

## 1. Summary by numbers

### 1.1 Overview

2018 has seen a focus on encouraging members to engage more and to learn through the School online, not just via face to face training. This report highlights the success the School has had with this to date.

Key highlights to date are:

- There are currently 2,614 active member organisations and 4,468 active individuals.
- A 68% increase in active member organisations and 55% increase in active individuals compared to this time last year.
- The number of bronze, silver and gold members has increased by 55%.
- Number of assessments and re-assessments have increased by a third.
- Face to face training remains popular with 2,430 number of learners attending workshops, supplier days and briefings to date.
- As a result, a total of 10,572 hours of learning has been delivered this FY at the time of writing the report.

This report explores in more detail how this is being achieved, as well as reporting on progress against targets.

### 1.2 Key Performance Indicators

There are currently 2,614 organisations who have become active since 1<sup>st</sup> April 2018\*\* which represent 4,468 active individuals, this is a 64% / 92% increase from this time last year. The engagement strategy has not only resulted in increasing the number of businesses learning through the School, but also with the number of individuals within those businesses. In turn, this should be helping to upskill the organisations and embed sustainability further within their organisations. The impact survey, due out imminently, should reflect this.

Table 1 below sets out the comparisons to last year:

*Table 1 Comparison of total Active organisations and individuals over 12 months and since April 2018:*

	Current 2018	2017	%age Increase
Active Organisations (over a period of 12 months)	3,048	2,015	51%
Active Individuals (over a period of 12 months)	5,395	3,311	63%
Active Organisations (April – Dec)**	2,614	1,554	68%
Active Individuals (April – Dec)**	4,468	2,325	92%

\* Active member defined as: an organisation which have used at least one resource in the past 12 months. This can be either completing an assessment, coming to one of our events, or accessing an online resource.

\*\* Figures for December were taken at the time of the report and will be updated at year end.

Encouraging members to use the School resources has been a key focus through the marketing campaigns and is continuing to prove very successful. The table below illustrates how, even after

nearly nine months, the number of resources accessed is continuing to increase.

To validate this further, the resource access for 2017 has also been listed. At the time of writing the report, only the October and November resource access figures were complete at 5,555 views. If the figure was extrapolated, there could be over 8,000 views of resources by end of December 2018 (a potential 16% increase from the previous quarter). This would also show a 57% increase in total number of resource views YOY. These figures will be confirmed in the year-end report, being produced in March to include the impact survey results.

It is also interesting to note that, when looking at activity for 2017, the higher increases of resource views were as a result of focusing the members. In the period of April – June 2017 there was a focus on getting members to access the new School functionality and different markets; in December 2017, a Christmas marketing campaign was instigated. The figures show that engagement increased as a result.

Where the School has built upon this, and been more successful this year, is by focusing the campaigns around topics and themes which would be of interest to that audience and keeping the momentum up by sending regular (weekly) communications. This is something that will be built upon with the development of the new web platforms, more detail on this later in this report.

*Table 2 Comparison of resources accessed by quarter*

Time period	No. of resources accessed (2018)	%age increase on previous quarter (2018)	No. of resources accessed (2018)	%age increase on previous quarter (2018)
Jan – March	3,428	--	2,490	--
April – June	5,105	49%	3,526	41%
July – Sept	6,880	35%	3,917	11%
Oct – Dec	*8,000+	16%	4,686	20%
Total	23,413	--	14,916	--

\*actual views of resources are 5,555 for October and November 2018; this is a 16% increase on the total for Q4 for 2017

Good progress has been made with planned activities. All targets set are well on the way to being reached. The number of learners at events is being maintained with a full programme scheduled for the last quarter. Most targets look set to being achieved with currently no areas of risk highlighted. The table below outlines the progress:

Table 3 below shows a summary of planned activity and progression for each sector since April 2018:

	Const	FM	Homes	Infra (Materials)	Offsite	Wales*	Entire School
Active Companies	2,127/(2,000)	430/(500)	641/(700)	589/(750)	606/(500)	829/(500)	2,533/3,000
Supplier days	2/2	1/2	n/a	0/1	2/3	2/3	7/11
Regional Sub-contractor events	2/4	1/2	6/8	1/3	3/6	n/a	12/23
Learners @events	530/400	349/300	564/400	194/500	346/300	431/(400)	2,478/2,200
Training Workshops	12/10	8/10	8/10	5/10	6/14	(7/10)	50/54
E-learning Downloads	--	--	--	--	--	--	4,832/1,500
E-learning (new)	n/a	1/2	n/a	n/a	n/a	0/1	1/3
Assessments	801/(800)	194/(250)	334/(400)	276/(375)	101/(150) BIM: 27 Mgmt: 71	100/200	1,325/1,500
Re/assessments	387/(400)	52/(100)	134/(300)	76/(174)	27/(50) BIM: 1 Mgmt: 8	32/100	490/500
Bronze/ Silver/ Gold	439/(400)	96/(40)	148/(300)	170/(100)	n/a	n/a	563/500

\*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.

As discussed above the Active organisations has significantly increased and it is interesting to compare each market against performance last year:

Table 4. Number of active organisations to date:

Active Organisations	2018 (Apr – present)	2017 comparison (Apr – Dec)	%age increase	2018 Target
<b>School Overall</b>	<b>2,533</b>	<b>1,554</b>	<b>63%</b>	<b>3,000</b>
Construction	2,127	1,266	68%	2,000
FM	430	261	65%	500
Homes	641	478	34%	700
Infrastructure	589	335	76%	750
Offsite	606	348	74%	500
Wales	829	273	203%	500

Note: Figures are presented to the time of writing report. The 2018 figures only include early December numbers.

The Docebo Learning Management System which the Partners to the School use internally also captures individual learners and it is important to note this. All elearning modules that are within the

School are contained within this portal. The below table details the organizations are using the system and the table details usage for this year since April 2018. This equates to a further 636 hours of learning:

*Table 5. LMS engagement:*

Organisation	Total
VINCI	5
Aggregate Industries	0
Willmott Dixon	32
Tarmac	2
Telford Homes	30
Lovell	10
Kier	5
Morgan Sindall	7
Buckingham Group	550
Hochtief	11
<b>Total</b>	<b>636</b>

When drilling into the assessments figures it is very interesting to note that there is an overall increase with both completed first-time assessments and re-assessments when comparing to last year (though figures at the time of writing the report only include data up until early December for 2018. As noted above this will be updated in the year-end report). Indeed, there has been a 31% increase overall for both.

The two tables below illustrate this; however, it is pertinent to draw attention to the fact that some sectors are showing a decrease. This could be because the figures are not complete for December 2018, possibly in the case of Homes assessments; the Welsh sector has postponed a large event until Q4 and the Infrastructure sector also have a lot of activity planned for quarter four. As mentioned in the past reporting, there is a focus from the School team at events to encourage delegates to complete assessments as part of the event which is working well but needs continual monitoring.

Following feedback from the School members, there has been a robust review of the current assessment tool and there is now in development a Sustainability Maturity Matrix. This maturity matrix will replace the current assessment tool and provides a clearer and simplified learning journey for the members. Further detail is provided under the New Developments section of this report.

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Table 6. Table showing assessments completed to date

Assessment	2018 (Apr – present)	2017 comparison (Apr – Dec)	2016 comparison (Apr – Dec)	%age increase	2018 Target
<b>School Overall</b>	<b>1,325</b>	<b>1,014</b>	<b>888</b>	<b>31%</b>	<b>1,500</b>
Construction	801	720	459	11%	800
FM	194	186	96	4%	250
Homes	334	395	113	-15%	400
Infrastructure	276	247	58	12%	375
Offsite	101	46	69	120%	150
Wales	100	120	--	-16%	200

Table 7. Table showing re-assessments completed to date

Re-assessment	2018 (Apr – present)	2017 comparison (Apr – Dec)	2016 comparison (Apr – Dec)	%age increase	2018 Target
<b>School Overall</b>	<b>490</b>	<b>374</b>	<b>323</b>	<b>31%</b>	<b>500</b>
Construction	387	304	245	27%	400
FM	52	60	15	-13%	100
Homes	134	207	37	-35%	300
Infrastructure	76	106	16	-28%	174
Offsite	27	2	11	125%	100
Wales	32	106	--	-231%	50

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

The below table illustrates the supplier training days/ sub-contractor training days which have taken place this financial year. There has been a total of 1,518 learners who have attended the supplier and sub-contractor days to date. This equates to 7,836 hours of face to face training.

Table 8. Supplier days and sub-contractor briefings taken place to date

Date	Sector	Key theme	Location	Attended
<b>24 April</b>	Wales	Frameworks	Cardiff	203
<b>2 May</b>	Homes	Sub-contractor briefing	Reading	75
<b>8 May</b>	Construction	Cutting Costs through Carbon	Birmingham	120
<b>6 June</b>	Homes	Sub-contractor briefing	Homerton	47
<b>12 June</b>	Offsite	Offsite supplier day in collaboration with Laing O'Rourke	Worksop	77
<b>19 June</b>	Infrastructure	Low Carbon Concrete Project Briefing	Heathrow	75
<b>21 June</b>	Scotland	Waste Management	Edinburgh	53

Date	Sector	Key theme	Location	Attended
28 June	Homes	Sub-contractor briefing	London	68
28 June	Construction	Sub-contractor briefing	London	45
4 Sept	FM	Heathrow Airport supplier day	Heathrow	112
5 Sept	Offsite	Costain Breakfast Briefing: BIM	Reading	55
6 Sept	Homes	Sub-contractor briefing	Manchester	76
7 Sept	Offsite	Breakfast Briefing: Carbon & Waste Reduction	Hamilton	51
16 Oct	Scotland	Sub-contractor briefing	Glasgow	42
16 Oct	Offsite	Block Chain Briefing	London	45
30 Oct	Offsite/ Construction	Offsite Construction supplier day	London	76
6 Nov	Wales	Sub-contractor briefing	Cardiff	86
22 Nov	Scotland	Sub-contractor briefing	Dundee	58
29 Nov	FM	Skanska Collaboration day	London	53
4 Dec	Homes	Sub-contractor briefing	Birmingham	101

### 1.4 Training workshops

To date there have been 923 attendees to training workshops run by the School. This is the equivalent of 2,769 hours of face to face training to date.

*Table 9. Training workshops taken place to date*

#	Date	Topic	Lead Partner	Sector	Location	Attend
1	4 Apr	Sustainable Procurement	Balfour Beatty	Construction	Derby	30
2	5 Apr	DfMA in the Homes Sector	N/a	Offsite	Manchester	21
3	9 Apr	Measuring & Managing Sustainability	N/a	Wales	Cardiff	14
4	17 Apr	Introduction to the School	Jackson Civils	Construction	Ipswich	8
5	18 Apr	Modern Slavery	ENGIE	FM	Barnwood	18
6	8 May	Modern Slavery	ENGIE	FM	Sheffield	18
7	9 May	Introduction to the School	Anglian Water	Infrastructure	Peterborough	15
8	16 May	Introduction to the School	Hawkins Brown	Offsite	London	23
9	31 May	Introduction to the School	Flannery Plant Hire	Plant	London	8
10	5 June	Introduction to the School	GRAHAM	Construction	Northern Ireland	16
11	19 June	Performance Measurement	Morson	Homes	Manchester	12
12	20 June	DfMA in the Rail Sector	Hawkins Brown	Offsite	London	16

#	Date	Topic	Lead Partner	Sector	Location	Attend
13	20 June	Meeting Contractor's Ethical Business Requirements	A14	Infrastructure	Cambridgeshire	24
14	22 June	Social Value	Skanska	Homes	London	30
15	27 June	BIM	BAM	Wales	Cardiff	40
16	28 June	Introduction to the School	Volker Vessels	Construction	London	9
17	3 July	Introduction to Modern Slavery	Bouygues	Construction	London	17
18	5 July	Introduction to the School	Morgan Sindall	Infrastructure	Cumbria	37
19	12 July	Modern Slavery	Anglian Water	Infrastructure	Cambridgeshire	18
20	17 July	Circular Economy	Kier	Wales	Cardiff	9
21	19 July	Carbon Footprinting	Galliford Try	Homes	Birmingham	20
22	19 July	Introduction to the School	Laing O'Rourke	Construction	London	9
23	25 July	Introduction to Modern Slavery	Telford Homes	Homes	London	9
24	26 July	Introduction to the School	Stroma	Homes	Wakefield	6
25	31 July	Introduction to Modern Slavery	Telford Homes	Homes	London	14
26	4 Sept	Circular Economy	Bouygues	Construction	London	16
27	6 Sept	Meeting Contractors Ethical Business Requirements	ENGIE	FM	Wetherby	24
28	13 Sept	Introduction to Modern Slavery	Willmott Dixon	Homes	London	12
29	13 Sept	Introduction to Sustainable Procurement	Bouygues	FM	London	19
30	21 Sept	Introduction to DfMA/ Offsite	David Miller Architects	Offsite	London	19
31	25 Sept	DfMA & the M&E Sector	Georg Fisher	Offsite	Coventry	23
32	1 Oct	Carbon	CSIC	Scotland	Hamilton	15
33	16 Oct	Modern Slavery	Welsh Group	Wales	Cardiff	27
34	23 Oct	Modern Slavery	Welsh Group	Wales	Wrexham	17
35	31 Oct	Modern Slavery	Bouygues	FM	London	33
36	31 Oct	Introduction to Sustainable Construction	Willmott Dixon	Wales	Cardiff	21
37	1 Nov	APRES	BRE	Construction	London	25
38	6 Nov	Modern Slavery	National Grid	Infrastructure	Warwick	25
39	7 Nov	Meeting Contractors Ethical Business Requirements	ENGIE	FM	Gloucester	20
40	7 Nov	Introduction to Sustainable Construction	Willmott Dixon	Construction	Bristol	9
41	8 Nov	Introduction to Sustainable Construction	Willmott Dixon	Construction	Exeter	8

#	Date	Topic	Lead Partner	Sector	Location	Attend
42	13 Nov	Introduction to the School	Balfour Beatty	Construction	London	28
43	20 Nov	Modern Slavery Hotspotting	Homes Group	Construction	London	7
44	23 Nov	Modern Slavery	ISG	Wales	Cardiff	14
45	28 Nov	Introduction to the School	Balfour Beatty	Construction	London	34
46	28 Nov	BIM Maturity Matrix	UWE	Offsite	Bristol	15
47	29 Nov	Introduction to Modern Slavery	BAM	Construction	Bristol	23
48	3 Dec	BIM Implementation	CSIC	Offsite	Scotland	26
49	5Dec	Modern Slavery	CSIC	Scotland/ Offsite	Hamilton	10
50	17 Dec	Embedding Sustainable Procurement	Aggregate Industries	Construction	Midlands	11

### 1.5 Quality ratings of events

All events that are run are measured against three KPI's: quality; impact (change) and relevancy. These vary via sector and are based on good or excellent responses. The below graph and table illustrate these for the event run to date:

Table 10. Table showing KPI ratings for Change, Relevancy and Quality

Sector	KPI	Workshops	Supplier day/ Sub contractor briefings	Target
School Overall	Impact	87%	73%	--
	Relevancy	90%	92%	--
	Quality	97%	94%	--
Construction	Impact	83%	81%	85%
	Relevancy	88%	90%	90%
	Quality	93%	96%	95%
FM	Impact	96%	88%	80%
	Relevancy	95%	94%	80%
	Quality	99%	96%	95%
Homes	Impact	94%	81%	80%
	Relevancy	97%	91%	80%
	Quality	98%	95%	95%
Infrastructure	Impact	73%	74%	80%
	Relevancy	78%	51%	80%
	Quality	97%	100%	95%
Offsite	Impact	84%	71%	95%
	Relevancy	94%	93%	80%
	Quality	99%	98%	80%



As with the last progress report, the KPI around impact is continuing to increase or be maintained, which is pleasing to see.

## 2 Sector Group Progress

### 2.1 Construction

The business planning meeting in November was a facilitated workshop that aimed to capture what Construction Partner businesses would like from the School in 2019-20. The group discussed four key areas: Progress to date; threats; opportunities and new ideas.

The group fed back on the above discussions, and suggested actions to address key areas were agreed as below. Each representative organisation was then provided with sticky dots to indicate their top ten priority actions. Summary of priority actions, as voted by organisations:

- Encourage engagement / partnership / membership with **private and public sector clients and designers**
- Consider **links with schools, universities** (using 'street' language when talking about sustainability)
- Find a way to **tackle / sell non-tangible benefits**
- Improve **marketing / brand / website**
- **Build relationships with other bodies** to drive innovation and impact e.g. UKGBC
- Produce **exemplar project case study** which involves the whole value chain e.g. client, designer, contractor, supply chain
- **Build relationships with Constructionline, Achilles,** and other external accreditation bodies
- Consider **developing the Vision to 2025 or beyond** (currently to 2020) and align with other national / international frameworks e.g. UN Sustainable Development Goals
- Partner **collaboration on event scheduling**

A high level first draft of a proposed business plan, based on discussions at the meeting is in development, and will be sent to Construction partners before Christmas for comments and feedback.

### 2.2 Homes

Housebuilder partners met earlier this month for a workshop facilitated by Helen Carter, Modern Slavery expert, to 'hotspot' key categories of spend for risk of modern slavery and consider opportunities to collaborate on combatting Modern Slavery in the supply chain. The group identified opportunities to collaborate around three key areas:

1. Identification of best practice and agreement of a common approach to grievance and remediation
2. Development of a toolkit of materials for internal stakeholders and key suppliers / sub-contractors associated with high risk trades such as waste, security, cleaning and landscaping
3. Consistent approach to pre-qualification for the supply chain including questions and sample answers on Modern Slavery.

These opportunities will be discussed and considered as part of the business planning process between now and March 2019.

Priorities that came out of the initial business planning meeting in November include: Development of a Waste Category group that would engage packaging suppliers, development of best practice case studies, webinars, attract more Homes partners, demonstrate value to partners, capture and promote tangible outcomes, drive impact and engaging manufacturers. A high level first draft of a proposed business plan, based on discussions at the meeting is in development, and will be sent to Homes partners before Christmas for comments and feedback.

Telford Homes will be sharing a case study at the next Homes Leadership Group meeting. This will cover how they have engaged with the School (both internally and with their supply chain), challenges, lessons learned and benefits.

### 2.3 Infrastructure

The Infrastructure Sector has been focusing on several areas over the last couple of months. There are a number of supplier days in the pipeline for the last quarter of the 2018/19 business plan.

- 1) Delivering greener travel solutions – a focus on Electric fleet and its infrastructure, 15<sup>th</sup> January 2019. This is a partner led event with Anglian Water and Skanska taking the lead. It is being held in Peterborough near to Anglian Water offices and will be upskilling the supply chain in issues relating to electric car infrastructure as well as developing effective travel plans
- 2) Producing your carbon action plan, 25<sup>th</sup> February 2019. This is a small session targeted at a number of suppliers who have been required by partners to engage around the carbon reduction agenda. It is a session that will end an engagement program that started in December.
- 3) Reducing air quality and carbon emissions resulting from your plant procurement decisions, March 2019. This event is showcasing the work the plant group has been developing and providing the supply chain with an opportunity to understand that wherever they are in the procurement cycle for their plant they can reduce the air pollutants and carbon emissions.
- 4) Kier – Sustainable Procurement and action planning. Key suppliers from the Kier supply chain, focusing on supporting their understanding and capability to deliver sustainable procurement solutions.

The group have been developing and are now starting to run a carbon engagement program. Morgan Sindall, Network Rail, Laing O'Rourke, WP Group, National Grid, Skanska, Costain, O'Neil & Brennan, Sir Robert McAlpine and Murphys are involved in this program.

- ✓ Key partners have nominated two to three suppliers/subcontractors to partake in this program.
- ✓ Each supplier will undertake a questionnaire to allow a benchmark on their current level of understanding and organisational preparedness relating to reducing their carbon impact.
- ✓ The suppliers/subcontractors will then go through five e-learning modules in a month in order to get them ready for a workshop in February.
- ✓ On 5<sup>th</sup> February 2019 a workshop will take place which will build upon the learnings from the elearning and each supplier will produce an action plan.
- ✓ The supplier will have three weeks to develop that action plan internally.

- ✓ On 25<sup>th</sup> February 2019 a mini supplier day will run to then to get the suppliers/subcontractors to develop their action plans further and sign them off.

The Infrastructure group are also currently business planning for 2019/2020.

## 2.4 FM

The use of webinars was trialled successfully with good informal feedback received. Achieving geographical reach is challenging in FM as Facilities workers are typically widespread and closely tied to the sites at which they operate. The webinar format could prove effective in generating initial interest and commitment, which will then encourage the participant to give time to physical attendance at future training events.

Two very successful workshops dealing with Ethical Business and run in partnership with EDF and Engie (via their Workplace Solutions brand) have again proved the benefits of client engagement in FM events.

Building on the theme of client engagement, breakfast seminars are in development with FM School client partner Covance, and with Skanska and their client the City of London. These formats have great potential to bring new members to the School, as the supply chain generally finds it challenging to secure direct engagement with and understand the motivations of end clients.

Business planning for 2019-20 has commenced with partners through a workshop conducted in the October Leadership Group meeting and subsequent discussions. This will be further developed at the next meeting in January 2019.

## 2.5 Offsite

There has been a significant increase in the volume of activity in the Offsite section of the School this year with our engagement and learner targets for the year passed over four months to go. Much of this has been driven from the general increase in interest in this topic from clients, the media and policy makers. The Offsite Group have also benefitted from the work of the sub-groups, with the Design Offsite group establishing itself as a body to drive change in the design community. There has been less progress with the BIM group, having developed the excellent [BIM maturity matrix](#) it has been a struggle to get roll out of this to the supply chain. Thanks to Wilmott Dixon, Laing O'Rourke, Sir Robert McAlpine and Stroma for the continued efforts in this area.

**CALL TO ACTION:** Partners interesting in understanding the BIM maturity of their supply chains to contact [alfred@supplychainschool.co.uk](mailto:alfred@supplychainschool.co.uk)

The leadership group has also identified a gap in the training provision for Offsite to cover both pre-construction and onsite. A bid with the Manufacturing Technology Centre to develop relevant courses for Designers, Procurers, Commercial Teams, Site Managers, Quantity Surveyors and Logistics Managers has been submitted. The bid includes the development of a trainer network.

**CALL TO ACTION:** Partners interesting in being involved in developing Offsite training to contact [charles@supplychainschool.co.uk](mailto:charles@supplychainschool.co.uk)

#### 2.6 Wales

The School in Wales held a successful construction breakfast meeting in November with speakers including local staff drawn from Willmott Dixon and Morgan Sindall. Over 86 attended this session alongside 41 delegates who attended two events focusing on Modern Slavery (south and north Wales).

The next quarter will be focused on delivering a breakfast briefing with an emphasis on Homes/Housing and training workshops covering Social Value and Sustainable Construction. Of interest is the development of 'Sustainable Specification Day' in partnership with Welsh Water. This session/s will enable the construction supply chain to challenge and provide innovative and more sustainable solutions to Welsh Water through challenging and developing the current construction specifications currently in place.

Following a business planning session with the Wales Leadership Group in November key themes are emerging for the delivery of activity in 2019/2020. These are: Off Site solutions, refurbishment of Schools, Framework engagement, the Welsh Government's Business Plan and drug and alcohol awareness.

Finally, Galliford Try have joined the Wales Leadership Group.

#### 2.7 Scotland

The Scottish Leadership group has met five times during 2018 – most recently on 6<sup>th</sup> December. It has focussed on rapidly building engagement and increasing activity levels of key suppliers and sub-contractors in Scotland. One main strand of work was for Partners to identify their core suppliers/sub-contractors and help the School to communicate with these companies to build School membership and increase sustainability knowledge and skills of this important cohort north of the border.

In terms of main learning themes, the Leadership Group have focussed on five main areas: Carbon, Waste, FIR, Modern Slavery and Responsible Sourcing. Workshops have been held in all these areas during the period April 2018 – March 2018. Where possible, Partners have contributed to content for these workshops, and/or provided venues for the events.

As well as focussed workshops the School has also delivered six Supplier Briefings, including in main cities of Aberdeen, Dundee, Glasgow and Edinburgh. These events have been well attended and have helped to increase active members in Scotland. A corresponding strategic marketing campaign providing information and e-learning resources on our main topics has also helped grow interest and membership numbers. By March 2019 the School will have surpassed its target of 300 active corporate members in Scotland.

Closer working with two main partners has driven some notable success. The School has supported Morgan Sindall's Supply Chain events, meeting with over 60 of their key suppliers to promote the School and its benefits. The School has also attended specific Circular Economy workshops and other supplier events run by Balfour Beatty. This has increased our exposure in Scotland and raised brand awareness / recognition.

The School has also increased stakeholder engagement, working more closely with clients, business support organisations and Scottish Government agencies.

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The School would like to thank all our Partners in Scotland for their commitment and support in raising sustainability awareness and performance across Scotland during 2018. These are Kier, Balfour Beatty, BAM, Robertson, ISG, Elliott, BRE, VGC, Danny Sullivan, Construction Scotland, Morgan Sindall and Marshalls.

### 2.8 Plant & Category Groups

#### Plant:

The ambitions paper has been agreed by the plant group. The paper outlines the specifications relating to engines of plant in order to reduce the air pollutants and carbon emissions of construction plant over the next five years.

The group are now working on several side projects which will support the realisation of these commitments including:

- ✓ Guidance papers from:
  - Fuels and maintenance sectors
  - Manufacturers
  - Hire companies
  - Contractors
- ✓ E-learning module for the procurement and hiring of plant
- ✓ Toolbox talk relating to the air quality issues and how to tackle it

The group will be meeting again in January to review these outputs and further develop the content of the supplier day that we will be hosting to showcase best practice in this area. The agenda has been designed help the supply chain to understand activities they can take to reduce air pollutants and carbon emissions when maintaining, purchasing and hiring their plant.

#### Labour:

The eight commitments have been agreed by the labour group and are in the process of being translated into a commitment/charter. The partners met in November to discuss the use of Umbrella companies and what guidance needs to be put in place to ensure that legitimate and legal Umbrella organisations are used.

A paper is being put together to provide the partners with a route to engagement and implementation within their supply chain and this will be the focus of the activity in the new year. In addition to this there will be a workshop where key supply chain school members will be invited to review the commitments and discuss how they can be implemented in their own organisations.

In the group will start to explore the supply and demand and skills and development issues.

### 3 New Knowledge Development

#### 3.1 E-learning Development

The following e-learning module has been developed in this quarter:

##### Sustainable Construction

The sustainable construction e-learning module provides learners with an initial introduction into what sustainability is and why it is a key issue for the construction sector. The module starts at first principles by explaining the Brundtland 1987 definition of sustainability and the social, economic and environmental pillars that underpin sustainable thinking. The module then goes on to explain what the (new) 17 sustainability issues within the Supply Chain School are, before going on to introduce the learner to the concept of prioritising efforts to maximise the positive impacts of being more sustainable to their business. The module finishes with some top tips that the learner can implement now to make their business more sustainable.

#### 3.2 Toolbox Talks

Four toolbox talks have been produced this quarter:

##### Biodiversity

The biodiversity tool box talk has been designed to be a first port of call for site workers to learn about biodiversity. It introduces the concept of biodiversity conservation, and the push for construction projects to achieve “net gain” in biodiversity. The talk also provides a brief summary of some of the key protected species that construction workers are more likely to encounter on site, and a brief summary of some of the more common invasive species which can cause significant problems if left unchecked.

##### Community Liaison

The community liaison tool box talk provides an introduction for site workers on how best to deal with members of the general public, especially if they become angry or confrontational. It provides some handy do’s and don’ts for construction workers to follow in a variety of situations to foster better relationships between workers and the communities they work in.

##### Water

The water toolbox talk provides an introduction for people working in the construction industry on the key issues associated with water consumption and the sustainability benefits which can be achieved if water consumption is reduced. The talk introduces the concept of not using potable drinking water for all uses, and the development of a water hierarchy, which as a priority questions the need to use water at all, through to adopting new technologies to reduce water consumption.

##### Air Quality

The air quality toolbox talk has been developed to introduce site workers to the key issues associated with air quality on construction sites. This issue is rising in importance with decision makers, especially when it comes to the health impacts associated with oxides of nitrogen and particulate matter, notably produced by diesel engines. The talk introduces what these pollutants are, the key health impacts associated with them and, most importantly what site workers can do to reduce emissions and minimise air quality issues on construction sites.

### 3.3 Special Interest Groups

The Procurement Special Interest Group is progressing well, and the resources have been restructured and prioritised to reflect the groups feedback. They are now assembled in order of a course structure to take the user on a learning journey. This is also an alternative way to use the CIPS procurement process to enable the user to find the best resources to use at specific stages of a procurement process.

Four members of the group have agreed to test a selection of the resources to rate their applicability to a procurement professional. This work is due to be completed by end December.

Next steps will be to finalise the resource library then to create the landing page. A communication plan will follow in early 2019.

### 3.4 Horizon Group

The Horizon Group will next meet in December; the focus of the meeting will be Social Value in the Built Environment with both academic and expert industry speakers. The Masters research programme is progressing with ten proposals supported from across both the Infrastructure and Horizon Group partner members and three proposals have already been selected by students from Aston University which is a positive start. The group also initiated a successful Blockchain technology event held in October aimed at clarifying the technology and its potential application across construction. Feedback from attendees suggests that a further event focussed on brainstorming and progressing key applications will now be considered.

## 4 New Partners

The School welcomes the following new Partners: L-Lynch a plant company with UK coverage but a particular presence in London. HE Simm an M&E company with a focus on the North West but who also work across the UK also. They have a interest in Off Site. Reconomy are particularly interested in getting involved in any waste/Circular Economy group but also infrastructure and homes.

## 5 PR, Marketing & Communications

### *External Trade Shows*

The School has attended three of the four planned shows this year, **UK Construction Week** in Birmingham, **London Build**, and **Offsite Construction Show**. All shows generated a lot of publicity for the School with the various speaking engagements we participated in.

At **UK Construction Week** we had a lot of engagement from our two CDP speakers Alex Giles and Tolu Oke, as well as our Partners who spoken on various topics. The School also got a mention in some panel discussions at the show, showing its presence across the industry and building visibility of its usefulness with a wider audience.

**London Build** was a more intimate show held at London Olympia with several London suppliers and companies and a huge focus on social value and sustainability. Liz Holford spoke on the social value panel, and Shaun chaired the first day of the Sustainability Summit. James Cadman also presented on carbon and we had a School-focused presentation from Ian Heptonstall. We also had a Partner

speaking about utilisation of the FIR Programme.

The **Offsite Construction Show** generated a lot of interest around offsite and the School with a lot of international delegations attending the show. Charles Naud and Ian Heptonstall both presented on utilising the Offsite School and maturity matrix.

**Scotland Build** will be held in March 2019 (postponed from November). This will form part of the partnership established for London Build. Presence at this event is to further the School exposure in Scotland to help grow membership in that region. Details are currently being discussed with the organisers.

#### *Associations*

The School have had recent meetings with **Build Offsite**, to strengthen the relationship in sharing knowledge. Build Offsite has two new full-time staff focussed on marketing and business development which should see heightened activity and opportunity to reach a new audience. The School also recently attended the **Considerate Constructors Scheme** National Company and Suppliers Awards. Shaun McCarthy and the new knowledge manager, Robyn Kelly, had a fruitful discussion with the Scheme in which we will be a recognised 'supporter' of the Scheme and they will become Knowledge Partners of the School. This again will help to reach a wider audience, and to share knowledge across the two programmes. A press release is due out in the coming weeks.

#### *Awards*

Unfortunately, the School was unsuccessful with the entry to the Housebuilder Awards.

FM BIFM award submission will be prepared for the 2019 award. Awards are being looked at for 2019 and how we can best utilise our involvement, potentially teaming up with a Partner 'sponsor' that can show evidence of the impact the School has on their organisation, supply chain or project.

#### *External Press*

The School has had several mentions in the press recently, slowly growing our external presence. Top mentions were on the *CITIB blog*, *FM Magazine*, *PBC Today Magazine*, *Builders Merchants Journal*, *The Scotsman*, *Build Products Magazine*, *BQ Live*, *Highways Magazine*, *This week in FM*, and *Housebuilders Magazine*. There is work on a more issues-based PR strategy and sector leads have spoken with leadership teams to ask for those willing to speak about the School in the press on particular issues. This plan is being worked into the strategy for FY19 alongside working to build relationships with targeted press. There has been one targeted press release which was run on the announcement of the new Board members.

#### *Content marketing*

The marketing team continues to execute weekly content emails to increase activity with current members. The content plans focus around the key high interest themes within each sector and send weekly targeted emails to members. There continues to be an increase in resource views and a continued correlation with most popular resources and the content marketing campaigns. We have had almost 18,000 resource views for FY18 alone and 110,000 since the School started. The below tables detail the breakdown month by month.



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Table 11. Total Resources Views by month

Month	FY17	Actual FY18
April	970	1,453
May	1,433	1,800
June	1,241	2,070
July	1,552	2,272
August	1,265	2,635
September	1,266	2,324
October	1,737	2,715
November	1,428	2,605

Table 12. Total Resources Views by month

	Top resource overall		Top E-learning		Top Video		Top Tool		Top Doc/Pres		Top Web link	
	#	Resource	#	Resource	#	Resource	#	Resource	#	Resource	#	Resource
<b>April</b>	20	1256 -Intro to Env. Mgmt	20	1256 -Intro to Env. Mgmt	8	1543 - Sustainable Procurement: An Intro	18	1459- Sustainable supply chain diagnostic tool	18	4681 - How to be a responsible supplier	11	1614 - Site Env. Awareness Training
<b>May</b>	34	5499 - Prefab Options for Residential Dvlpt/5488-5S Workplace Org	34	5488-5S Workplace Org	31	5183-DfMA: Client Drivers	33	1459- Sustainable supply chain diagnostic tool	34	5499-Prefab Options for Residential Dvlpt	19	1614-Site Env. Awareness Training
<b>June</b>	49	2190 - Carbon Trust Footprinting Guide	32/31	1250-Intro to sustainable construction/2323 The Circular Economy	31	5178-TheB1M   Dalston Lane: The World's largest timber building	27	1459- Sustainable supply chain diagnostic tool	24	4681 - How to be a responsible supplier	49	2190 - Carbon Trust Footprinting Guide
<b>July</b>	51	1252- Intro to Climate Change & Carbon e-learning	51	1252- Intro to Climate Change & Carbon e-learning	28	308 - Laing O'Rourke - Crossrail Project	49	1459 - Sustainable supply chain diagnostic tool	22	1207 - Localism Act 2011	27	1959- Principles of responsible sourcing

	Top resource overall		Top E-learning		Top Video		Top Tool		Top Doc/Pres		Top Web link	
	#	Resource	#	Resource	#	Resource	#	Resource	#	Resource	#	Resource
<b>Aug</b>	81	4812 - Supply Chain Mapping Protocol	44	4799 - Embedding Sustainable Procurement	63	4860 - Innovation 2050 - Site of the Future	61	1459 - Sustainable supply chain diagnostic tool	81	4812 - Supply Chain Mapping Protocol	28	1410 - Life Cycle Assessment (LCA) Methodology
<b>Sept</b>	70	3124 - Social Value: Part 1	70	3124 - Social Value Part 1	38	5176 - Building the world's greenest office - the B1M	36	1459 - Sustainable supply chain diagnostic tool	20	1719 - Industrial Strategy: Construction 2025	61	5571 - Creating successful places - A toolkit developed by Berkeley Group
<b>Oct</b>	150	5569 - How to Embed Best Practice in Your Procurement When Combating Modern Slavery	45	1251 - Intro to water	134	4850 - Rights to work: Part 1	39	1459 - Sustainable supply chain diagnostic tool	150	5569 - How to Embed Best Practice in Your Procurement When Combating Modern Slavery	18	1413 - Water Footprint Network
<b>Nov</b>	55	1250 - Intro to sustainable construction	55	1250 - Intro to sustainable construction	24	1543 - Sustainable Procurement: An Intro	11	1243 - Forum for the Future - Whole Life Costing Model	40	4681 - How to be a responsible supplier	20	5592 - Govt starts race for new £1.2bn modular framework

The items highlighted in orange have appeared in resource content marketing campaigns. A School-wide modern slavery marketing campaign ran in October, which appears to have been more successful in specific resource views, but also saw an increase in total School resource views. The results of these continuing campaigns will inform the marketing plan for FY19.

Over the Christmas period, a daily marketing campaign will run with members entering daily quiz questions based on resource knowledge. The outcome should be an increase in activity in the School through resource views as well as increase in social media followers.

### Social Media

The School team have increased the use of social channels in the last few months, which has seen an increased affect and more traffic been driven to the School site.

LinkedIn continues to provide the highest amount of engagement from users, presence has been growing at faster than the targeted growth rate of 3%/month (industry average), organically with no promoted (paid for) content. The aim is to reach 1,000 LinkedIn followers, and 5,000 Twitter followers by the end of FY19.

Without any paid promoted content on Facebook, growth is slow and negligible at the stage, however the School continues to receive mentions from those companies that utilise this channel. The Facebook page was only created in February this year, so has a less established presence. The process for posting and scheduling on all three channels have been streamlined, as well as

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integrating the Mailchimp campaigns with automated social posts. The team is now utilising a task automation platform to allow cross-sharing across, FIR, Offsite and School channels, meaning more effective coverage.

### *Marketing automation*

The Marketing team continues to increase its efficient use of Mailchimp in preparation for automated processing. The restructure of the marketing lists is in place enabling more efficient email campaign management. As this process is streamlined, automated features will be tested. This is being included in the new School platform planning.

### *Webinars*

The School has now run five successful webinars, with marketing and sector staff understanding how to use the platform and trained in the webinar features. More webinars are being planned, and the continued metrics from the webinars will form basis of analysis for future planning. To date there have been almost 100 unique attendees at webinar training, with a minimal drop off rate during the sessions, showing the continued engagement of attendees.

### *Promotional Film*

As recorded in the last report, the School will produce two new promotional short films for the School, one targeted towards Partners and one for Members. The videos will be used to highlight the value of using the School to current and potential members within the supply chain of our various market groups, and to promote the value of a School partnership for those interested. From the tendering process, a filmographer was chosen that best meet the needs of the School and filming has now been completed at one supplier day and two separate half days of film only, as well as some filming in Wales. Due to availability, there will be one more day of filming in January to capture more input and then the editing and production should be ready in January. These videos will be ready and utilised in preparation for the new School platform release.

## 6 School Developments

### *New web platform*

The School is upgrading the web platform which will be launched in April 2019. The current web platform is a bespoke system (written in .net programming) and the upgrade will move the School to widely used systems namely:

- Moodle (Learning Management System;)
- Word Press (Content Management System)
- Event Brite (Event Management System)

This will involve also moving to using SQL database as the School is currently using MySQL. This upgrade will allow the School to become more robust as well as:

- Maintain the general features of the current School; Registration, Assessment, Resources and Reporting
- Provide a flexible and modifiable assessment tool which prioritises questions based on a user's company size, industry area and geographic location
- Include an LMS for managing resources, including the ability track a user's progress and completion of resources (not just e-Modules)

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- Include an event management system; the School hosts dozens of workshops and networking events across the country every year
- Provide integration with various plug-ins for automation (for example: Mail Chimp, Postcode look-up, APIs, Eventbrite, Survey Monkey, Moodle LMS etc.)
- Provide accessibility features for those with visual impairments, dyslexia, etc.
- Provide “tiered” access to admin dashboards – the School team must have access to all data, where Partners may only access aggregated data
- Cope with growth; in six years the School has grown from 1,500 users to over 30,000, and from six Partners to 80+.

The School team have been spending the last two months gaining feedback from the various stakeholders of the School including:

- The School Board
- Operations Group
- Members of the School via two workshops which took place in October
- Partners workshop which took place in November.
- A follow up workshop with the Partners to input further into the user journey for the new platform. This is taking place on Wednesday 30<sup>th</sup> January 2019, 10.30am – 1.00pm.

### *Sustainability Maturity Matrix – new assessment format*

The self-assessment is also being developed with a new format to replace the current one. A key driver to this was feedback from our members such as:

- *“This is just too confusing – how do I know which ones I should do”*
- *“I can’t see the link between the questions you are asking me and what I need to do to be good at this”*
- *“There are too many questions!”*
- *“I’m not sure whether it’s for me or my organisation”*

Within the School, the BIM and Lean assessments have moved to maturity matrix approach. Five statements are presented to the user and they choose the one that most accurately reflects them.

This format is a maturity matrix-based assessment and has a self-rating of one to five against a series of questions. The School currently has an assessment for (at corporate and individual level):

- Each Issue – Sustainability, Offsite, Lean, BIM and Management
- Each Sector – FM, Homes, Infrastructure and Construction
- Each country – England, Scotland Wales

The School went out to the members and Partners with a proposal to move to a maturity approach across the School and use the action planning process to select resources that are linked to issues, sector, countries and trade categories. This would allow for a simpler and shorter process for the user, as well as allow the School to increase the number of issues and allowing for greater prominence to new and emerging issues.

The matrix has been through a robust process of peer review from industry experts to ensure that the levels and descriptions are correct. The feedback has been collated and is being considered. The matrix will be launched at the time of the new web platform in April 2019.

**End.**