














1. Summary by numbers

-  **301,332**  
Website sessions
-  **312,550**  
Unique users
-  **47.2%**  
Are returning visitors
-  **40.22%**  
Bounce Rate
-  **05:42**  
Average session duration
-  **35,740**  
Sessions from mobile or tablet devices
-  **24,607**  
Members to date
-  **11,232**  
Unique companies to date
-  **90,456**  
Resources viewed
-  **2,156**  
Resources on site
-  **5,444**  
Action plans created

Partners and partner targets

-  **65**  
The School currently has 65 existing partners
-  **72**  
The School aims to have 72 partners in total by year end



204 Bronze members



124 Silver members



47 Gold members



Impact

-  **14.3%**  
Construction % increase
-  **2.72**  
The average first assessment score
-  **12.8%**  
Offsite % increase
-  **3.17**  
The average re-assessment score
-  **12.4%**  
Homes % increase
-  **10%**  
Target % increase in scores (assessment to re-assessment)
-  **13.6%**  
Infrastructure % increase
-  **2.89**  
The average latest assessment score
-  **8.1%**  
FM % increase
-  **16.5%**  
Overall % increase in scores
-  **10.1%**  
Wales % increase

## 1. Summary by numbers

### 1.1 Key Performance Indicators

The plan for the delivery of activities is on its way to being complete by the end of the current financial year. Active members continue to rise steadily, particularly across each market however it is unlikely that the target of 3,500 will be reached based on current trends. There has been an increase compared to last year (see table 2) which is positive. However, the School team are currently looking into smarter ways of marketing the School to engage members online.

Similarly, with self-assessments and re-assessments, there has been an increase compared to last year (see table 3). A key driver for this has been the enhanced functionality of the School allowing members to not only be part of as many sectors as they wish, but also take focused self-assessments in those markets. There are currently no specific campaigns around the Management department yet there is a reasonable amount of activity on assessing. However, the Offsite department is not performing as well, and the School team are looking at ways to address this, including looking at where and how the self-assessment is placed on the Offsite section of the web platform to help users navigate the information more effectively.

All other targets have already been achieved or look set to be achieved.

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	1,928(2,000)	645/(750)	377/(500)	487/(750)	552/(350)	384/(500)	2,243/3,500
Supplier days	3/4	n/a	3/4	3/4	3/4	3/(4)	13/16
Regional Sub-contractor events	n/a	7/8	n/a	n/a	n/a	n/a	7/8
No. Attending Supplier days/ Sub contractor events	361/400	466/400	237/400	366/400	212/400	260/(400)	1,642/2,000
Workshops	11/10	9/10	9/10	11/10	9/10	(8/8)	47/55
E-learning Downloads	--	--	--	--	--	3,000/300	3,351/1,500
E-learning (new)	n/a	n/a	1/1	0/1	1/1	n/a	4/5
Assessments	786/(600)	442/(250)	209/(250)	278/(375)	292 (52)/(250)	472/(200)	1,111/1,500
Re/assessments	328/(300)	239/(100)	84/(100)	136/(100)	77 (3)/(125)	195/(100)	409/500
Bronze/ Silver/ Gold	276/(100)	159/(100)	84/(40)	88/(60)	n/a	n/a	375/300
Increase in Knowledge	14.3%/15%	12.4%/10%	8.1%/10%	13.6%/10%	12.8%/10%	10.1%/10%	--

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

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\*\* 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.

Table 2. Number of active members to date:

Active Companies	2017 (Apr – Dec)	2016 comparison (Apr – Dec)	%age increase	2016 Full year (Apr – Mar)	2017 Target
<b>School Overall</b>	<b>2,109</b>	<b>1,896</b>	<b>11%</b>	<b>2,472</b>	<b>3,500</b>
Construction	1,810	1,382	30%	1,821	2,000
FM	358	170	105%	211	500
Homes	603	367	64%	495	750
Infrastructure	455	127	258%	192	750
Offsite	518	456	14%	618	350
Wales	385	163	136%	266	500
Management	107	--	--	--	--

**Note 1:** Active member definition: Used at least one resource in the past 12 months'. This can be done by several routes such as completing an assessment, coming to a School event, or accessing a resource in the library.

**Note 2:** Figures are presented to the end of December as full January figures are not currently available at time of writing report.

Table 3. Table showing assessments completed to date

Assessment	2017 – present (Apr – Dec)	2016 comparison (Apr – Dec)	%age increase	2016 Full year (Apr – Mar)	2017 Target
<b>School Overall</b>	<b>1,014</b>	<b>888</b>	<b>14%</b>	<b>1,168</b>	<b>1,500</b>
Construction	720	459	56%	731	600
FM	186	96	94%	117	250
Homes	395	113	250%	135	250
Infrastructure	247	58	325%	92	375
Offsite	46	69	-50%	110	250
Management	107	--	--	--	No target
Wales	441	--	--	--	200

**Note 1:** In 2016 the Offsite and Management assessments were combined, but for 2017 we have broken these out into 2 different figures.

**Note 2:** The individual assessment numbers by members active in each department total higher than the School Overall figure as the core assessment allows just one assessment to be taken by a company active in multiple departments.

**Note 3:** Figures are presented to the end of December as full January figures are not currently available at time of writing report.

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Table 4. Table showing re-assessments completed to date

Re-assessment	2017 – present (Apr – Dec)	2016 comparison (Apr – Dec)	%age increase	2016 Full year (Apr – Mar)	2017 Target
<b>School Overall</b>	<b>374</b>	<b>323</b>	<b>16%</b>	<b>476</b>	<b>500</b>
Construction	304	245	18%	353	300
FM	60	15	300%	25	100
Homes	207	37	459%	45	100
Infrastructure	106	16	87%	35	100
Offsite	2	11	-80%	18	125
Management	13	--	--	--	No target
Wales	181	--	--	--	100

Note 1: In 2016 the Offsite and Management assessments were combined, but for 2017 we have broken these out into 2 different figures.

Note 2: The individual assessment numbers by members active in each department total higher than the School Overall figure as the core assessment allows just one assessment to be taken by a company active in multiple departments.

Note 3: Figures are presented to the end of December as full January figures are not currently available at time of writing report.

## 1.2 Supplier training days and sub-contractor breakfast briefings

The below table illustrates the supplier training days which have taken place this financial year. A total of 1,642 people has attended the supplier and sub-contractor days this year. There have been a variety of learning themes, but popular issues have been around social value and offsite construction.

The School events have three KPIs based on quality; change and relevancy. These vary via sector and are based on good or excellent responses. To date the results are:

- 95% rate the quality of the supplier days as good or excellent
- 81% state that they will very likely or likely implement the training that has been given
- 89% state that the training received was very relevant or mostly relevant

The Homes sector made the decision to run slightly different events to the supplier days and have run seven sub-contractor breakfast briefings to date (out of a total of eight to be run through the year). These events have proved to be very successful.

To date there have been 466 attendees to these briefings. Comments from various attendees are as follows:

- “Being able to do a skills assessment during the event was a benefit”, **Tithegrove**
- “The presence and collaboration between many of the major housebuilders is commendable”, **Gerflar**

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- *“Having people from the School’s Partners sitting on tables and within the groups to provide examples and insights was a highlight”, Coffey Geotechnics*
- *“The event was very inclusive to smaller businesses and informative”, Jarvis & Womack*
- *“Receiving an update from the major contractors was of fundamental interest to us”, JBB Groundcare*

The supplier training days continue to be a way to engage new members into the School, as well as providing a platform for sharing ideas and networking with peers as well as clients. A selection of comments can be seen below:

- *“Meeting new people and networking, as well as free thinking on how we can do more in our business”, J G Hale Construction*
- *“Talking to suppliers to understand their level of engagement with the School and sustainability competence”, Carillion*
- *“The interactive workshops and key statistics alongside the networking opportunities were great”, Protec International*
- *“Informative and highlighted our weaknesses and areas for development”, Exelsior Panelling Systems*
- *“The depth that you went into the content was really good and informative”, FDIS UK*
- *“Shared practice – understanding what other organisations are doing and what they have learnt in the process is really beneficial to us”, National Grid*

*Table 5. Supplier days and sub-contractor breakfast briefings taken place to date*

Date	Sector	Key theme	Location	Attended
17 <sup>th</sup> May	Construction	Sustainable Procurement	London	140
23 <sup>rd</sup> May	Homes	Sub-contractor breakfast briefing	Bath	55
1 <sup>st</sup> Jun	FM	Energy Reduction	Manchester	79
12 <sup>th</sup> Jun	Offsite	Offsite in the Health Care Sector	Birmingham	77
20 <sup>th</sup> Jun	Homes	Sub-contractor breakfast briefing	Leeds	45
28 <sup>th</sup> Jun	Infrastructure	Carbon & Energy Reduction Initiatives	Cambridge	81
15 <sup>th</sup> Sept	Construction	School’s 5 <sup>th</sup> Anniversary; SMART Construction	Birmingham	102
19 <sup>th</sup> Sept	FM	Tackling Modern Slavery in the FM Sector	Birmingham	83
22 <sup>nd</sup> Sept	Homes	Sub-contractor breakfast briefing	Edinburgh	45
27 <sup>th</sup> Sept	Offsite	Technology & SMART Construction	Glasgow	58
28 <sup>th</sup> Sept	Infrastructure	DfMA in the Water sector	Wrexham	113
4 <sup>th</sup> Oct	Homes	Sub-Contractor breakfast briefing	Warrington	76
17 <sup>th</sup> Oct	Homes	Sub-Contractor breakfast briefing	Wales	99

Date	Sector	Key theme	Location	Attended
24 <sup>th</sup> Oct	Construction	Social Value in Construction	York	119
7 <sup>th</sup> Nov	Homes	Sub-contractor breakfast briefing	Milton Keynes	75
21 <sup>st</sup> Nov	FM	Social Value in FM	London	75
6 <sup>th</sup> Dec	Offsite	Digital Maturity	London	77
12 <sup>th</sup> Dec	Infrastructure	Social Value in Infrastructure	London	87
16 <sup>th</sup> Jan	Homes	Sub-contractor Breakfast briefing	London	71

### 1.3 Training workshops

To date there have been 985 attendees to training workshops run by the School. This is the equivalent of 2,955 hours of face to face training to date.

*Table 6. Training workshops taken place to date*

#	Date	Topic	Lead Partner	Sector	Location	Attend
1	3 <sup>rd</sup> April	Sustainable Procurement	Lovell	Homes	Tamworth	11
2	5 <sup>th</sup> April	North Wales Launch	NPTC	Wales/ Construction	Llandudno	48
3	19 <sup>th</sup> April	FIR	GRAHAM	Wales/ Infrastructure	Wales	23
4	26 <sup>th</sup> April	Introduction to the School	Wates	Construction	Basingstoke	40
5	27 <sup>th</sup> April	BAM ALG 1– Circular Economy	BAM	Construction	London	18
6	25 <sup>th</sup> May	BAM ALG 2 – Circular Economy	BAM	Construction	London	15
7	15 <sup>th</sup> June	BAM ALG 3– Circular Economy	BAM	Construction	London	14
8	16 <sup>th</sup> June	Managing & Measuring Sustainability	St Gobain	Homes	London	14
9	21 <sup>st</sup> June	Introduction to Carbon Foot printing	Covance	FM	Harrogate	25
10	22 <sup>nd</sup> June	Introduction to the School	Wates	FM	Birmingham	50
11	23 <sup>rd</sup> June	Introduction to the School	Bouygues	Construction	London	12
12	26 <sup>th</sup> June	Sustainable Procurement	Open	Homes	London	12
13	4 <sup>th</sup> July	FIR	Vinci	FM	Watford	28
14	5 <sup>th</sup> July	Intro to the School & Embedding Sustainable Procurement	Highways England	Infrastructure	Cambridge	33
15	12 <sup>th</sup> July	Carbon Foot printing	Barratt	Wales/Homes	Cardiff	11
16	13 <sup>th</sup> July	FIR	Kier	Construction	Wyboston Lakes	7
17	26 <sup>th</sup> July	Introduction to the School & Embedding Sustainable Procurement	Heathrow Airport	Infrastructure	Heathrow	42
18	26 <sup>th</sup> July	Introduction to Carbon Management and PAS 2080	Skanska	Infrastructure	Rickmansworth	14
19	8 <sup>th</sup> Aug	Modern Slavery	Highways England	Infrastructure	A14 Project Office	17
20	17 <sup>th</sup> Aug	Introduction to the School	Redrow	Homes	Wales	10
21	14 <sup>th</sup> Sept	Meeting Contractors' Responsible Sourcing requirements	Sir Robert McAlpine	Infrastructure	Hemel Hempstead	14
22	19 <sup>th</sup> Sept	Introduction to the School	ENGIE & EDF	FM	Sheffield	19

#	Date	Topic	Lead Partner	Sector	Location	Attend
23	20 <sup>th</sup> Sept	Introduction to Resource Efficiency	Redrow	Homes (Wales)	Cardiff	11
24	21 <sup>st</sup> Sept	Introduction to the School	ENGIE & EDF	FM	Kilbride	12
25	27 <sup>th</sup> Sept	Introduction to the School	ENGIE & EDF	FM	Barnwood	16
26	2 <sup>nd</sup> Oct	Modern Slavery	Wales	Wales	Bridgend	34
27	3 <sup>rd</sup> Oct	Transition to ISO14001: 2015	Galliford Try	Homes	Scotland	11
28	11 <sup>th</sup> Oct	Embedding Sustainable Procurement	ENGIE	FM	London	27
29	24 <sup>th</sup> Oct	Modern Slavery	ENGIE	FM	London	24
30	26 <sup>th</sup> Oct	How to drive DfMA in the Education sector	McAvoy	Offsite	Slough	28
31	30 <sup>th</sup> Oct	How to drive DfMA in the Water sector	George Fischer	Offsite	Coventry	20
32	2 <sup>nd</sup> Nov	How to drive DfMA in the Housing sector	HTA Architects	Offsite	London	24
33	7 <sup>th</sup> Nov	Developing Effective & Local SME's	HOCHTIEF	Infrastructure	Swindon	15
34	7 <sup>th</sup> Nov	Introduction to Carbon Foot printing	Costain	Infrastructure	Maidenhead	15
35	8 <sup>th</sup> Nov	Modern Slavery	Aggregate Industries	Construction	Midlands	18
36	15 <sup>th</sup> Nov	Embedding Sustainable Procurement	Bouygues	Construction	Cardiff	17
37	16 <sup>th</sup> Nov	Introduction to Sustainable Construction	Willmott Dixon	Construction	Cardiff	15
38	22 <sup>nd</sup> Nov	BIM	Skanska	Offsite	Boxworth	8
39	23 <sup>rd</sup> Nov	Introduction to the School	Wates	Construction	London	60
40	28 <sup>th</sup> Nov	BIM Maturity Matrix	HOCHTIEF	Offsite	Bristol	32
41	28 <sup>th</sup> Nov	BIM Maturity Matrix Student Session	HOCHTIEF	Offsite	Bristol	15
42	29 <sup>th</sup> Nov	Social Value	ENGIE	FM	London	15
43	4 <sup>th</sup> Dec	Innovation & Change	Skanska	Offsite	Boxworth	14
44	5 <sup>th</sup> Dec	New Model Procurement briefing – Waste	N/a	Construction	Hamilton, Scotland	43
45	6 <sup>th</sup> Dec	Meeting Clients Timber Requirements	Kier	Construction	Cardiff	12
46	10 <sup>th</sup> Jan	Introduction to the School	Tobermore	Homes	Tobermore County	4
47	11 <sup>th</sup> Jan	Social Value	Morgan Sindall	Infrastructure	Rugby	18

As with the supplier days, workshops are also rated against quality; change and relevancy. To date the results for all workshops are:

- 94% rate the quality of training as good or excellent
- 89% state that they will very likely or likely make the change required within their business
- 89% state that the training received was very relevant or mostly relevant

## 2. Sector Group Progress

The Leadership groups are currently going through the process of business planning. The final business plan will be agreed at the Annual General Meeting taking place on 16<sup>th</sup> March 2018.

The Horizon Group, as reported in November 2017, has redefined the groups Terms of Reference and research direction. This is being posed to the Board at the beginning of February to discuss the direction of the group going forward.

### 2.1 Category Groups: Plant & Labour

The Plant and Labour category groups are progressing well. The terms of reference, objectives and outputs have now agreed for both. A key output is that the groups are now being split into subgroups to focus on three key areas. These are:

#### **Plant**

- ✓ Minimum Standards
- ✓ Knowledge Library
- ✓ Supply & Demand

#### **Labour**

- ✓ Training & development
- ✓ Minimum Site Standards
- ✓ Knowledge Library
- ✓ Supply & Demand

The next steps for these sub-groups are that Partners will review the working group requirements and provide names and positions that may wish to participate in the working group. The Objectives and Outputs for the Plant group are listed below:

- ✓ Develop and embed minimum standards for plant hire and purchase within the built environment
- ✓ Provide a landscape and potential solutions in relation to supply and demand of plant & operators – particularly in relation to some of the large infrastructure projects currently underway
- ✓ Supply Chain school to be the point of reference for information relating to plant category requirements. This could be standard requirements, market information, stakeholder signposts or generally information that will help clients, contractors and supply chain deliver the most sustainable plant option going forward.

#### **Outputs:**

- ✓ An overview report of the current and future landscape for sustainable plant within the built environment
- ✓ Recommendation & delivery of interventions to deal with the challenges of supply and demand issues
- ✓ A materiality assessment for each category of plant
- ✓ Agreed minimum standards for each category of plant signed off by key partners
- ✓ Development and delivery of a communications plan for the minimum standards
- ✓ Training material created to support organisations and procurement teams undertaking plant category management. Training materials will include (but not limited to):



- *E-learning module providing users with an overview of the risks/opportunities associated with plant procurement and how to address these*
- *Workshop module to be included as part of the sustainable procurement workshop*
- *Budget for the development of additional materials and support*

The objectives and outputs for the Labour group are listed below:

- ✓ Identify tools/systems that can map supply of labour within the UK via projects and/or region – supporting the efficient use of labour within the UK
- ✓ Provide and implement potential solutions in relation to demand issues with labour use – particularly in relation to some of the large infrastructure projects currently underway
- ✓ Agree and implement minimum standards for the use of labour within construction projects on site – e.g. Right to work checks, modern slavery signs etc
- ✓ Provide common induction materials that can be used by school partners – initially generic in nature then trade specific
- ✓ Upskill blue collar workers in the principles of sustainable construction
- ✓ Supply Chain school to be the point of reference for information relating to labour category requirements. This could be standard requirements, market information, stakeholder signposts or generally information that will help clients, contractors and supply chain deliver the most sustainable labour going forward.
- ✓ School to be a vehicle to show potential CITB trained employees opportunities

*Outputs:*

- ✓ Recommendation & delivery of interventions to deal with the challenges of supply and demand issues – including the systems and models to adopt
- ✓ A materiality assessment for each category of labour
- ✓ Agreed minimum site check requirements for onsite staff including signs of modern slavery, right to work etc
- ✓ Development and delivery of a communications plan for the minimum standards
- ✓ Training material created to support organisations and procurement teams undertaking labour category management
- ✓ A generic common induction pack that can be incorporated into partners own induction programme
- ✓ Trade specific induction materials
- ✓ Tool box talks and learning materials to be used by blue collar workers on site and a supporting roadmap to show the learning journey of individuals
- ✓ Web pages providing a one stop knowledge shop
- ✓ Budget for the development of additional materials and support

## **2.2 Fairness, Inclusion & Respect**

The Fairness, Inclusion & Respect (FIR) project is now under way to what has been a busy start. Below is a summary of the key deliverables for the first quarter (to December 2017) and second quarter (to March 2018) of the programme:

1. Delivery to December 2017:

- ✓ Delivered 3 x workshops to 39 learners.
  - 3 outstanding workshops to be delivered in the next quarter.
- ✓ Delivered 1 x Ambassador Engagement event resulting in 15 FIR Ambassadors being trained.
  - 15 outstanding Ambassadors to be trained in the next quarter through events planned in London and Tamworth.
- ✓ 37 signatories signed up to the FIR 'Better for All' which was launched 11/12/2017 alongside a successful PR campaign.
- ✓ E-learning module development: Inclusive Leadership storyboard created and circulated for final consultation. Final script to be drafted by mid-February.
- ✓ 2636 unique webpage views – 1194 new users (45%), and 1442 returning users (55%).

2. Delivery to January - March 2018:

- ✓ Further 70 Ambassadors trained
- ✓ 10 x workshops delivered
- ✓ eLearning development: Inclusive Leadership and Train the Trainer course completed
- ✓ Further 1,000 hits to the website,

### 3 New Knowledge Development

#### 3.1 E-learning Development

The following e-learning modules have been developed in the last quarter. Supply Chain Mapping has been developed as specific outputs to Special Interest Groups and the Waste in FM module is being produced due to recommendations from the FM Leadership group. The group in fact took the decision to try the Toolbox Talk style instead of the traditional eLearning route:

##### *Supply Chain Mapping*

We have produced a supply chain mapping e-learning module which provides learners with an introduction on why understanding what is in your supply chains is important and how supply chain mapping can help with this. The module refers to the Modern Slavery Act as a key driver for understanding the nature of supply chains and where SCM can assist. The module explains the steps of how to research and develop your own supply chain map, how it can be used to understand where risks lie, and the benefits doing this can bring to your organisation. It also includes a video, shot specifically for the e-learning module with Marshalls Stone discussing their approach to supply chain mapping and the Modern Slavery Act.

##### *Waste Management in the FM Sector*

Following feedback from our FM leadership group we have developed a toolbox talk which introduces waste management in the FM Sector. The toolbox talk itself is designed to be a pithy to the point interactive video which is approximately 10 minutes in length, covering off the following key issues; why waste is an issue in the FM sector; introducing the waste hierarchy; an explanation

of why consistent waste segregation is important, and trying to empower operatives to speak up and try and solve waste issues themselves. The video itself is structured around two separate scenarios and contains an interactive waste segregation exercise.

### *3.2 Special Interest Groups*

The Special Interest Groups have proved to be a valuable source of getting new knowledge into the School to proactively respond to specific challenges faced in the industry.

#### **BIM**

The original objective for the BIM SIG was to develop a consistent mechanism for contractors to understand the competence of their sub-contractors and suppliers in BIM Level2.

The diagnostic and content within is now finalised and live. The Matrix has 40 questions, split across 4 main sections:

- Company information (2 questions)
- People (11 questions)
- Process & Technology (21 questions)
- Security (6 questions)

The Matrix is prioritised for companies depending on their 'design capability' (NB: different from trade categories). The levels of design capability are:

- Design consultant
- Contractor with design responsibility
- Contractor without design responsibility
- Supplier
- Manufacturer

Before starting the matrix, users need to answer additional questions about their design capability and average size of contract.

The Matrix, web-enabled, takes the form of a self-assessment maturity matrix on the School platform. It is in a different format from existing self-assessments on the School – users will select a response (still on a 1-5 scale) as opposed to a bubble with no text. A glossary has been developed to go alongside the BIM matrix explaining key terms (such as CDE, Common Data Environment) and a corresponding resource library is being compiled (with input from the BIM SIG Partners). As a result, a new 'BIM department' will be created within the School and Partner dashboards will show responses, including a new graph showing question-by-question breakdown of average responses.

The Partners involved in this SIG are: BAM, Sir Robert McAlpine, Balfour Beatty, HOCHTIEF, Tarmac, Skanska, Kier Group, Galliford Try, Willmott Dixon, Carillion, VINCI and Morgan Sindall. With also thanks to the UK BIM Alliance and Gleeds consultancy for their input and support.

UK BIM Alliance are looking to build on this work and possibly develop matrices for project, individual and client maturity, but this is very much work in progress and budget-dependant.

#### *Social Value by Design*

Stakeholders from the following companies have contributed to the drafting of a document "Social Value and Design of the Built Environment": Arup, Balfour Beatty, BAM Construct UK, Berkeley Group, BRE, Costain, David Miller Architects, ENGIE, Grosvenor Britain & Ireland, HS2 Ltd, Interserve

Construction Ltd, ISG plc, Kier, Laing O'Rourke, Morgan Sindall, Network Rail, Sir Robert McAlpine, VINCI Facilities, Wates Group, Watson Batty Architects, Willmott Dixon.

The document includes: Why Social value in design matters; Trends driving social value through design; Challenges of social value in the design process; What designers can do and when (RIBA stages 0 -7); 'Business as usual'; Doing business responsibly and FAQ's and Glossary.

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 issued with details of the publication and a supporting press release. Partners were asked to cascade this to their communications departments. Jim McClelland 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](#).

#### **4 New Partners**

The School welcomes new Partners J. Coffey and Canary Wharf Group both of which joined the School in December 2017. The year has started well with a further two Partners joining, Sapphire Utility Solutions and NG Bailey.

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)

#### **5 PR, Marketing & Communications**

Over the December period, the marketing team embarked on a Christmas campaign to encourage activity from the members of the notoriously quieter period. The campaign ran well and was made up of a daily email which asked a 'quiz type question' and then focused on a resource the member was to click through to.

The overall list performance had an average open rate of 12.9% from the lifetime of the Christmas marketing campaign and had an average click rate of 0.6%. The open and click through rates dropped off as the marketing campaign went on throughout December. There was an overall unsubscribe rate of 1,382 throughout the campaign alongside 3,488 bounces.

44% of recipients opened the email on their mobile devices and 56% of the recipients opened the email on their desktop. The table below details the individual response to each email sent.

Table 7 Christmas Marketing Campaign individual campaign statistics

Campaign no.	Open rate	Click through rate
1 (4 <sup>th</sup> Dec)	17.8% / 3,643	1.4% / 294
2 (5 <sup>th</sup> Dec)	16.4% / 3,331	1.0% / 194
3 (6 <sup>th</sup> Dec)	15.0% / 3,015	0.8% / 170
4 (7 <sup>th</sup> Dec)	14.3% / 2,857	0.55 / 101
5 (8 <sup>th</sup> Dec)	13.4% / 2,651	0.5% / 92
6 (11 <sup>th</sup> Dec)	13.7% / 2,681	0.5% / 92
7 (12 <sup>th</sup> Dec)	13.5% / 2,633	0.4% / 81
8 (13 <sup>th</sup> Dec)	13.2% / 2,565	0.4% / 80
9 (14 <sup>th</sup> Dec)	12.8% / 2,479	0.3% / 59
10 (15 <sup>th</sup> Dec)	13.0% / 2,508	0.4% / 79
11 (18 <sup>th</sup> Dec)	14.6% / 2,809	0.5% / 88
12 (19 <sup>th</sup> Dec)	13.7% / 2,630	0.3% / 67
13 (20 <sup>th</sup> Dec)	13.2% / 2,518	0.3% / 49
14 (21 <sup>st</sup> Dec)	13.1% / 2,494	0.4% / 68
15 (22 <sup>nd</sup> Dec)	12.8% / 2,441	0.3% / 48

The new Marketing Manager, Emily McBride has started at Action Sustainability as of 22<sup>nd</sup> January 2018. It will be an exciting year for the School as Emily comes with a wealth of marketing expertise.

**End.**