

## Supply Chain Sustainability School Board Meeting

**Date:** Thursday 16<sup>th</sup> July 2015, 9.30am – 12.30pm (Morgan Sindall's Offices)

**Attendees:** Ian Heptonstall (Action Sustainability), Shaun McCarthy (Action Sustainability), Graham Edgell (Morgan Sindall), David Picton (Carillion), Nitesh Magdani (BAM), Dale Turner (Skanska), Anna Baker (Sir Robert McAlpine), Jon May (Lendlease), Nigel McKay (HS2), Hilary Hurrey (Action Sustainability)

**Apologies:** Kathryn Gillard (Grosvenor), Martin Chown (Balfour Beatty),

### 1. Review of Notes of Last Meeting

Ian Heptonstall reported back on action points from the last meeting. All actions complete unless stated below.

The organogram and excel spreadsheet depicting the Partners, groups and what area (contractors, clients, supplier) was presented and discussed.

Detailed information highlighting what is required when becoming a Partner to the School is now live. The area of substitutions is also detailed stating that one substitution is allowed and must be properly briefed. The Secretariats are to be made aware and enforce the substitute policy.

Shaun McCarthy reported that he met with IEMA last week. Feedback from the Group was shared along with an outline of their curriculum and also the financial model.

#### Agreed points

- The School should promote the UKGBC and establish a knowledge exchange partnership. Though there is diverse set of stakeholders there are similar issues and so overlap. Both organisations could promote and support each other.
- WRAP should be just signposted from the School.
- The Secretariats are to enforce the policy on substitutions.

#### Actions

- ✓ Ian Heptonstall will continue to follow up with CITB
- ✓ John May to meet with UBM in September.
- ✓ AS will ensure the spreadsheet is kept up to date (attached as reference).
- ✓ AS to put the organogram onto the School website (and include all groups)
- ✓ IEMA to be included on a subsequent agenda.

### 2. Key performance Indicator Dashboard

Ian Heptonstall presented progress against KPI's.

The Homes group are currently debating the original launch date of September and putting in back until early December. Ian Heptonstall is checking with CITB. This is mainly due to the Elearning modules and content and the very recent changes in legislation.

The School is behind in terms of the reassessment KPI but this will be addressed by communications plan.

Additional funding has been found for the Offsite School in the form of a mentor programme. The programme essentially recognises that in organisations there are islands of knowledge and we need to understand that by using that knowledge across the supply chain can it drive change more quickly within the supply chain. This could potentially be replicated in the Supply Chain School.

#### **Agreed points**

- Mace had been spoken to by Nigel McKay and Dale Turner. However Mace currently see the School as direct competition to their Business School.

#### **Actions**

- ✓ **Ian Heptonstall will rethink how the KPI's are illustrated so that it is clearer on showing progress made.**

### **3. Supplier Engagement Strategy**

Ian Heptonstall presented the proposed strategy for increasing the engagement of the members of the School.

The plan aims to segment and understand the data; understand what motivates and makes members engage or not (their learning pathway). More detailed plan will be put in place with metrics to deliver against the strategy.

The question around the clients relationship with School was discussed. What does a client need to see? What are the benefits to the client by being part of the School. Does sharing the aggregated data conflict with confidentiality?

#### **Agreed points**

- It was agreed the plan was ambitious but it was good to aim high.
- Partners can help by understanding who their strategic suppliers are, providing AS with the information and encouraging their suppliers to come to events (engage with workshops, supplier forums etc) This information should be put into the Partner dashboards so the Partners can monitor it.
- A clear message on the benefits of the School needs to be developed for clients.
- A Client dashboard needs to contain the aggregated data of the contractors and their tier 1 and 2 suppliers. As a result a careful communications strategy needs to be put in place to convey the messages to the Supply Chain.
- Information on the organisations involved with the Client, Contractors and then Tier 1 & 2 suppliers would be required to build the dashboard.
- School needs to be aware of the Net Positive Supplier Tool which may move to making it mandatory to be registered.

#### **Actions**

- ✓ **AS to develop an 'elevator pitch' for clients**
- ✓ **AS to scope out the client dashboard**
- ✓ **Discussion around the School and the issue of it being voluntary/ advisory & mandatory to the Supply Chain to be an agenda item. As a result a messaging of the School must be reviewed.**

#### 4. Special Interest Groups

Ian Heptonstall presented the recommendations from each sub-group to the Board.

##### Agreed Points:

- Major materials will be considered further by the Infrastructure Group and will not be a Special Interest Group. This has potential to be a group in its own right in the long term. All groups have an interest in materials but it is of primary concern to the infrastructure group, where the best expertise is available.
- The FIR Project is due to complete in December 2015 following a series of engagement events. It was agreed that a lot of work had taken place around this project and it did not require further development at this stage.
- The three Special Interest Groups are: Common Measurement (and will include pre-qualification), Social Value and Skills & Employability in the Built Environment.

##### Actions

- ✓ **AS to disseminate the outcome to the various groups, develop a brief for each group and invite members to join.**
- ✓ **Part of the Common Engagement brief will be for the group to look at the Government plans for a common set of metrics.**
- ✓ **Social Value will be put to the Horizon Group to help scope the brief. Part of that brief should be for the group to look at what the outcome would be and what the practical application is.**
- ✓ **Part of the brief for Skills and Employability would be to include what practical application there would be; understand the shortages and skills gaps are by looking internally and externally and defining what skills are required.**

#### 5. Structure of the Schools and the Knowledge within them

Ian Heptonstall presented the outcomes from the meeting that took place with Nitesh Magdani.

##### Agreed points

- The diagram illustrates what the School currently is.
- The Board need to ensure that they are being aspirational for the School in terms of business planning and look at a three year plan.
- The Horizon Group should consider what the School should aspire to and report back to the Board.
- A workshop style session should take place (separate to the Board meeting) in September/October to discuss a three year business plan and identify what the School aspiration is.
- It was agreed that there needs to be more consideration of the scope of the School (e.g include health & safety, BIM) to tie in with the vision session.

##### Action Points

- ✓ **AS to consider the technical requirements to integrate the Schools and to draw up a plan on how to deliver it and report back at the next meeting.**
- ✓ **AS to consider how the School will be navigated so that the experience is intuitive.**
- ✓ **Ian Heptonstall, Graham Edgell and Shaun McCarthy to put together a proposed process and plan for approaching the various groups and outline of the session**

## 6. Cost structure 2015/2016

Ian Heptonstall presented the current financial model.

### Agreed points

- It was agreed that the current model was working for the short term.
- Once the aspirational vision for the School was agreed then how it was funded would be considered which would include a cost model.
- To reconsider any other sources of revenue in the vision session. Should there be an element of commerce within the School.
- It was agreed that these points should be discussed as part of the business planning process.

### Action Points

- ✓ **AS to set up the business planning session.**

## 7. Partner Recruitment

Paul Parkinson was introduced to the Group. Paul has joined the team to focus on expanding the portfolio of partners to the Schools.

## 8. AOB

Ian Heptonstall spoke about the FIR project and that there will be a programme of workshops where the project will be introduced to the supply chain.

The first session is being run by Highways England and will be targeted to their supply chain (the contractors). To compliment this session It was suggested that the contractors also ran a workshop which focused on their supply chain.

Shaun McCarthy reported that CIPS have been in contact regarding the Sustainability Index. He will consider their proposal but feels it will be too commercial.

### Agreed points:

- Anna Baker and Nitesh Magdani agreed that they would run a session for their respective supply chains.
- Any other Partners who interested in running one of the sessions should contact Action Sustainability.

### Action points

- ✓ **AS to follow up with Sir Robert McAlpine and BAM regarding the logistics of the sessions.**
- ✓ **Danielle Bistacchi to update all meeting invites from 9.30am – 12.30.**

### Next meeting:

Thursday 17<sup>th</sup> September, 9.30am – 12.30, Skanska Offices, 2nd Floor, 31-41 Worship Street, EC2A 2DX.