

**Date:** Tuesday 6<sup>th</sup> September 2016, 10am – 12pm, Carillion’s Office at One Euston Square, London

**Attendees:** Chris Dyson – Chair (*Carillion*), Gerard Cantwell (*Aggregate Industries*), Nitesh Magdani (*BAM*), Ben Lever (*CITB*), Richard Baker (*Interserve*), Craig Murphy (*John Sisk*), Brian Handcock (*John Sisk*), Iain Casson (*Kier*), Mike Williams (*Laing O’Rourke*), Andy Fulturer (*Lendlease*), Steve Attfield (*Marshalls*), Becky Bryant (*Supply Chain School*), Ben Swales (*Work Experience - Supply Chain School*), Ian Heptonstall (*Supply Chain School*) Cara Palmer (*Wates*), Phil Wright (*WP Group*)

**Apologies:** Sarah Jennings (*Balfour Beatty*), Mick Stovin (*Francis Flower*), Steven Morton (*Hanson*), Pip Stone (*ISG*), Eddy Taylor (*Laing O’Rourke*), Graham Edgell (*Morgan Sindall*), Daniel Bavington (*Sir Robert McAlpine*), Sharon Mungovan (*Skanska*), Steve Watson (*Willmott Dixon*)

## Meeting Notes

### 1. Welcome and Introductions

Becky Bryant was introduced to the Leadership Group as the new Marketing and Events Officer to be working alongside Ian and EJ on the Construction School.

### 2. Agree Minutes of Last Meeting and Outstanding Actions

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:**

- **Becky** to send each individual Partner (who has provided a priority supplier list) an update in relation to the percentage of priority suppliers who have registered / self-assessed / re-assessed, as per EJ’s August update
- **Becky** to speak with Pip to understand ISG’s update regarding the North West Construction Hub’s involvement with the Manchester supplier day
- **Skanska** to provide an updated priority supplier list to EJ (*Interserve confirmed that their priority supplier list had been issued on the day of the meeting*)
- **All Partners** to continue considering the Leadership Group meetings and the ways in which they could encourage increasing engagement with the Group

### 3. Operational Update – Year to Date

#### KPI Performance Dashboard

The performance dashboard was presented to the Group to highlight progress against key School targets as outlined in the business plan. Overall, the Construction School is performing strongly and is meeting or exceeding the majority of its targets. It was, however, noted, that the Construction School is by far the largest and consequently has the largest contributory pool to draw on.

The following points were clarified:

- The number of Partners has grown since the update was produced – Centrica are the latest Partner to join the School

- Following on from the changes in the definition of being a “Member” of the School, reminders are now being issued to people with regards to any imminent changes in their account status due to lack of activity to allow the company to rectify this

#### Moving Forwards with the “One School” in Terms of Self-Assessments

Whilst this was not an official agenda item, the Group discussed the “One School Project” and the implications it may have for the Performance Dashboard element of the update, with specific regards to self-assessments and the way in which they are currently monitored.

#### Agreed points:

- ✓ Companies will complete self-assessments based on a range of core questions and will then have the opportunity to undertake top-up questions dependent on their sector and their desired level of learning
- ✓ Partner dashboards will also be updated in accordance with this
- ✓ “Corporate Account” assessments will be counted towards a company’s overall self-assessment score whereas “Individual Account” assessments are designed to act as a learning tool and would not affect a company’s competency score

#### Quality of Learning

The “Quality of Learning” graph was separately presented to the Group in order to highlight the reflective feedback figures from supplier days and workshops in terms of “Influencing Change”, “Relevance” and “Quality”.

#### Agreed points:

- ✓ The Construction School is generally performing strongly in terms of delegate feedback
- ✓ It was acknowledged that the “Relevance” category was receiving the lowest marks; however, thanks to the additional analysis into the feedback forms, it was not felt that there was cause for concern in this area
- ✓ It was agreed that a reason for the lower “Relevance” scores could be received due to the ‘types’ of delegates who are attending workshops (*e.g. a business development manager may find the quality of the learning in a workshop excellent, however, not see it as relevant to them to implement it; therefore giving the workshop a lower relevancy score*)

#### Actions:

- **Supply Chain School** to continue to monitor precisely who is attending workshops and supplier days and to endeavour to tailor the applicable marketing to attract delegates who will find the information given at the event relevant

#### Deliverables

A slide was presented which provided an overview of how each individual School is performing against the targets set out in the business plan. The Construction School is, again, performing well in most areas and it was found particularly gratifying that all outstanding Supplier Days have been diarised and confirmed for the remainder of the year.

Additionally, a graph was presented to the Group which outlined that 83% of the active companies within the Construction School were SMEs (*less than 250 employees*).

**Agreed points:**

- ✓ A push is required to ensure the targets are met regarding the number of workshops delivered for the Construction School
- ✓ Partners are keen to understand more, their level of engagement with SMEs through the School in order to assist them with reporting

**Actions:**

- **Supply Chain School** to highlight which graphs and metrics can be displayed to the Partners via their dashboard (*please see appendix a*)
- **All Partners** to consider hosting workshops for their supply chain or internal staff and to contact Becky to arrange suitable dates
- **All Partners** to liaise directly with Becky regarding the levels of SME engagement within their Priority Supplier List and to request additional information should they require it

#### 4. Supplier Days

##### Additional Feedback from Birmingham Supplier Day

It was agreed that that Birmingham Supplier Day was an exemplary event in a good venue, with good quality speakers and innovative afternoon sessions.

**Agreed points:**

- ✓ The Birmingham Supplier Day should become a blueprint for forthcoming events

##### Leeds Supplier Day - 12<sup>th</sup> October

The event is continuing to progress well and an agenda is now in place (*please see appendix b*). Support from regional Supply Chain Managers from Partner organisations alongside Construction Housing Yorkshire is ongoing and marketing has commenced.

The event is running in two identical sessions, taking place in the morning and afternoon with 100 delegates to attend each event. The aim of the Supplier Day is to assist regional Supply Chain Managers from Partner organisations to engage with local SMEs and signpost them to support which will enable them to become “supply ready”.

**Actions:**

- **Ian** to circulate a list of the Partners who are currently involved in the day to allow additional names to be put forwards for participation
- **Lendlease** to provide appropriate contact for Yorkshire to facilitate contact by the School

#### Manchester Supplier Day - 7<sup>th</sup> December

The venue for the event has been confirmed as The Studio in Manchester and Aggregate Industries and Peel Ports have been confirmed to speak.

The agenda structure is in progress and will be circulated to Partners as soon as possible.

#### Actions:

- **Supply Chain School** to circulate suggested agenda to the Group
- **ISG** to provide an update regarding the Manchester Procurement Hub and their possible contribution to the day
- **All Partners** to consider agenda suggestions and send across to EJ and Becky
- **All Partners** to internally request lists of regional suppliers in the North West to be shared with the School for subsequent invitation to the event

#### Glasgow Supplier Day - 7<sup>th</sup> February

The venue for the event has been confirmed as the Grand Hotel in Glasgow and BAM and the V&A have been confirmed to speak.

The agenda structure is in progress and will be circulated to Partners as soon as possible.

#### Actions:

- **Supply Chain School** to circulate suggested agenda to the Group
- **All Partners** to consider agenda suggestions and send across to EJ and Becky
- **All Partners** to internally request lists of regional suppliers in the North West to be shared with the School for subsequent invitation to the event

## 5. Workshops

It was outlined that 9 workshops have already been delivered (3x Getting to Grips with Social Value, 2x Responsible Sourcing to Achieve BSE6001, 2x Wates Supplier Forum, 1x Modern Slavery, 1x Embedding Sustainable Procurement).

3 workshops have been confirmed and are still to be run:

- Embedding Sustainable Procurement – venue and date TBC
- ISO 14001 – requested by Willmott Dixon – 26<sup>th</sup> October
- Getting to Grips with Social Value – requested by Balfour Beatty – venue and date TBC

There are 3 outstanding workshops to be organised in order for the targets set out in the business plan to be met.

#### Agreed points:

- ✓ It was reiterated and agreed that Partners can request workshops for internal members of staff or external members of their supply chain

- ✓ Workshops are tailored to fit the requirements of each Partner and can be used to assist in target setting and achievement
- ✓ The School relies on Partners to provide an appropriate venue to host the workshops (whether they wish to invite members of their supply chain or simply to host). The venue must be able to seat 20 – 25 people and have a screen and projector.

**Hot Workshop Topics for Partners to Consider:**

- Modern Slavery
- Circular Economy
- Embedding Sustainable Procurement

**Actions:**

- **All Partners** to consider if they have an appropriate venue which could be used to host a workshop and contact Becky
- **All Partners** to consider if they would be interested in hosting a workshop either for their internal staff or supply chain members

## 6. E-Learning Modules

An update was provided with regards to the upcoming e-learning modules; all of which are due to be published by 1<sup>st</sup> January 2017.

- Life Cycle Costing
- Performance Measurement
- Modern Slavery
- Sustainability on Site
- Groundworks
- DfMA (Design for Manufacturing)
- Ethics 2 or PAS2080

### Life Cycle Costing

A scoping group comprising of Construction School Partners is meeting on this e-learning module for the first time on 8<sup>th</sup> September. Action Sustainability will then manage the development of the module prior to expert peer review.

### DfMA

The Design for Manufacturing e-learning module is due to be completed and launched for the 28<sup>th</sup> September. DfMA is the method of designing a product for the ease of assembly, ensuring that costs are minimised through design and process improvements and an increase in efficiency. A launch event will follow on the same date at RIBA in London aimed at architects and designers. A whole section of support and advice is to become available regarding DfMA and RIBA's new Plan of Work on the Offsite School.

## 7. 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 important to keep these priority lists refreshed (the School would expect these to be updated on an annual basis)
- ✓ Partner Dashboards are able to provide Partners with up to date information as to the levels of engagement by their Priority Suppliers, with Action Sustainability being able to run some additional reports where required.

### Actions:

- **Becky** to issue clarity to individual Partner companies with regards to percentages of engagement issued by EJ in her last update

## 8. Partner Maturity Matrix

The Partner Maturity Matrix has now been completed and approved by the working group and was distributed at the meeting as a separate handout, in addition to the copy already sent by EJ via email.

### Agreed points:

- ✓ The Partner Maturity Matrix provides a routemap and some guidance for Partners to work through individually to ensure they get the maximum benefit from their Partnership and look at future opportunities
- ✓ It is entirely an internal tool for the Partner's own reference and is not for public consumption or comparison

### Actions:

- **Becky** to issue the Leadership Group will ALL available formats of the Partner Maturity Matrix to make it as easy and possible for everyone to use (Excel, PowerPoint, PDF etc)
- **All Partners** to provide an update on how they are using the Partner Maturity Matrix and any benefits that they have seen from it at the Leadership Group meeting in January 2017

## 9. School Values Project

The School is soon to begin undertaking a "School Values Project" which will align with the "School Vision Project" which was completed last year. It will be run in a very similar way to the Vision Project with the aim of defining the "Partners" section which reads; *"We will seek Partners who share the values of the School"*.

Defining the School's values is a complex subject relating to organisational and personal values combined with the way in which we express our values through our behaviour. As such, the research will be led by Mohammad Rickaby; Action Sustainability's PHD research engineer who is basing his research on an academic model created by Shalom Schwartz and is working with academics based at Loughborough University and UCL.

The target audience for this research project is yet to be confirmed, however, it is expected that all Partners and stakeholders in the School will be welcomed; alongside gold members and additional engaged companies. Questionnaires will be kept confidential to ensure an honest response from recipients and will be coded as opposed to named (*with only Mohammad knowing the recipient of each code*) to ensure as much anonymity is retained as possible.

As basic timeline of the project can be outlined thus:

- October - Stakeholder mapping workshop to understand the target audience for the survey
- November – issue survey to chosen audience for return within the month
- December – analyse survey results to produce quantitative data
- January – 3x workshops run (London, Midlands, North) to produce qualitative data
- February – present findings and suggested values to the School Board for approval
- March – present findings and suggested values to the School AGM for approval
- April – publish approved values

**Agreed points:**

- ✓ The end result of this project will be a shared understanding of the School values as opposed to current shared perception of these values
- ✓ By inviting all engaged Partners to take part in the survey and workshops, the project will increase collaboration between companies
- ✓ Having a set of confirmed School values will enable Partners and other engaged stakeholders to push the School forward and will make future engagement easier and uniform across the board
- ✓ Having too many values emerge as a result of the project would be demean them and the project – it was suggested that a maximum of 6 values should be produced

## 10. School Awards

**Agreed points:**

- ✓ These awards are about a company's level of engagement with the School and any subsequent improvement in sustainability level. They are not just there to reflect the most sustainable company on a Partner's priority list.

**Actions:**

- **All Partners** to speak to EJ and Becky to confirm if they would like to order any awards for members of their supply chain, as per EJ's email



## 11. Special Interest Groups Update

### BIM

This Special Interest Group (SIG) has been driven by Carillion and Laing O'Rourke, with the end goal of providing Partner BIM Managers with an online tool which they can utilise to establish if companies have BIM awareness and their level, in order to streamline the tender process. Once a company has completed the relevant information; the aim is that they will be able to use the results of the diagnostics as evidence in PQQs, making it easier for them to tender for work.

Terms of Reference have been agreed and the group has now turned to the task of drafting the question sets. They have outlined 4x competency categories and 5x maturity stages which they will be basing these on.

#### Agreed points:

- ✓ It is necessary to conduct additional work to understand how it is possible to create this diagnostic as a respected and robust tool without requiring to charge companies a submission / accreditation fee
- ✓ It is important to understand how the diagnostic will achieve a consistent appraisal of the answers provided by companies to ensure reliable information is given and that the assessment can be trusted by procurement staff
- ✓ BIM is definitely the right subject for the SIG, however, the key issue which must be considered at all times is how the end result of the SIG can make things easier for the supply chain

### Apprenticeship Levy

This Special Interest Group (SIG) has been designed to provide guidance to Partners and the supply chain in order to meet the challenges which will be produced due to the upcoming Apprenticeship Levy.

Due to the current fluid nature of the government's standings regarding the levy, the group first need to unpack the issues which are currently emerging and potentially await updates from upcoming announcements from government and CITB.

## 12. 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 before Christmas which will work alongside the production of an e-learning module for site managers.

These will be:

- Sustainability Steps for Non-Construction Site Staff
- Waste Reduction for Site Operatives
- Energy Reduction for Site Operatives
- Can You Spot the Signs of Modern Slavery?



The Leadership Group took time to peer review the suggested key messages of the toolbox talks and provided feedback and suggestions on the same.

Sustainability Steps for Non-Construction Staff	
Likes	<ul style="list-style-type: none"> <li>Everyone plays their part, not just site staff</li> </ul>
Dislikes	<ul style="list-style-type: none"> <li>Has this been done before? What is the toolbox talk going to do to make it stand out from others? (x2)</li> <li>Some key H&amp;S themes could potentially be added</li> <li>The talk seems to be limited to waste and energy</li> <li>This is a big subject to cover in 3 minutes...could it all be separated out? Or could the video be longer?</li> <li>We need to explain how waste hierarchy can be utilised in an office</li> <li>The audience seems to assume a non-sustainability led audience</li> </ul>
Additional Messages?	<ul style="list-style-type: none"> <li>How to get the business to reduce its impact at a product level</li> <li>More focus on business operations and the wider company impact as opposed to just the office environment (x2)</li> </ul> <p>Suggested topics; switching off plug sockets – unplugging chargers when not in use – communication to remind staff to switch off lights etc – plants indoors for improved air quality – drinking water taps – fixing dripping taps – waste bin segregation – equipment utilising automatic sleep and standby mode</p>
Peer Review Volunteer	<ul style="list-style-type: none"> <li>Iain Casson - Kier</li> </ul>

Waste Reduction for Site Operatives	
Likes	<ul style="list-style-type: none"> <li>Highlighting the importance we all have in reducing waste (x2)</li> <li>Focus on hierarchy</li> <li>The links between home and work</li> <li>The soft focus and informative nature of the content</li> <li>The animation, which will make the talk easy to follow and fun</li> </ul>
Dislikes	N/A
Additional Messages?	<ul style="list-style-type: none"> <li>Allowing for different waste logistics on individual sites</li> <li>An operative buy in would be an advantage</li> <li>Best practice industry examples – links to lean construction methodology, particularly for prevention</li> <li>A link to organisations that do innovative things with waste to promote recycling</li> <li>“Simple actions make a big difference”</li> <li>Call to action</li> <li>Linking the cost of waste to value and profit margins when waste has not been factored in</li> <li>Follow up posters and support material?</li> </ul>
Peer Review Volunteer	<ul style="list-style-type: none"> <li>Iain Casson - Kier</li> </ul>

Energy Reduction for Site Operatives	
Likes	<ul style="list-style-type: none"> <li>The personal element of the message</li> </ul>
Dislikes	<ul style="list-style-type: none"> <li>More focus on “why bother” would be better</li> <li>Safety first!</li> </ul>

Additional Messages?	<ul style="list-style-type: none"> <li>• “Why” – cause and effect</li> <li>• Noting that small steps can make a big difference</li> <li>• Mention of tangible benefits (x3)</li> <li>• References to ISO 50001</li> </ul>
Peer Review Volunteer	<ul style="list-style-type: none"> <li>• Iain Casson - Kier</li> </ul>

Can You Spot the Signs of Modern Slavery?	
Likes	<ul style="list-style-type: none"> <li>• Clear call to action</li> <li>• Explanation of the different types of slaves</li> </ul>
Dislikes	N/A
Additional Messages?	<ul style="list-style-type: none"> <li>• Real life examples</li> <li>• Best practice approach for managing compliance to the Modern Slavery Act</li> <li>• Emphasis on the penalties to companies in not complying with legislation</li> <li>• Emphasis on the fact that BAU isn't good enough</li> <li>• Identification of high risks trades and areas</li> </ul>
Peer Review Volunteers	<ul style="list-style-type: none"> <li>• Nitesh Magdani – BAM</li> <li>• Andy Fulturer - Lendlease</li> </ul>

**Actions:**

- **All Partners** to speak to EJ and Becky to confirm if they would like to peer review any of the toolbox talks

**13. Any Other Business**

**Wates Hoarding**

Wates have recently added the School logo onto the hoarding which they erect on site. The image states that Wates are a proud Partner of the Supply Chain School and is aimed at further publicising the School to the public and contractors on site.

**WP Group**

WP Group were attending the meeting for the first time and brought to the table a discussion around what their role within the Leadership Group could be. Aggregate Industries and Marshalls, as other materials providers within the Leadership Group concurred that WP Group could play a vital role in supporting and bringing perspective to the Group, which would otherwise solely focus on direct Construction.

**14. Close**

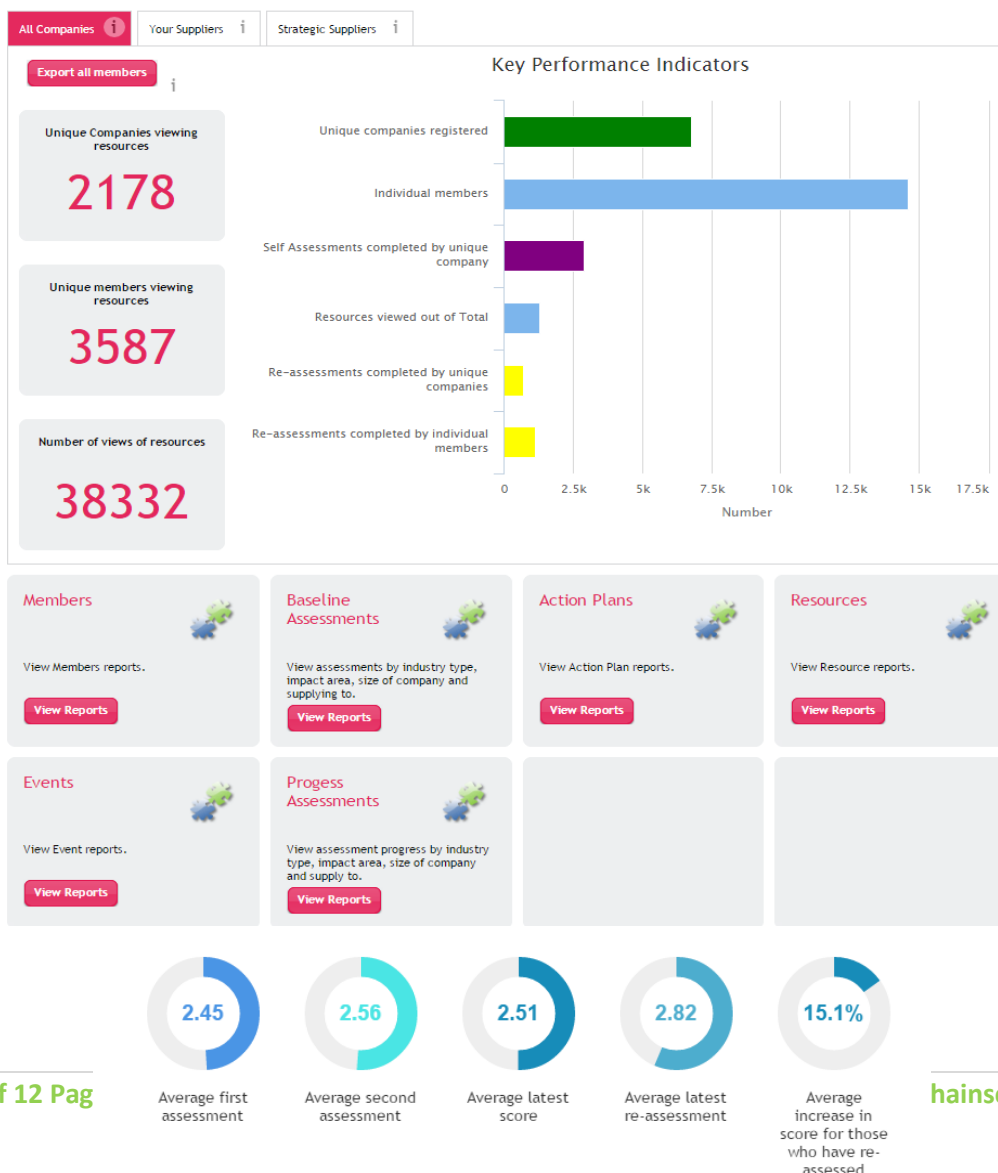
**Next meeting:** Thursday 24<sup>th</sup> November – 10.30am – 12.30pm – Wates Offices, One Euston Square

**Appendix A – Partner Dashboards. Graphs and Metrics**

You are able to download numerous graphs and metrics from the Partner dashboard, including, but not limited to:

- What percentage of your key suppliers are engaged in the School (additional exportable spreadsheets can also provide you with information as to which of your key suppliers are not yet registered with the School)
- How many of these have achieved Bronze, Silver or Gold status
- How many of your suppliers are actively using the resources hosted by the School
- Benchmarking tools on the competence of your supply chain compared to the other 14,000 suppliers / sub-contractors / service providers in the School
- Measurements as to the improvement in the sustainability competence of your supply chain
- Information as to which companies that have registered with the School said that they supplied to your organisation
- Aggregated data on where the sustainability strengths and weaknesses lie in your supply chains, broken down by sustainability impact, company size and trade category
- Spreadsheets which contains all contact information, email address, status and level of engagement in the School of your suppliers
- General information as to the Top 50 companies which the School’s members supply to
- General information as to the size of companies registered with the School and a breakdown of the same information for your priority suppliers
- General information as to the trade categories of the School’s registered members

Select School:



## Appendix B – Leeds Brief and Agenda

### Suggested format:

This supplier day would vary from previous events, but would adopt a similar approach to that used in Sedgefield last year, with plenary sessions top and tailing breakout sessions that address key topics and an a small exhibition of support organisations alongside. The key difference would be that we would hold 2 events over the day - a morning (8.30 to 12.30) event being repeated in the afternoon (2pm to 6pm). The agenda below has been developed by the steering group for the event and it is suggested the event takes place at the Park Plaza Hotel on 12th October 2016.

Construction & Housing Yorkshire will seek funding from Leeds City Council (or alternatively the local LEP or WYCA) to pay for the additional cost of 100 delegates. No lunch will be served to delegates, but partners, presenters and exhibitors who will be at the event all day will be catered for. Tea & coffee will be served on arrival for all and during the breakout sessions.

- 08:00            **Registration**
- 08:30            **Welcome and the context for the day**  
Ian Heptonstall, Director, Supply Chain Sustainability School
- 08:45            **Business pipeline for construction in Yorkshire & Humber**  
Rob Wolfe, Director, Construction & Housing Yorkshire
- 09:05            **A client's perspective of supply chain capability and competence**  
Dave Galloway, Framework Manager - YOR Build
- 09:20            **Getting fit to supply to major contractors**  
Partner organisation - Introducing the Capability Matrix what do main contractors need from the supply chain?
- 09:40            **Supply chain skills gap - Enabling a sustainable built environment**  
Ian Heptonstall, Director, Supply Chain Sustainability School
- 10:00            **Break out session 1:**  
**Delivering apprentices** - Carol Shaw BAM, Faye Jenkins @ Laing O'Rourke, Vicky Hutchinson ISG and Mark Scott, Future Works  
**Getting your business fit to supply** - Nick Cooke BAM, Marcus Davison ISG+ Bardsley Construction
- 10:30            Coffee Break and networking**
- 11:00            **Break out session 2:**  
**Delivering apprentices** - As above  
**Getting your business fit to supply** - As above
- 11:40            **Plenary session - Hot Topics group exercises and Q&A**  
*Q & A panel featuring School, BAM, CHY and YOR Build*  
Facilitated by the School and Construction & Housing Yorkshire. Each table to be hosted by a Partner representative for example; *BAM, ISG, Galliford Try, Balfour Beatty, Kier, Laing O'Rourke*. Each table is asked to consider 3 questions to consider and then ask the panel;
1. What are the barriers to supplying to major contractors?
  2. How do we develop a process of continual improvement?
  3. What are the barriers to taking on more apprentices?
- 12:30            **Close**