

Construction Leadership Group Meeting
Thursday 16th June 2022

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Attendees: Stephen Watson (*Willmott Dixon*), Steve Attfield (*Marshalls*), Jo Potts (*Kier*), Sarah Chatfield (*Osborne*), Andy Williamson (*SIG PLC*), Hannah Luckhurst (*Onsite Support Ltd*), Iain Casson (*Kier*), Mark Worrall (*BBI Services*), Michael Bootman (*HE Simm*), Gina Ciotaki (*Wates*), Stuart Allen (*Environmental Agency*), Trevor Harlock (*VINCI Construction*), Henrietta Stock (*Wates*), Sabrina Passley (*Saint-gobain*), Eric Kiernan (*Sisk*), Karen Bellis (*Denbighshire County Council*), Mark Fox (*Bouygues*), Andy Fulterer (*Lendlease*), Natalie Wilkinson (*NG Bailey*), Maria Cachafeiro (*Multiplex*)

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

Meeting notes

1. **Welcome & Introductions, Steve Watson, Chair, National Supply Chain Director, Willmott Dixon**
2. **Partner Insights**

Four Partners, Osborne, HE Simm, Sisk and Wates provided an overview of how they have utilised their 5 free Partner workshops this year. These are a benefit for all Partners.

Sisk:

- Last 6 months scheduled first round of subcontractor training
 - o Focusing on introductory courses on:
 - Carbon
 - Transparency
 - Social value
 - Circular economy
 - o Invited key suppliers
- Of the 3 organised so far:
 - o 48 attendees from 37 companies
- Worried the same companies would not engage in multiple workshops
 - Surprised people engaged on several occasions
- Initially worried big names would only turn up as they have resources for additional training
 - Surprised at how engaged smaller subcontractors were
- All feedback has been generally positive
- Sessions run better if they are hosted by Sisk (or partner representative) so they can put the context of the business into workshops
 - Helps meet contractual requirements and is more focused which benefits the upskilling of the suppliers
- Next steps
 - Focus and review which training is wanted
 - Make sure we are not duplicating the supply chain efforts
 - Wanting to look at specifying based on trade etc. to provide specific training
- Q&A
 - o Thoughts on applying this knowledge and criteria to the selection of subcontractors

- Sisk is investing in a new supplier relations management system – In the long term, this will aggregate people's attendance with the School into the supplier relationship system. This makes the data and training visible to decision-makers. This will be done through some sort of API mechanism to measure their engagement.
- Suppliers are eager to learn as there is an incentive for them – it's the direction the industry is going.

HE Simm:

- 4-phases plan:
 - 1. Discover – Sat back and listened to leadership groups about the direction to understand and learn from others
 - 2. Develop – Developed a strategy using a workshop with clients, key stakeholders, and the supply chain. Used up all 5 workshop sessions. These sessions helped identify what our key objectives needed to be. Aligned internal learning pathways with the SCSS.
 - Mandated their internal team to complete: Carbona and procurement, carbon reporting, introduction to lean construction, introduction to sustainability, modern slavery, procurement for beginners and social value
 - Feedback received
 - Byte-size sessions don't overload with information
 - Easy to access
 - Not daunting
 - Creates interest for further training
 - Gave introductions to new topics which influenced how employees approach their work
 - 3. Deliver – Not in this phase yet
 - 4. Determine – Not in this phase yet
- Attendees become interested in things they initially would not have been.
- Resources in the school have helped with everyday life (e.g., updating CV or how to cope with stress and anxiety)
- They don't contract or procure with anyone who doesn't engage in the School
 - Moving forward will look at the level of engagement to reward them with better contracts.
 - Asked supply chain to join the School and show some engagement
 - This has given a wide wage range of people feeding into working groups
 - Eventually will engage with these suppliers to help deliver and determine tangible figures across the supply chain
- Partnership with SCSS has increased:
 - Leadership
 - Education
 - Responsibility
 - Accountability
 - Supply chain engagement
 - Hopefully leading to better performance at HE Simm

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Osborne:

- Used all workshops in 2021
- API helped reflect learning with the School with internal learning system
- 2022 workshops
 - o First 2 workshops for internal team
 - o Last 3 workshops to include supply chain
- Tips
 - o Get organised
 - Give yourself 12 weeks to plan the topic, think about the audience and launch it
 - o Utilise partner pack
 - Streamlines the process
 - o Keep it relevant
 - Align with the direction business is going
 - o Keep it timely
 - Keep it relevant to what's going on in the world. This helps pull people into the content more.
 - o Listen to feedback
 - Helpful to have reps in all groups to understand the direction everyone is going
 - o Also, good to get L and D teams engaging with the school
 - o Don't get downhearted
 - At least using workshops gives people the option to join.

Wates:

- Workshops have created significant interest in the school internally
 - o Focus on improving knowledge of sustainability and understanding of School resources so that internal teams can engage with the School themselves
 - o Feedback has always been positive from sessions
- Wates has not yet engaged with the supply chain
- Used workshop to educate colleagues on new legislation coming into play (Future Homes Standard) to help with their planning for this
 - o Ideas came out of this that design teams had not come across
 - o Made sure procedures were in place for that legislation
 - o Identified actions needed to ensure compliance
- Heatmapping workshop helped develop their sustainability and sustainable procurement strategy
 - o Workshop helped to unite different teams through the heat mapping exercise to form a collaborative piece
 - o Used templates and resources provided by the School to encompass the workshop
- Only negative feedback has been time availability
 - o Helped having several sessions fall into each other as it made the engagement better
 - o Helped Having top-up sessions to break down a topic into manageable pieces
- Prepping and planning is essential

- You want the right people in the room
- Sent e-learning out along with invite to encourage engagement across the School
- Tested School resources and workshops with internal teams to see which areas of training needed focus before launching to supply chain
- Sitting in on workshops allows information to be cascaded to leadership and be mirrored internally
- Moving forward is about collaborating with the supply chain
- Now have ambassadors (e.g., Fairness Inclusion and Respect ambassadors)
- Mandating training has helped push people to action

3. Questions/ comments – Partners went into breakout rooms to ask questions and discuss their implementation of School resources with Osborne, HE Simm, Sisk and Wates

4. Operational Efficiency & Lean Group – an opportunity for Partners - Jessie Stroud, BBI Services, outlined the School offering around Lean and Operational Efficiency training for Partners. Key points:

Course to strategically align everyone around a common purpose by embedding improvement tools into all stages of the organisation

- i. This increases efficiency, reduces costs, improves margins and secures programme certainty
- b. Steps of course:
 - i. Step 1: E-learning
 - ii. Step 2: Workshop modules
 - iii. Step 3: Follow up workshop with client and teams to support application
- c. Can pick and mix modules to suit priorities
- d. Partners can use their CITB levy or School Partner workshops to fund these workshops
- e. Partners can also join the Lean and Operational Efficiency Group to drive this in the School

ACTIONS:

- Contact Mark Worrall for more details: mark.worrall@bbiservices.com (*Ongoing*)
- Contact aya@supplychainschool.co.uk to understand how you can use these workshops as a Partner (*Ongoing*)

Key actions for partners

- Book in your 5 Partner workshops for 2022-23. Take a look at the workshop catalogue and email Toby@supplychainschool.co.uk to book these. We recommend a 12-week lead time. The workshop catalogue can be accessed [here](#) (*Ongoing*)
- Make use of e-learning material which can be accessed [here](#) (*Ongoing*)
- Invite supply chain to join the Supply Chain Sustainability School (*Ongoing*)
- Invite supply chain to partner workshops. Partners will need to register on the platform to do this. (*Ongoing*)

- Explore API if wanting to embed Supply Chain Sustainability School with internal learning and development systems. API details can be found [here](#) (*Ongoing*)
 - f. Share a case study with Toby (toby.beattie@supplychainschool.co.uk) from your business or your supply chain on how you or your supply chain have tackled a specific sustainability challenge; what you did and the resulting business benefits. This could be in the form of a video or a link to a written case study. These could include case studies already published.
 - i. Each partner to provide 1 case study (*By end of financial year – April 2023*)
 - ii. Can provide more than one if suitable
 - g. Ensure priority supplier list is up to date on the School learning platform, through the company dashboard. More details on this can be found in the Partner Pack [here](#). Use the following password to access **SCSS_Partner** (*Ongoing*)
 - h. Partners to Contact SCSS to develop a strategy and action plan for achieving groundworks targets (*Ongoing*)