000 unique company member of the School as a whole, efforts need to continue to focus on driving more engagement / impact, and promotion of the new resources within the School, including the outputs from the SIGs. The School may be on ta

The Yorks and Humber social value supplier day on 24th October attracted 120 delegates, with excellent feedback. Round table discussions were held, with partner organisations helping to facilitate table discussions on 4 key themes: Skills, Recruitment (how to make the industry more attractive), Local Procurement and SMART construction. The School is working in partnership with the North West Construction Hub in the sustainability performance measurement supplier day on 6th Feb in Manchester. Securing attendance at, and positive feedback from events is less of a challenge than driving attendees to self-assess / access resources after attending an event. This is a key area of focus for Q4.

The Leadership group meeting in November will aim to provide consensus on the strategic priorities for the Group for 2018-19.

4.2 FM

Alison Bettany of EMCOR UK has taken over as chair from Dan Firth of Interserve FM. Many thanks to Dan for his hard work over the last few years and welcome to Alison. Alison is Chairing her first FM leadership group meeting on Tuesday 14th November.

The FM group has been investigating a strategy for creating appropriate learning content to address the complex topic of FM waste/resource management. A short "toolbox talk" style piece will be developed this year for operatives. More detailed content is also being considered, covering responsibilities and process change for managers. Business planning has also commenced for 2018/19.

4.3 Homes

With efforts continuing to focus on increasing engagement, the number of active members is 515 against a target of 750 by year end. The School is on track to exceed its targets in relation to the number of self-assessments and re-assessments, and has already exceeded the target number of Bronze / Silver / Gold members. The smaller regional sub-contractor events are proving to be more successful in terms of encouraging engagement / self-assessments than the larger Homes supplier days run in 2016 with 35% of attendees having completed assessments. Feedback from these events continues to be excellent, the challenge is to then maintain engagement post-event.

The School was shortlisted as one of 3 finalists at the Housebuilders Award 2017 (Best Sustainable initiative / scheme), but unfortunately did not win. There will be a key push on PR in Q3 and Q4, looking at three key issues: Why Carbon counts, No Home for Waste, and building Offsite post Brexit with a view to securing at least 2 major articles in Q3/4.

The leadership group meeting in November will be focusing on business planning, with a view to agreeing high level strategic priorities in December.

4.4 Infrastructure

The leadership group has continued to explore what Social Value means to them and has been considering options to deliver social value benefits within the supply chain school but also externally with a specific geographic area.

The meeting in November will be looking at developing and integrating the following options into the business plan for 2018/19. These are namely:

- ✓ Geographic trial target say Manchester, Bristol, Birmingham or the Northern Power House
- ✓ Social Value Red List and Green List from the School partners that “opt in” as a Minimum standard
- ✓ Develop Category enhancements and bullets for the supply chain – this would actually deliver a consistent measure if we all did it together, a really powerful delivery

These themes will be discussed further in the next leadership group. A new theme will be explored in January.

In terms of business plan performance, the following illustrates where we are against all of the business plan requirements within infrastructure for 2017/18.

Key – **Red**; failing to deliver, **Amber**; on course to deliver - not yet complete, **Green**; target achieved

Build on good foundations - Recognise success:

- ✓ **Win an Infrastructure Award**
- ✓ **At least 4 sustainable infrastructure articles in publication**

Build on good foundations - Building membership engagement:

- ✓ 60 priority suppliers active in Infrastructure to be Bronze, Silver or Gold

Build on good foundations - Greater engagement of current Partners:

- ✓ 80% of partners to have agreed action plans in relation to the Maturity Matrix with targets set for March 2018
- ✓ All partners to have dashboard in place with strategic suppliers by end of Q2

Build on good foundations - Building membership of Partners:

- ✓ Attract 3 new Infrastructure Partners
- ✓ 98% of Partners to repeat

Expand the supply chain:

- ✓ Map and develop engagement plans for Tier 1 contractors in 5 key trades

Engage the design community:

- ✓ Engage 3 designers within the school

Develop Sectors:

- ✓ Deliver 4 sector specific supplier days

Continue working closely with the materials group:

- ✓ Create and deliver engagement plan with materials group identifying opportunities to co-ordinate supplier day, workshop materials and resource development

Create a support network amongst the partners:

- ✓ All new partners to be assigned a partner buddy to attend introduction to the school sessions from the current Infrastructure Partnership Group

The leadership group will be considering these elements of the business plan at the next meeting and plotting which will be continued, developed or removed for the business plan targets in 2018/19

4.5 Offsite

It has been a mixed year to date for the Offsite Group. On the one hand the sector is doing very well against most of the strategic objectives, on the other there is not the buy-in from our Partners to fully engage their supply chains. This is in large part due to the nature of the challenge and the fact that in most main contractors use of offsite solutions is still immature and building a programme to support a supply chain who are not yet established is challenging. Against the strategic objectives there have been notable successes with engaging Architects and Designers with over 200 now active members learning through the School. We are running an excellent series of Design for Manufacturer and Assembly CPD training events, have established a professional practice group of 15 leading architectural practices to influence and lead RIBA in this area and have managed to alter RIBA's CPD curriculum to include Offsite for the very first time.

4.6 Wales

The team in Wales has run a number of successful and high profile events which include the DfMA day, the Homes breakfast briefing and a joint event with the Welsh Government/CITB which

focused on the recently launched 'Code of Practice: Ethical Employment in Supply Chains'. This latter event has proved fruitful in developing links and relationships with the Welsh Government and the Minister responsible for Modern Slavery.

The School in Wales now has 384 active members which is a three-fold increase from the launch in March 2017.

In addition to the above a suite of training workshops is currently underway and attendance and feedback has been good.

4.7 Materials Group & Category Planning

The pilot category groups are now underway. The first session for plant was held on the 6th November 2017. It was very well attended and the following organisations were represented:

- ✓ Morgan Sindall
- ✓ Skanska
- ✓ Costain
- ✓ Sisk
- ✓ WP Group
- ✓ Kier
- ✓ Highways England
- ✓ Clancy Group
- ✓ CRH Plant
- ✓ Aggregate Industries
- ✓ Balfour Beatty
- ✓ GAP Group
- ✓ Osbornes
- ✓ Lundy
- ✓ Tad Communications

As a result of the first session the group has refined the terms of reference, identified additional stakeholders and provided an initial scope of what is meant by plant. The next meeting is on the 10th January 2018. If you are interested in attending or have a venue that could hold up to 30 people we could use then please contact Helen Carter – helen@actionsustainability.com

The labour meeting is due to be held on Thursday 23rd November, 2017 at 2.00pm. It will be held at the offices in Angel. We currently have the following organisations registered to attend:

- ✓ Morgan Sindall
- ✓ National Grid
- ✓ Aggregate Industries
- ✓ Kier
- ✓ Danny Sullivan
- ✓ Hercules Construction
- ✓ Fortel
- ✓ First Response
- ✓ Sisk
- ✓ Bouygues
- ✓ VGC

5 Fairness, Inclusion & Respect

The Fairness, Inclusion & Respect (FIR) project is now under way. Tolulope Oke, the newly appointed Training & Project Manager, started with the business on 30th October 2017.

There are several key deliverables for December 2017 which are detailed below:

- Launch of the FIR commitment on Monday 4th December (15-20 organisations to sign up) with a communications plan in place.
- 30 FIR Ambassadors recruited and trained via an Ambassador recruitment event and Ambassador network training event.
- 6 x FIR employer training (120 learners over 6 x 3 hour workshops).
- Marketing campaign established to target 1,000 hits to the FIR pages.
- E-learning development – outline of inclusive leadership course and agreement on content, storyboard.

Then a further set for end of March 2017, similar to Decembers targets:

- 70 FIR Ambassadors recruited and trained via two ambassador recruitment events and two ambassador network training events
- 10 x FIR employer training (200 learners over 6 x 3 hour workshops)
- Marketing campaign established to target 1,000 hits to the FIR pages.
- E-learning development – inclusive leadership course completed
- E-learning and classroom course development – *Train the Trainer course completed*

These key outputs will really kick start the project again. To date four out of the six workshops have been set in the diary pre Christmas, plus both the Ambassador engagement and training events.

6 Horizon Group

The Horizon Group has been spending time defining the key areas of interest for research, these are:

Business models: Circular Economy (CE)

- ✓ How can BIM be used to deliver CE benefits?
- ✓ Opportunities and barriers impacting the sectors transition to a CE model?

Business models: Lifecycle thinking

- ✓ How to promote consideration of lifecycle thinking and whole life value considerations in construction sector decision-making? (includes re-defining value and culture change).
- ✓ How do we move to an asset management approach with proper consideration of whole life value?
- ✓ How to overcome sector resistance to change and innovation/How to leverage innovation so that it can be mainstreamed?

Business models: Big data

How can we use big data and analytics to help organizations make:

- more data driven/lifecycle decisions
- achieve technological transformation

Collaboration

What is best practice for collaborating for sustainable outcomes? Including:

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- what is collaboration?
- what are the benefits and impacts of 'real' working together?
- how to measure benefits/impacts?
- how should we engage with other industries to identify best practice?
- how do different business models demand/impact collaboration?

Resourcing/Changing nature of work

- ✓ What are the impacts of new technology on the sector workforce?
- ✓ How must the workforce evolve/reskill to respond to digitization and industrialization of construction?
- ✓ What are the implications of transitioning to off-site manufacturing on culture and skills?
- ✓ What is best practice on embedding sustainability within HRM/staff development strategies for construction firms?
- ✓ Implications of the gig economy and short term contracts – how can firms best up-skill on sustainability with staffing with such short 'exposure' times?

Supply Chain understanding and visibility

- ✓ What role should/could SME's play in improving SC visibility and understanding and how should the industry engage with SME's to promote this?
- ✓ How can blockchain technology help the construction sector improve SC understanding, visibility and chain of custody?

Future Horizon Group Meetings will analyse aspects of these priority research areas to understand what academic research has been completed or is ongoing in this area clarify industry practice and issues, identify key stakeholders (academic or industry) that we should engage, discuss and attempt to identify information gaps, clear industry problems or knowledge requirements that we should prioritize for research funding.

7 New Partners

Although no new Partners since September there have been a number positive meetings/discussions with high profile organisations such as Tfl, South West Water, Graham, Clancy Group, Mott McDonald Bentley, Sapphire Solutions, Northumbria Water, Buildbase and Volvo.

Those organisations that attended the Plant Group and will attend the Labour Group are also currently being targeted.

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

8 Special Interest Groups

The SIGs are continuing to progress.

8.1 BIM SIG

The BIM Matrix will be online by December 2017 and is due to be launched at an Offsite Supplier day on 6th December.

8.2 Social Value by Design

The Social Value by Design publication was launched at London Build, where the School had a stand presence as well as in various speaker slots over the two days of the event.

All Partners were communicated with, with details of the publication and a supporting press release. Partners were asked to cascade this to their communications departments. Jim McLelland was also commissioned to promote the press release to industry publications. As a result to date PBC Today (Planning and Building Control) has picked up the story.

There are dedicated pages to Social Value by Design, where the publication is available [here](#).

8.3 Supplier Sustainability Performance Measurement

As described in the last Operations report, the key next step for this SIG was to engage with Constructing Excellence. A positive meeting has taken place where it has been agreed that Constructing Excellence and the School will work together to (1) agree and (2) promote a standard way of measuring sustainability. A greater impact will be reached by sharing a joined up approach and this should also be welcomed by the industry as many of the School Partners are also Partners of Constructing Excellence.

9 PR, Marketing & Communications

The School has representation at three trade shows this quarter. In October the Offsite Sector had a presence at the Offsite Construction Show. Ian Heptonstall also spoke on each day on '*Making the Offsite School work for your business*' and '*Innovation and BIM*'. London Build took place mid October where again the School was represented. Shaun McCarthy Chaired both days of the Sustainability Summit and Ian Heptonstall Chaired day two of the Offsite Summit at London Build. The show was busy in terms of footfall at the stand on both days with the majority of those spoke to not knowing about the School.

Scotland Build is the last trade show for this year where the School is again represented with a stand and speaking slots.

The Homes sector went for an award at the Home Builders Awards (run by the Home Builders Magazine) under the category for *Best Sustainable Scheme or Initiative*. The School was short listed but unfortunately did not win.

As mentioned above the Social Value by Design publication had a specific communications plan which has resulted in a news piece in in PBC Today (planning & Building Control). The link to this piece is:

<https://www.pbctoday.co.uk/news/hr-skills-news/supply-chain-school-endorses-social-value-in-projects/35893>

There has also been coverage in Refurb and Retrofit (a two pager with comment from Shaun McCarthy) on the Carbon Reporting survey results.

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The School team are currently drawing together Christmas marketing plan to help boost more active members within the School and also to ensure that current Members continue to engage with the School over the festive period.

End.