SUPPLY CHAIN SUSTAINABILITY SCHOOL

Attendees: Hilary Hurrey (Action Sustainability), Emma-Jane Allen (Action Sustainability), Nathalie Ritchie (National Grid), Daniel Harvey (Wates), Kris Karslake (BAM), Antony Lavers (Taylor Wimpey), John Dwyer (Telford Homes), Jo Gilroy (Kier), Mandy Messenger (Advante), Robyn Kelly (Action Sustainability), Emily McBride (Action Sustainability), Aaron Reid (Balfour Beatty).

Apologies: Warren Edwards (Laing O'Rourke), Michael Cross (Willmott Dixon), Cyndi Mudaly (ENGIE), Alice Hands (Sir Robert McAlpine).

1. Progress against actions

Hilary fed back on progress on actions all of which were complete or in progress. The focus of the meeting was around exploring how to use the Partner Maturity Matrix.

2. School Response to Lockdown

Hilary presented to the group how the School has responded to date to lockdown by changing face to face activities into virtual training. A comprehensive programme on virtual training has been put in place under the "Lockdown and Learn" banner. There has also been a training programme for trainers who deliver School training aimed at improving their online delivery. Various statistics illustrated strong demand for online and virtual training and that the quality of delivery was comparable to face to face delivery. In addition to this, the School has formed a team to specifically look at new ideas around content for training with feed in from the Sector and Category Group leads.

Hilary fed back the key comment from the Board which was to ensure that the training programme includes course content that recognises that COVID-19 will be have material impacts on some sustainability issues e.g. modern slavery etc.

3. Partner Maturity Matrix - Internal use

EJ talked through the process used to arrive at the final section on Internal use to be developed.

The final version was agreed.

4. How to use the Partner Matrix

This section of the meeting was used to explore ideas from the group on how the Partner Maturity Matrix can be used to provide best value to Partners. The group were split Into two to brainstorm.

Ideas and comments:
- Use as a tool to engage the supply chain, maintain focus within the organisation.
- Anonymous peer comparison and sector comparison; respective to the industry; company size – how are we performing? Useful to know %age comparison of Partners at what level.
- supply chain engagement. More likely to be embedded if there is requirement to report. progress, it ties back to transparency.

- Training element will allow Partner to upskill their team and adapt training to what the industry looks like (e.g. using existing resources to help businesses combat issues such as Modern Slavery)
- Allows insight into industry requirements - letting Partner move quickly and adapt
- Look at automating the matrix, as is planned for the People Matter Charter, maybe incorporating it into the dashboard. (This is dependent on future funding and would need to be considered as part of the business planning process.)
- Could School ambassadors be trained to carry out peer review of Partner's progress against the maturity matrix?
- Will allow Partner to create formal action planning sessions (School to agree to host)
- Could Partners look to include their aims in their overall strategy e.g. 'We are looking to be a leader within the School'
- Allows for business units/ project benchmarking and fosters competition to drive engagement
- What other incentives can the School offer for achieving highest levels?

Challenges to consider:
- If all Partners took up full value of the School would this pose a capacity issue for the School.
- As is the nature of the maturity matrix, this tool should be reviewed on a regular timescale to ensure it is developed to continue to be fit for purpose as Partners move along their engagement journey through out the School.

Agreed:

- Partner's progress is not something that would/ should be viewed externally by other Partners and the matrix is not a tool for external benchmarking, such as for PQQ purposes.
- Not every Partner will aim for 'Exemplar' under each strand – each Partner chooses their target and maps accordingly.
- Reporting mechanism is missing at the moment. It would give the process more credibility if there were an element of scrutiny or audit.
- There is a link between the matrix and the value representation statements (monetisation of value slide) – look at monetising the various levels and activities associated with it.

Actions:
1. EJ and Becky to consider the process behind using the maturity matrix based on the comments above.

5. **AOB & date of next meeting**

Date of meetings for 2020:

- 15th July This meeting will be virtual.
- 29th September
- 1st December

Actions:
2. Hilary to send out dates for 2021 Operations Group meetings.