

**Date:** Thursday 23<sup>rd</sup> June 2016, 10:30am – 12:30pm, Carillion's office at One Euston Square, London

**Attendees:** Emma- Jane Allen (Action Sustainability), Rosie Watts (Action Sustainability), Gerard Cantwell (Aggregate Industries), Nitesh Magdani (BAM), Christopher Dyson (Carillion), Richard Baker (Interserve), Philippa Stone (ISG), Andy Fulterer (Lendlease), Daniel Bavington (Sir Robert McAlpine), Cara Palmer (Wates), Stephen Watson (Willmott Dixon)

**Apologies:** Mick Stovin (Francis Flower), Iain Casson (Kier), Michael Williams (Laing O'Rourke), Steve Attfield (Marshalls), Graham Edgell (Morgan Sindall), Brian Handcock (Sisk), Sharon Maynard (Skanska),

## Meeting notes:

### 1. Introductions

Gerard Cantwell (Aggregate Industries), Daniel Bavington (Sir Robert McAlpine) and Cara Palmer (Wates) were welcomed to the Group. Daniel has replaced Craig Lucas, and Cara has replaced Rachel Woolliscroft on the Group.

### 2. Agree minutes from last meeting

Minutes from the last meeting were agreed and an update was provided to the Group. All actions have been completed or are in progress, as below:

#### Outstanding actions:

- **Interserve, Kier and Skanska** to provide an updated priority supplier list to EJ
- **ALL** to consider the action of volunteering contacts to be involved in the scoping of the life cycle analysis e- learning module – details provided in the minutes below.

### 3. Update on the Board

A brief update was provided on the latest Board representatives to be voted in this year, together with an overview of all Board members. See the slides for full details. Information about the Governance of the School and Board members can be found on the School website <http://www.supplychainschool.co.uk/members-partners/partner-guidance/governance/board-members.aspx>

### 4. School Performance update 2016 – year to date

#### Performance dashboard

A new performance dashboard was presented to highlight progress against key School targets as outlined in the business plan. The Construction School is performing well, and exceeding all high level targets. The following points were clarified:

- The figures are reflective of 1<sup>st</sup> April onwards
- 'Quality of Learning' headings are: Influencing change, relevancy and quality (from the top down). These will be made clearer on future drafts. These figures are reflective of feedback from supplier days and workshops
- At present there is no formal mechanism to feedback on e-learning modules

- Number of Partners has grown this month – Hanson and Redrow Housing are the latest Partners to join the School
- Definition of a ‘Member’ changed on 1<sup>st</sup> April 2016 – in order to be a School Member you need to have been active in the last 12 months (otherwise you are simply a registered user). This was communicated to all registered users early last year so this would not have been a surprise.
- The School now has an ‘Events calendar’ on the website as per this link <http://www.supplychainschool.co.uk/events-calendar/> This details all forthcoming events and will be updated regularly. The new construction supplier days will be added to this very soon as soon as they are live on the School website.

**Actions:**

- **EJ to:**
  - Clarify whether the ‘Quality of Learning’ stats include the anniversary event (it is thought that these do not include this event)
  - Clarify how the average self-assessment scores are calculated if a company has self-assessed in more than one School
  - Find out if the School has had any contact with Murphy Construction and Brookfield, and feedback to Andy at Lendlease
  - Find out the employee size of the 845 active members at present and share this with the Group
- **Andy Fulterer** to share contacts at Murphy Construction and Brookfield with EJ, and if the School has not already made contact, Andy to make the introductions as they could be a good potential new Partner

**Deliverables**

A slide was presented that provided an overview of how each School department is performing against targets set in the business plan. The Construction School is on target for most areas, with extra effort required to push forward the number of assessments and workshops.

Encouraging existing members to become active continues to be a priority for the Group. It was highlighted that encouraging suppliers to engage more actively in the School requires a two-pronged approach from both the School and from the Partners to their own priority suppliers.

It was also clarified that the numbers attending supplier days does not include Partner representatives.

**Actions:**

- **EJ to:**
  - Report the total number of e-learning modules downloaded at the next meeting
  - Continue to work with the marketing team to drive up the number of self-assessments

- **All Partners to:**
  - Consider if any workshops can be run for your supply chain or indeed your own internal staff. These could be workshops on any specific sustainability issues, or could simply be an introduction to the School, or a combination of the two. Partners would need to provide a room to seat 15 – 25 people. **Contact EJ to set these up**
  - Contact Rosie if you have any meeting rooms in or near any major cities in the UK that you would be happy to let the School use to run School workshops. As explained, there is no budget available for School workshops, so we rely on Partners to provide meeting rooms at no cost.
  - Consider how you can help drive up the number of self-assessments / active members within their own priority supply chains.
  - Contact EJ if you would like any sample email copy that you can use to send to your priority suppliers to encourage them to either join the School, or to engage more actively in the School

## 5. Special Interest Groups update

All were reminded that SIGs aim to be time limited, output led Groups that should focus on cross cutting issues that do not fit logically into a sector Leadership Group, and are not already covered in the School's existing resources. Unlike Leadership Groups, these Groups are not permanent and will focus on a single issue. The SIGs that were voted to be taken forward by the Board are the Apprentice Levy, Social Value through Design and BIM Level 2.

Helen Carter will be the Secretariat for the Apprentice Levy [helen@supplychainschool.co.uk](mailto:helen@supplychainschool.co.uk), Liz Holford for Social Value through Design [liz@supplychainschool.co.uk](mailto:liz@supplychainschool.co.uk) and Alex Giles for BIM Level 2 [alex@supplychainschool.co.uk](mailto:alex@supplychainschool.co.uk)

### Agreed points:

- ✓ In order for the Social Value through Design SIG to be effective, designers will need to be represented within the Group
- ✓ It is important for all Partners to encourage colleagues to engage in the SIGs where possible

### Actions:

- **EJ to:**
  - Inform Partners if anyone from their own organisations has already expressed interest in any of the SIGs
  - Circulate a individual pdfs of each SIG overview to the Group together with some suggested copy that is suitable to forward internally to help Partners identify colleagues to be represented on any of these Groups
- **ALL to:**
  - Circulate the SIG pdfs and covering email to internal colleagues to identify possible contributors to each of the SIGs

- Forward any contacts of people who wish to be involved in the SIGs to the Secretariat for each Group

## 6. Supplier days

### Feedback from 14<sup>th</sup> June anniversary event in Birmingham

Feedback was excellent, with 100% of respondees rating the organisation, overall event experience and content of the day as excellent or good.

Social issues were a key focus for the day, with lots of questions about skills, apprentices, modern slavery etc. The perspective of the entire value chain was communicated as presentations were given by client, contractor and supplier. A session on innovation / futurology was also popular, along with lessons learned from London 2012.

Feedback statistics are detailed in the slides.

### Leeds supplier day 12<sup>th</sup> October

The event is progressing well with excellent support from regional supply chain managers from Partner organisations. All Partners were encouraged to engage their regional supply chain managers in the event, if they were not already involved. This event is following a slightly different format as outlined in the slides, with two identical sessions taking place in the morning and afternoon.

Lunch will not be provided for delegates, but will be provided to support organisations exhibiting on the day, and attending Partners.

### Manchester Supplier day on 7<sup>th</sup> December and Glasgow Supplier day on 7<sup>th</sup> February

Calendar invites have been circulated, and the Group have been encouraged to forward the invites to their regional supply chain contacts.

#### Agreed points:

- ✓ The School relies on the support of the Partners to help market the supplier days, and therefore getting lists of regional supply chains from Partner organisations is crucial in order to secure a good number of bookings. In order to achieve 120 attendees on the day, 200 bookings need to be made in total (allowing for an average 35% no show rate). 200 bookings would require emailing an invitation to 700+ contacts.
- ✓ Possible client speakers for Manchester and Glasgow: The Peel Group, Diageo, and V&A in Dundee.
- ✓ Important to engage the North West Construction Hub via Philippa at ISG.
- ✓ Social issues continue to be a hot topic at present (clear interest from the supply chain at supplier days, and also reflected in the popularity of the social issues workshops e.g. FIR, engaging local supply chains etc). As such these supplier days should continue to have a focus on such issues – especially in relation to skills, local community, modern slavery and FIR.

## Actions

- **All Partners to:**
  - Contact relevant supply chain managers with a view to getting the forthcoming supplier day dates in their diaries
  - Put out a request internally for lists of regional suppliers in the NE, Scotland and NW to be shared with the School in due course to help market the event
  - Consider whether you would be happy for the School to send invites to these suppliers on your behalf – either by using your email address and branding OR by just inviting ‘on behalf of’ and update EJ accordingly
  - Contact EJ if you / your colleagues are keen to do the ‘Partner perspective’ slot at the Manchester or Glasgow supplier days. This would ideally be a senior supply chain / commercial representative who could talk about what they expect from their supply chain, future challenges etc, and ideally link this in to the client speaker
  
- **Nitesh to:**
  - Speak to Zero Waste Scotland about getting involved in the Glasgow event, and put EJ in touch with relevant contact
  - Speak to V&A in Dundee about speaking at the Glasgow event (EJ to provide a suitable brief)
  
- **Gerard Cantwell to** approach Peel with a view to providing the client perspective at the Manchester supplier day (EJ to provide a suitable brief)
  
- **Philippa Stone to** discuss the forthcoming Manchester Supplier day with the North West Construction Hub with a view to understand how they may wish to get involved, and feedback to EJ.
  
- **EJ to:**
  - Circulate a list of attendees at the anniversary event to the Group
  - Send all a calendar invite to the Leeds supplier day on 12<sup>th</sup> October
  - Send an updated agenda for the Leeds supplier day to all
  - Speak to Richard Baker’s colleague at Interserve with a view to speaking about carbon at the Glasgow supplier day
  - Send Nitesh and Gerard a suitable brief to share with V&A / Peel Group contacts
  - Keep the group updated should there be an opportunity to work with the Offsite Group in the running of a supplier day focusing around the Nine Elms project.

## 7. Progress with Priority Suppliers

### Agreed points:

- ✓ It is important to get updated lists from all Partners so as to understand how many ‘unique companies’ make up our target market. We will then be able to cross check the list of unique companies i.e. the Group’s collective target market, against those active

School members to provide an understanding of our baseline as a Group. This will also help to focus efforts in relation to future activity.

- ✓ It is up to each Partner on how they identify their priority suppliers – some will do this by spend, impact, company size etc. Essentially your 'priority suppliers' are those who you are most keen to engage in the School
- ✓ It is important to keep these priority lists refreshed (the School would expect these to be updated on an annual basis)
- ✓ In line with the School's 2020 Vision, the School is 'Advisory', not voluntary or mandatory. However it is up to each Partner on how they wish to address this with their supply chain. Some Partners plan to make it compulsory for their key suppliers to be active members, whereas others will continue to promote the School where possible and recognise and reward membership, but will not disregard suppliers who are not members.
- ✓ EJ explained that the dashboard upgrade will provide a simple one page infographic for each Partner which can be pdf'd and will highlight all key stats in relation to your priority suppliers on one page e.g. % of active users, Bronze, Silver, Gold, average increases in scores etc. It is expected that this will be up and running when the 'One School' website is launched later this year.

**Actions:**

- **All Partners to:**
  - Send updated lists of priority suppliers to EJ if the list is more than 12 months old
  - Contact Rosie if they need help on how to access data / statistics about priority suppliers from the Partner dashboards
- **EJ to** work with the team to ensure that Partners are sent updated stats in relation to % of their priority suppliers who have registered, self-assessed, re-assessed etc on a monthly basis starting from the end of July
- **Cara to:** review the list of Wates' priority suppliers and send to EJ

## 8. E-learning on Life Cycle Costing

The Leadership Group agreed in the last financial year that they were keen for the Construction School to develop an e-learning module on Life Cycle Costing. A discussion was had around the lack of response in relation to actions from the last Leadership Group meeting to drive forward the development of this module.

EJ clarified that the input requested from Partner is simply to help scope out the module – it is expected that this could be done in a 2 hour meeting. Action Sustainability will then manage the development of the module, and then ideally an 'expert' from a Partner organisation would peer review the module before it is published on the School website.

**Agreed points:**

- ✓ The Group still consider this an important topic and is keen to push ahead and develop this module

- ✓ All Partners will speak to experts in their own businesses who may be keen to get involved in helping to scope out the e-learning module and forward the details of any volunteers to EJ asap
- ✓ A representative from Action Sustainability will join the scoping meeting and draft the scoping document accordingly

**Actions:**

- **EJ to:**
  - Forward suggested email copy to Nitesh / Richard B / Pip / Andy F for them to forward to their 'expert' colleagues
  - Share the details and timeline for the other 9 e-learning modules that are being developed – some of which will be specific to a particular Leadership Group, others will be relevant across all School departments e.g. Modern Slavery
- **Nitesh / Richard / Pip / Andy F** to speak to colleagues asap to identify who would be able to help scope out this module in a meeting
- **ALL** to speak to any internal experts from their own organisations with a view to finding volunteers to join the scoping meeting.
- **EJ / Rosie** to set up the scoping meeting once volunteer 'experts' have been identified.

## 9. Partner Maturity Matrix

The Maturity Matrix circulated to the Group is still in draft format. Draft 2 as shared with the Group is still awaiting final comments from the Ops Group, with a view to a final version being available in August.

EJ explained that the aim of the Maturity Matrix is to help Partners understand how they can best engage in the School, and get maximum benefit from the Partnership. The Matrix could be seen as a roadmap to successful engagement in the School, allowing Partners to plot where they currently see themselves, and look at future opportunities. It is expected that Partners may be 'active' in one area, 'lead' in another, and 'engaged' in another, rather than a linear approach to the Matrix.

The Matrix could also be a useful management tool to Action Sustainability. For example, is a particular department of the School successful in engaging lots of active members because of the way its Leadership Group engage their supply chains?

**Agreed points:**

- ✓ It is a useful tool and will help Partners to get maximum benefit from their partnership
- ✓ It is not a tool to 'rank' School Partners against each other – it is simply a resource that will hopefully help Partners get maximum benefit from the School.
- ✓ It will be interesting for Partners to liaise with EJ to plot where they see themselves on the Matrix

- ✓ Although the information in relation to specific Partner % priority suppliers engaged is readily available on Partner dashboards, it would be useful to get monthly updates from the School on these % figures

**Actions:**

- **ALL to:**
  - Feedback any comments on the Matrix to EJ by end June
  - Once the Matrix is finalised, to liaise with EJ to try to plot where you currently sit (this information would be confidential to each Partner)
- **EJ to:**
  - Encourage members of the Group not represented at the meeting to feedback comments on the Matrix
  - Share feedback from the Group with the Ops Group
  - Circulate the final draft of the Matrix to all
  - Liaise with members of the Group to plot where you currently sit, then share the aggregated results by % to reflect the Group as a whole

## 10. Toolbox talks

Following the success and popularity of the FIR toolbox talks, and in line with the School Vision to reach beyond developing the knowledge and competency of Managers, to all those who work in or aspire to work in the Built Environment, there is a commitment to CITB for the School to develop 4 x toolbox talks in this financial year – one of which is to be decided by the Construction Leadership Group.

**Agreed points**

- ✓ Waste is a key issue that needs to be addressed and the Group would like to focus a toolbox talk on waste
- ✓ EJ needs to confirm the process in order to start the process of development of the module

**Actions:**

- **EJ to:**
  - Double check with Ian H that there is no need to get this decision approved by the Board, and that the Group can push ahead with this
  - Confirm the next steps to all

## AOB

### Changes in staffing

- Secretariat role becomes 'Sector Managers'
- No central 'Partner Relations Manager' - Sector Managers will manage Partner relations for their Groups
- Events will be run 'in house'
- Sector Managers supported by 3 x FTE Marketing and Events' Officers



- **Sector Managers**
  - EJ (Construction and Homes )
  - Helen Carter (infra, FM and Offsite)
- **Marketing and Events Officers**
  - Becky Bryant (Construction and Homes)
  - Vanessa Mallia (FIR and Infrastructure)
  - Ursula Cooper (FM and Offsite)

#### Hot topics for the Group

EJ proposed that the Leadership Group consider agreeing a 'hot topic' every couple of months – the School could then focus marketing / social media around that particular issue, it would be reflected in the workshop programme, and ideally Partners could promote awareness of the particular issue directly with their supply chains.

#### Actions:

- **EJ to** ensure this is on the agenda for the next meeting

#### Engaging the Construction Leadership Group

Chris Dyson invited the Group to provide feedback on how the Leadership Group meetings could be improved, and what could be done to encourage more active engagement from attendees. Progress is often slow in relation to Partner actions, and time is spent in meetings discussing the same issues again (for example the lack of feedback on suggested themes / speakers for supplier days, e-learning modules).

#### Agreed points:

- ✓ It is important for the Group's members to consider what they would like to get out of the meetings and to share this with the Group
- ✓ It is important to ensure that any replacements who attend the meetings on behalf of others are suitably briefed
- ✓ Ideally the same representative from a Partner organisation will attend all meetings
- ✓ It is important to ensure that there is a mechanism to share the learning of the various Leadership Groups. This could be done through the Operations Group. The new Sector Managers will also need to ensure regular meetings to go through lessons learned / what works / doesn't work in relation to how the Groups are managed.

#### Actions:

- **ALL to share feedback with EJ on the following:**
  - What works well in the Leadership Group meetings?
  - What could be improved?
  - What would encourage you to engage more actively in the Group?
  - Any other feedback!

**Next meeting: Tuesday 6<sup>th</sup> September, 10.30am – 12.30pm, London location TBC**