

**Date:** Thursday 27<sup>th</sup> June 2019 – 10.30am – 12.30pm – Impact Hub King's Cross, 34b York Way, King's Cross, London, N1 9AB

**Attendees:** Steve Watson (*Willmott Dixon*) - Chair, Mandy Messenger (*Advanté*), Leila duToit (*Canary Wharf Group*), Steve Attfield (*Marshalls*), Adam Ritchie (*Morson*), Natalie Ritchie (*NG Bailey*), Brian Harris (*O'Neill and Brennan*), Ross Gorbett (*Osborne*), Elliot Harrison (*Recycling Lives*), Manish Tailor (*VINCI*), EJ Allen (Supply Chain School), Robyn Conway (Supply Chain School), Becky Bryant (*Supply Chain School*)

**Guest** Gary Morton (*ACO*)

**Apologies:** Jon Gray and Sean Garoghan (*Aggregate Industries*), Patrick Guest (*Arnold Laver*), Jesse Putzel (*BAM*), Andrew Rainbow (*Bouygues UK*), Bob Wolstenholme (*Bovis Homes*), David Holmes (*Galliford Try*), Emer Murnaghan (*GRAHAM*), Gerald Laxton (*Kier*), Warren Edwards (*Laing O'Rourke*), Andy Fulterer (*Lendlease*), David Trotman (*McGinley*), Graham Edgell (*Morgan Sindall*), Jack James and Darren Marshall (*Tobermore*), Emma Ward (*VolkerWessels UK*)

[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

- ✓ **Gary Morton, Head of Business Development**, was introduced to the Group as the representative from [ACO](#) who were attending with a view to becoming a Partner
- ✓ **Elliott Harrison, Head of Sales**, was introduced to the Group as the representative for [Recycling Lives](#), a new Partner to the Group
- ✓ **Leila duToit, Sustainability Manager**, was introduced to the Group as the new representative for **Canary Wharf Group**
- ✓ **Brian Harris, Operations Director**, was introduced to the Group as the representative for **O'Neill and Brennan**

### 2. Agree minutes of last meeting

Minutes from the last meeting were agreed.

### 3. Review outstanding actions

An update was provided to the Group with regards to outstanding actions as below:

#### Outstanding actions:

- **Partners to:**
  - **Volunteer to speak for 10 mins at a 2019 – 2020 Leadership Group meeting to share challenges, successes and benefits of School Partnership – Bouygues due to speak in September and Advanté due to speak in January.**
  - **Approach 2-3 clients to engage in the School** (e.g. attend / speak at events, use the web platform / consider partnership – **Partners who have done this are: John Sisk. All** – *Partners to report progress before next meeting*)
  - **Consider focus for client workshop (as per KPI in business plan) and share suggestions** – *since the meeting, London's Responsible Procurement Network*

*(LRPN) have confirmed they would like the School to facilitate a workshop for their members (London boroughs, GLA group) AND School contractor Partners on their Air Quality policy, and how they plan to cascade this through the procurement process. The aim of the event would be to consult the main contractor partners, and for the main contractors to critique the proposals. EJ in discussions with LRPN and will update the group.*

- **Share the impact survey results with their supply chains and colleagues – Outstanding.** – *The results were shared by EJ on email on 25<sup>th</sup> June with suggested copy / infographics. All partners committed to promote these as per the Business plan. All partners to share / promote before next meeting*
  - **Recommend suppliers / sub-contractors who can demonstrate sustainable innovation in tackling a specific sustainability challenge.** The School would like to invite them to speak at future SCS events to inspire our members to look at opportunities to innovate to tackle sustainability issues, and to create some video content to be available on the School site –*Partners to share suggestions with EJ .*
  - **Send feedback to Helen Carter on the “People Matter Charter” and consider joining the Labour Group – Outstanding** – *The stakeholder workshop for this has been scheduled for 8<sup>th</sup> August, Partners to confirm if they wish to attend.*
  - **Share the Plant Group reports and resources with colleagues and consider joining the Group** – *All Partners to do this asap*
- **Supply Chain School to:**
    - **Share developments from the Infrastructure Group’s Client sub-group which has already met – Complete** – *The group is looking at biodiversity, and potentially whole life costing.*

**Emerging Actions / Comments:**

- **School to:**
  - Consider moving the proposed Client Workshop from Q3 to Q4 to allow more time for engagement

#### **4. Embedding the School in Partner Organisations and Monitoring Success**

The Group undertook a collaborative feedback session, during which they discussed the opportunities, challenges and how the School could help them get maximum value from partnership, and progress along the Partner Maturity Matrix.

This exercise focused on internal use, collaboration with the School, supply chain engagement and advocacy. Please review the attached maturity matrix to view individual Partners’ comments on their maturity.

Advocacy

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> <li>Utilising the e-learning modules for training</li> <li>Promotion of the School internally and externally via websites and sustainability priorities</li> <li>Inclusion of specific e-learning modules in colleagues' PDPs</li> </ul>	<ul style="list-style-type: none"> <li>Points of contact within Partner organisations leaving and taking the relationship with them</li> <li>It is difficult to establish a clear direction of travel</li> <li>Internal marketing and branding teams</li> <li>The amount of time and resources required</li> </ul>	<ul style="list-style-type: none"> <li>Maturity matrix planning</li> <li>Hold the Partners accountable for their performance and engagement with the School</li> </ul>

Collaboration

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> <li>Increase end user / client engagement</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>The time and resources required – some Partners are smaller than others</li> <li>Avoiding duplication of content across different SIGs and Groups</li> <li>Lack of understanding of the School's drivers</li> <li>Ensuring full buy in from as many employees as possible and making it relevant to everyone in the business</li> <li>Not all Partners are fully engaged</li> <li>Making sure the e-learning modules are utilised</li> </ul>	<ul style="list-style-type: none"> <li>Make Partners more accountable in terms of reporting and engagement</li> <li>Develop a Partner App</li> <li>Lead the Partners more in terms of communicating the forward vision from the Board</li> <li>Tailor Partner workshops more</li> <li>Keep developing resources and learning</li> <li>Produce client led workshops in collaboration with the School and the Supply Chain (with a project focus)</li> <li>Continue utilising the maturity matrix</li> <li>Increase links into industry bodies such as IEMA, IES, ICE etc</li> </ul>

Internal Use

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> <li>Opening eyes to the added value potential</li> <li>Bring the School in as a positive and drill it down (<i>e.g. Advanté introduced the School to their colleagues from a FIR basis as</i></li> </ul>	<ul style="list-style-type: none"> <li>Getting over the "tick box exercise" mentality</li> <li>Building engagement</li> </ul>	<ul style="list-style-type: none"> <li>Produce a training matrix for specific job roles</li> <li>Produce a Partner App</li> <li>Make internal workshops more specific to certain job roles e.g. a Partner Commercial workshop</li> </ul>

<p><i>that is relevant to all people in all job roles and it was able to expand from there)</i></p> <ul style="list-style-type: none"> <li>• More internal School conferences and workshops</li> <li>• New web-platform</li> <li>• Utilising the School's resources in Partners' own LMS systems</li> <li>• Allocate specific resources to specific job roles</li> <li>• Develop an App</li> <li>• Highlight BD wins for sharing</li> </ul>	<ul style="list-style-type: none"> <li>• It is important to have a variety of job roles engaged including commercial and environmental</li> <li>• Finding the time</li> <li>• Making it relevant, personal and appealing</li> <li>• Overcoming behaviours of people in industry</li> <li>• Resource inaccessibility on current website</li> </ul>	<ul style="list-style-type: none"> <li>• and a Partner Procurement workshop</li> <li>• Expand the current "Procurement" webpage on the new School platform to include more job roles</li> <li>• More internal School conferences and workshops</li> <li>• Improve accessibility of resources to different audiences (e.g. mobile)</li> <li>• Ensure resources are fully relevant to specific job roles</li> </ul>
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### Supply Chain Engagement

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> <li>• Highlighting the wealth of resources available to smaller SMEs so that they see it as more than just a tick box</li> <li>• Encourage manufacturers and the upwards supply chain to participate</li> <li>• Partners to include the School in their PQQs</li> </ul>	<ul style="list-style-type: none"> <li>• Embedding it throughout the supply chain</li> <li>• The main contractors truly need to believe in it</li> <li>• The time and commitment required by both parties – there needs to be a wider, long-term commitment to participation</li> <li>• The supply chain needs to be educated in the value of the School</li> <li>• Is it possible to mandate membership?</li> <li>• The construction supply chain is so large, there are too many companies to monitor and influence</li> <li>• Businesses do not believe that it will remain free to them</li> </ul>	<ul style="list-style-type: none"> <li>• Hold Partners accountable</li> <li>• Make the distinction between individual accounts and corporate accounts clearer</li> <li>• Guide certain job roles to certain resources as a "starter for 10"</li> <li>• Develop an App to make the School more accessible to the people on the ground</li> <li>• Better use of technology (e.g. live screen events or virtual meetings)</li> <li>• Provide more support to Partners</li> </ul>

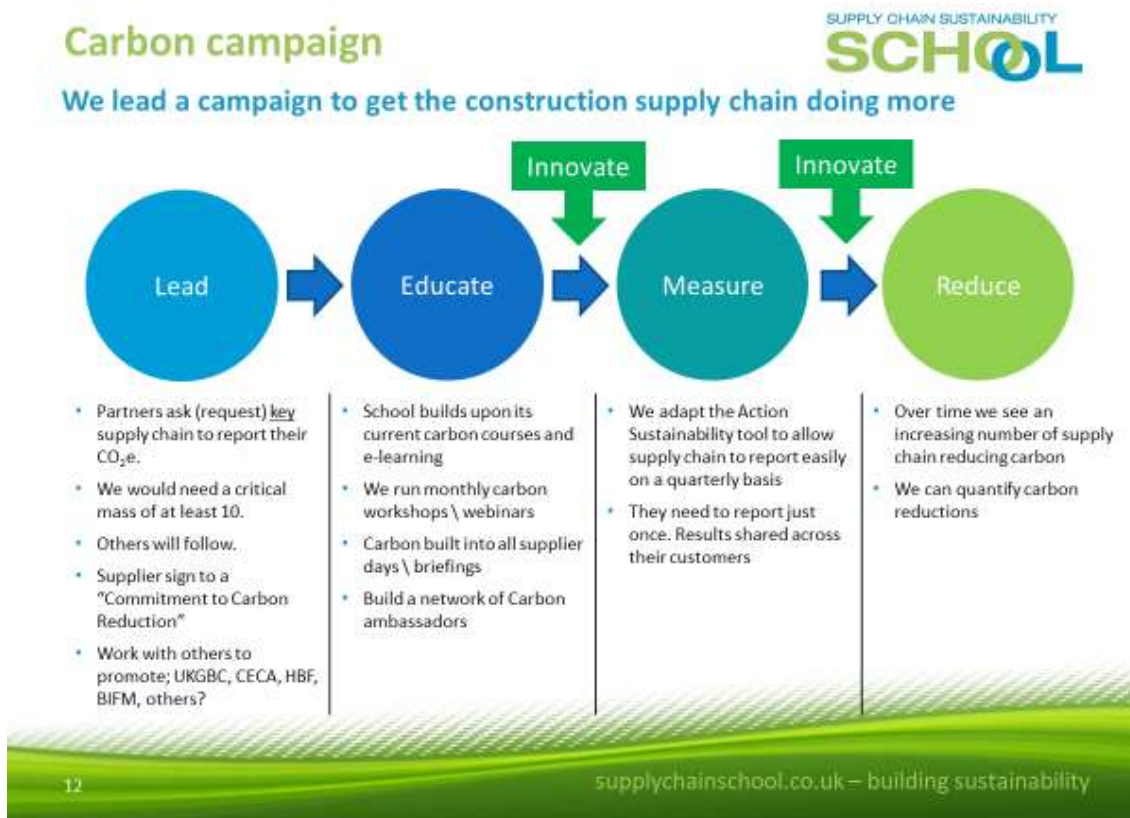
#### Emerging Actions:

- **School to:**
  - Circulate the 2020 vision document to Partners, and arrange for the Board to present the future strategy to the Leadership Group
  - Circulate Telford Homes' internal engagement document

## 5. Carbon SIG

The Group were provided with an update in relation to the School's proposed response to the Climate Emergency. The full proposal deck was circulated prior to the meeting.

The School's member impact survey showed that only 33% of respondees has reduced their carbon in the last 12 months. This, together with the declaration of a climate change emergency and with the need for net zero emissions by 2050, the School proposed to act...



### Key Notes / Group Comments:

- The slides reflect a proposal based on feedback from the Board and several main contractors. The core focus / terms of reference of the SIG will be agreed / debated at the scoping meeting on 23<sup>rd</sup> July. If your organisation wishes to steer the development of this SIG, it is important to attend the first meeting.
- The current proposal would incur no additional costs. It would be included in the current Partner fee, including the use of the Sustainability Tool to report carbon
- The measurement stage would be "self-assessment", not audited figures...
- The carbon reporting tool currently only looks at Scope 1 and 2, however it could be expanded to look at embodied carbon for key priority high impact materials
- The Group felt that quarterly reporting was too often
- The Group suggested that the project be launched with a narrow trade focus to trial it prior to going live across the industry
- The Group also requested additional clarity on what ultimately is being measured and how will the Tool be able to show what "good" looks like when comparing SMEs with major contractors

**Emerging Actions:**

- **School to:**
  - Provide an update on this at the September Leadership Group meeting
- **Partners to:**
  - Ensure representation at the scoping meeting on 23 July in order to steer the focus/ output of the SIG.

**6. 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:

**Partners**

The School now has 87 Partners, welcoming: Advanté, Alstom, Bovis Homes, HE Simm, Kilnbridge, SEWSCAP and Yorkshire Water since the Group last met

**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 <small>(Correct as of 31<sup>st</sup> May 2019)</small>		SCHOOL	
Deliverables <small>Actual/Target</small>		Const	
Active companies		684/2,250	
Supplier breakfast briefings		1/7	
Learners @ training		106/470	
Training Workshops		4/8	
Assessments		115/800	
Re-assessments		74/400	
Bronze/Silver/ Gold		336/500	
Client speakers at breakfast briefings	0/7 (none at Timber event, 2 confirmed for future briefings)		
Active construction client organisations		TBC/10	
New client partners	0/1 (SEWSCAP new Partner, but to Wales)		
Sustainable innovation case studies	0/2 (2 in pipeline, Advanté and Whitecroft)		
Client workshop		0/1	
Designers active in the School		TBC/250	
Participants in webinars		0/100	

**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. 2 events have been run to date, with a following 4 scheduled and 1 outstanding.

Date	Location	Theme	Speakers
22 <sup>nd</sup> May	Birmingham	Timber	Arnold Laver, Morgan Sindall, Waugh Thistleton, Reconomy, Stora Enso
2 <sup>nd</sup> July	London	Air Quality	City of London, Stroma, Flannery Plant Hire, King's College London
17 <sup>th</sup> July	Cardiff	SEWSCAP 3	SEWSCAP 3 Framework, Wales Leadership Group (collaborative multi-Partner presentations)
25 <sup>th</sup> September	Sheffield	Social Value	BAM, Sheffield City Council or Uni Offers from: Marshalls, NG Bailey (School to liaise)
16 <sup>th</sup> October	Birmingham	Offsite	<b>TBC</b> Offer from: NG Bailey (School to liaise).
9 <sup>th</sup> January	Manchester	TBC	<b>TBC – Recycling Lives? Whitecroft? Burntwood?</b>
TBC Feb	Glasgow	Regional Priorities	<b>TBC</b>

#### Actions:

- **Partners to:**
  - Invite clients to join you at these events
  - Consider client speakers for Manchester 9<sup>th</sup> Jan 2020, 16<sup>th</sup> Oct Birmingham and Feb 2020 Glasgow and liaise with EJ to progress
  - Confirm if you / colleagues could speak at Manchester, or Glasgow 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

## 7. Critical Tasks for Q1

The Group shared progress / plans in relation to the critical tasks for Partners outlined in the business plan.

#### Critical Tasks for the School:

- Launch new web-platform and sustainability maturity assessment – this has been delayed due to IT issues and is expected to launch in the Summer of 2019
- Agree action plans with Partners re: Partner Maturity Matrix –Partners will be contacted by EJ to arrange these meetings
- Promote the impact survey results and the value / benefits of membership and Partnership
- Finalise the programme for collaborative training events for the year (including speakers)

#### Critical Tasks for Partners:

- Propose exemplar project case study ideas that highlight collaboration through the value chain
- Approach 203 clients to engage in the School and report progress

- Identify theme and targets clients to attend a specialised client workshop
- Send impact survey results to priority suppliers with clear call to action
- Engage internal teams on the new web platform (after launch)
- Engage the supply chain and subcontractors and encourage them to attend the Breakfast Briefings and School workshops
- Recommend Partnership to industry colleagues
- Identify speaker opportunities for the School / promote the School at external and internal events
- Raise awareness of the School both internal and with the supply chain
  
- **Partners to:**
  - Continue to contact clients to engage in the School
  - Report progress (which clients have been approached etc) to EJ
  - Consider hosting a School workshop for internal colleagues / the supply chain. Each Partner is entitled to up to 5 workshops per year.

## 8. AOB

### Update of Social Value Briefing Paper - Supply Chain School

The Group was notified that the Infrastructure Group had allocated some of their budget to update the [Social Value Briefing Paper](#) for Industry and had opened the opportunity up to other Groups to input / participate. The School will circulate a survey monkey to capture what tools / metrics / KPIs etc Partners are using, which will feed into the paper.

### Wellbeing SIG – Supply Chain School

First scoping meeting to take place on 24 July, 11am – 1pm. Proposal already circulated to the group by EJ on 26 June. The proposal is to produce an **output relevant to the wellbeing of occupiers interacting with the built environment**. This emergent field covers aspects of both individual and collective wellbeing, emphasises long term impact and value, and requires holistic consideration of wellbeing. The suggestion is that the SIG **considers the fullest meaning of wellbeing rather than attempting to address mental wellbeing in isolation**. This will **avoid duplication of effort in an area that is already well-resourced** and will afford the SIG the opportunity to contribute clarity to a broader, evolving discourse.

### Partners to peer review updates to e-learning modules - Supply Chain School

The Group were reminded that the School relies on its partner experts to peer review the e-learning modules to ensure they remain relevant and up to date. The e-learning modules for review this year are:

- Waste
- Water
- Materials
- Environmental Management
- Economy and Community
- Climate Change and Carbon
- Prioritising your Sustainability Impacts: Heat Mapping
- Getting Value out of your EMS
- Modern Slavery
- Modern Slavery Act



**Actions:**

- **School to:**
  - Circulate the briefing paper for this proposal and provide additional briefing documents and information at Partner request.
  - Circulate Partner E-Learning Review brief
  
- **Partners** to confirm if they, or a colleague would be happy to review a School e-learning module

**9. Close**

**Date of Next Meeting:** Wednesday 11<sup>th</sup> September – 10.30am – 12.30pm

Bouygues UK, Becket House, 1 Lambeth Palace Rd, Lambeth, London, SE1 7EU