

Date: Wednesday 11th September 2019 – 10.30am – 12.30pm – Bouygues UK, Becket House, 1 Lambeth Palace Road, London, SE1 7EU

Attendees: Steve Watson (*Willmott Dixon*) - Chair, Nick Ratcliffe (*Arnold Laver*), Sophie Cannon (*Balfour Beatty*), Jesse Putzel (*BAM Construction*), Nitesh Magdani (*BAM Construction*), Dave Farebrother (*Bouygues E&S*), Andrew Rainbow (*Bouygues UK*), Bob Wolstenholme (*Bovis Homes*), Leila duToit (*Canary Wharf Group*), Steve Poole (*John Sisk & Sons*), Gerald Laxton (*Kier*), Andy Fulterer (*Lendlease*), Janet Hector (*McGinley*), Adam Ritchie (*Morson*), Ross Gorbett (*Osborne*), Sarah Chatfield (*Osborne*), Simon Edwards (*Recycling Lives*), Manish Tailor (*VINC*), EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*)

Guest Dan Barrett (*Biffa Waste Management*)

Apologies: Jon Gray and Sean Garoghan (*Aggregate Industries*), David Holmes (*Galliford Try*), Emer Murnaghan (*GRAHAM*), Graham Edgell (*Morgan Sindall*), Emma Ward (*VolkerWessels UK*), Mandy Messenger (*Advanté*), Jennie Porter (*Carmichael UK*), Steve Attfield (*Marshalls*), Natalie Wilkinson (*NG Bailey*), Adrian Clamp (*J Coffey*), Matt Nichols (*Reconomy*), Cara Palmer (*Wates – Maternity Leave*)

Please note these meeting notes are to be read in conjunction with the final slide deck as included with these notes as circulated to all.

Meeting notes

1. Welcome and introductions

2. New representatives attending the group for the first time introduced as below:

- ✓ Dan Barrett, **Biffa Waste Management** (attending with a view to becoming a Partner)
- ✓ Bob Wolstenholme, Health, Safety and Environment Director, Bovis **Homes**
- ✓ Manish Tailor, Supply Chain Manager, **VINCI**
- ✓ Nick Ratcliffe, Head of Marketing and Communications, **Arnold Laver**
- ✓ Sarah Chatfield, Assistant Procurement Surveyor, **Osborne**
- ✓ Gerald Laxton, Head of Procurement, **Kier**
- ✓ Simon Edwards, Commercial Director, **Recycling Lives**
- ✓ Nitesh Magdani, Group Director – Sustainability (BAM Group / Board representative), **Supply Chain Sustainability School**

3. Agree minutes of last meeting

Minutes from the last meeting were agreed.

4. Review outstanding actions

See slides from the meeting, and the updated action log.

Emerging actions / comments:

- **Partners to:**
 - Confirm if they would like to know more about / join the **Labour** or **Plant Group** and the **Carbon SIG**

- Confirm if your organisation's approach to supply chain engagement and the School is up to date – circulated by EJ. Feedback from just 2 partners to date (Willmott Dixon and Skanska)
- Confirm if you can invite a client, colleague or supplier to speak at the Glasgow supplier briefing in Feb 2019
- Contribute to the update on the Social Value Briefing Paper when requested – all partners have been encouraged to participate via emails from Claire Bradbury and EJ
- **School to:**
 - Issue copy for inviting clients to speak at Manchester supplier event to John Sisk & Sons & BAM
 - Confirm if any e-learning modules remain to be reviewed and circulate this list to Partners
 - Circulate the monetisation of Partner value document

5. Bouygues UK: Our journey with the School so far

Andrew Rainbow, Head of Procurement and Supply Chain for Bouygues UK, presented to the Group on how Bouygues UK have engaged with the School and their supply chain so far during their Partnership. Full details can be found in the slide deck circulated with these minutes, however, please see some key points below.

Key points:

- Bouygues UK consist of multiple brands across the UK, with multiple regional offices
- In terms of trade categories, these include; E&S, infra / civils works, construction, development and rail
- They operate a “socially responsible approach to procurement” across all brands and all procurement staff must commit to deliver this in their day to day work
- Typically, their supply chain consists of almost 4,000 suppliers and approx. 200 core suppliers
- Given the fast-moving pace of industry, Bouygues UK find it a key advantage to be “part of the conversation” within as many branches of the School as possible
- The School has helped Bouygues meet the requirements of clients leading the sustainability agenda e.g. Cambridge University
- Organisational priorities for the upcoming year include; carbon, circular economy, offsite, plastic reduction and social value
- Participation in the Labour Group has helped them to define the specifications and tender process for a national tender for PSL for temporary labour.
- Participation in the Offsite Group has helped Bouygues in the development of their own offsite residential strategy, and has helped build links with Bouygues in France via the launch of the new Offsite School in France

- They have utilised the School's offering of free workshops (each partner can have 5 workshops per annum) both in house and for their supply chain on topics including: circular economy (with 60 suppliers and sub-contractors), modern slavery (all procurement and legal staff), sustainable timber and Fairness Inclusion and Respect (FIR)
- These workshops have also showed their supply chain that School membership is not just a hoop to jump through and can provide actual benefits – using this to encourage further engagement
- In the future, they hope to include the School's eLearning modules into their "BYUniversity" for colleagues' continued learning
- Looking to the future, Bouygues UK's involvement with the School will diversify out from procurement (who previously led), as there is so much going on with the School that different representatives are needed for each workstream – but they will continue to have one procurement colleague lead this engagement and the relationship with the School

6. Supply Chain Sustainability School Strategy 2025

As per the request from the Leadership Group in June; Nitesh Magdani, Board Member for the Supply Chain Sustainability School, attended the meeting to provide an update on the School's strategy moving towards 2025. Full information can be found in the slide deck circulated with these minutes. Key points below:

Key points:

- School Structure: The Leadership Groups of the School feed into the Operations Group, who in turn feed into the Board
- The Board consists of elected members who are committed to making sure that the School has an impact and to develop ongoing strategies to ensure we are on the "right track"
- Priorities for the School moving forward include:
 - New Horizon (*NB: this was the main discussion focus for the Group*)
 - Ambassador network
 - Certified qualifications
 - Relationship management
- The Horizon Group was originally conceived to provide foresight into the direction of industry, however, engaging with academia has come with its own set of challenges, which has prompted the Board to consider changing direction so that the group can move at the speed of industry, as opposed to academia
- In addition, SIGs and category groups have, in the main, been successful but they do not form a coherent programme of work, nor do they have a forward plan
- The new horizon approach would allow Partners who wanted to move faster than industry standard and drive the leadership agenda to work together to deliver tangible outcomes

- The School has already shown that it is industry leading and collaborative through ongoing projects such as the Lean School, Modern Slavery SIG, Category Groups, FIR etc – but how to drive this further
- This new Group would also become the School’s R&D arm to locate funding and apply for it where necessary
- This strategic advisory group would be open to all Partners and invited industry guests, using the combined power of the members to lead
- There would continue to be an academic engagement group to Identify and work with leading academics to find ways to use the opportunity presented by the School to engage industry and to use academic findings to support new learning
- This is an unprecedented approach for the industry and there is no real lead from Government for this – it would allow Partners to come together and set the direction – enabling the School to be proactive rather than reactive
- Funding options for this include:

	BAU, retain existing Horizon Group	Re-shape Horizon and engage stakeholders on a project by project basis	Disband Horizon Group and set up a new, senior group to advise the Board and fund a position to engage with academia in the longer term plus academic network
Pros	No extra cost Partners attending get value from the sessions	Small cost reduction Projects have their own governance and will deliver anyway	Supports the vision Potential cost increase Two element strategy will deliver value Retain partners more focused on new, ground breaking work
Cons	Only partly delivers the focus on leadership in the vision Unlikely to deliver major new projects at current levels of investment (0.2 FTE)	Only partly delivers the focus on leadership in the vision Will not deliver major new projects with no resources	Can this be funded? Will it really deliver? This is a long term initiative in an industry that is focused on the short term. Will partners have patience?

- The Construction Group were initially positive towards the proposed amendments to the Horizon Group and confirmed that they would consider an extra cost to join a “New Horizon” Group as an appropriate addition to Partner fees for those organisations who wished to be industry leading.

Emerging Actions:

- **School to:**
 - Run a webinar outlining to new proposal for Partners unable to attend the meeting so that they can feedback into the proposal. This has been arranged for Tuesday 1st October
 - Share with Partners the School’s 2018/2019 Impact Slides

7. Operational Update

The Group were provided with key updates in relation to the wider School as per the issued pre-read. For full details please review these slides, however, key points are highlighted below:

Progress Against KPIs

The Group agreed that all KPIs are broadly being met and there were no concerns or comments raised.

2019/20 Construction KPI's
(Correct as of July 2019)

SUPPLY CHAIN SUSTAINABILITY
SCHOOL

Deliverables <small>Actual/Target</small>	Const
Active companies	1,436 / 2,250
Supplier breakfast briefings	2 / 7
Learners @ training	192 / 470
Training Workshops	5 / 8
Assessments	268 / 800
Re-assessments	160 / 400
Bronze/Silver/ Gold	389 / 500
Client speakers at breakfast briefings	2 / 7 (Sheffield CC and LHC confirmed for future events)
Active construction client organisations	12 / 10
New client partners	0 / 1 (SEWSCAP new Partner, but to Wales)
Sustainable innovation case studies	2 / 2 (2 in pipeline, Protec and Whitecroft)
Client workshop	1 / 1 (Air Quality event with London's Resp. Proc. Network)
Designers active in the School	50 / 250
Participants in webinars	0 / 250

Collaborative Supplier Breakfast Briefings

The School has been working to deliver the Construction School KPI of 7 Breakfast Briefing training events in this financial year. 4 events have been run to date, with a following 2 scheduled and 1 outstanding.

Date	Location	Theme	Speakers
22 nd May	Birmingham	Timber	Arnold Laver, Morgan Sindall, Waugh Thistleton, Reconomy, Stora Enso
2 nd July	London	Air Quality	City of London, Stroma, Flannery Plant Hire, King's College London
17 th July	Cardiff	SEWSCAP 3	SEWSCAP 3 Framework, Wales Leadership Group (collaborative multi-Partner presentations)
25 th September	Sheffield	Social Value	BAM, Sheffield City Council, NG Bailey, Marshalls
16 th October	Birmingham	Offsite	(facilitated by Offsite LG) NG Bailey and Laing O'Rourke confirmed from Construction School
9 th January	Manchester	Social Value	Balfour Beatty, Recycling Lives, Whitecroft Lighting Client TBC
TBC Feb	Glasgow	Regional Priorities	TBC

Actions:

- **Partners to:**
 - Invite clients to join you at these events
 - Consider client speakers for Manchester 9th Jan 2020, and Feb 2020 Glasgow and liaise with EJ to progress
 - Confirm if you / colleagues could speak at the Glasgow breakfast briefing about your regional priorities, and the implications for your supply chain
 - Maximise opportunities to upskill your supply chain at these events and invite your sub-contractors and supply chain members to attend (using copy provided by Becky)
 - Encourage your regional colleagues to attend and provide representation on the day to take part in table discussions
 - Consider hosting a School workshop for internal colleagues / the supply chain - each Partner is entitled to up to 5 workshops per year.

Client Engagement Event, 4th November 2019

The Construction Leadership Group committed to running a collaborative event with clients as part of the KPIs for this financial year, detailed in the 2019-2020 business plan. This event has now been confirmed for 4th November 2019 at the Old Library, Guildhall in London.

The event is a collaboration between London's Responsible Procurement Network (representing 33 London Boroughs) and the School.

The event will aim to:

- Give London Local Authorities the opportunity to inform supply chain partners of their plans to introduce continuously more stringent procurement, licensing and statutory requirements to minimise air pollution
- Provide the supply chain with a forum to present existing barriers and constraints to their adherence to these new requirements
- Facilitate the learning of the SME supply chain who have fewer resources to invest the time and finance into improving their approach to mitigating air quality – to make sure that we break down barriers to them bidding for public sector contracts
- Facilitate the learning of everyone present in terms of latest stats on air quality and road danger, latest technologies, the results of pilot projects etc.
- Encourage closer working and collaboration between procurement at each local authority and their air quality and transport counterparts
- Highlight the role of the School in helping organisations to address these issues

Actions:

- **School to:**
 - Circulate a save the date calendar invite for the event, outlining aims and objectives
 - Circulate the booking link in due course (the event is being managed by the City of London corporation)

8. AOB

Marketing Contacts - Supply Chain School

Actions:

- **Partners to** send contact details of heads of marketing and PR to Emily McBride, Head of Marketing for the School. emily@supplychainschool.co.uk. Emily is keen to develop links with partners' marketing / PR teams to help ensure a more aligned approach, and to also ease the burden on our main partner contacts.

Pre-work / engagement before business planning workshop on 7th November

- **Partners to** ensure representative due to join the business planning leadership group meeting on 7th November engage with colleagues before the meeting to understand the big supply chain sustainability challenges they'd like the School to tackle in 2020-2021, and feed these ideas / suggestions into the meeting.

9. Close

Date of Next Meeting: Thursday 7th November – 10.30am – 12.30pm at Balfour Beatty, 9th Floor (room 9.01), 5 Churchill Place, Canary Wharf, E14 5HU

This meeting will take the format of a workshop to capture ideas / suggestions around strategic priorities for the Construction business plan 2020-2021