

Date: Wednesday 21st June 2017 – Carillion Site Offices, King’s Cross, London – 10.30am – 12.30pm

Attendees: Ian Heptonstall – Chair (Supply Chain School), Jesse Putzel (BAM), Andy Hazlehurst (Carillion), Aysegul Sabanci (ISG), Craig Murphy (John Sisk), Eddy Taylor (Laing O’Rourke), Nick Lovell (Tobermore), Steve Watson (Willmott Dixon), EJ Allen (Supply Chain School), Becky Bryant (Supply Chain School)

Apologies: Gerard Cantwell (Aggregate Industries), Patrick Guest (Arnold Laver), Simon Poulter (Balfour Beatty), Anne Smales (Bouygues UK), Richard Deaville (Interserve), Iain Casson (Kier), Tom Brenchley (Lundy Projects), Steve Attfield (Marshalls), Graham Edgell (Morgan Sindall), Nick Baker (Skanska), Danny Bavington (Sir Robert McAlpine), Adrian Shah-Cundy (VolkerWessels UK), Cara Palmer (Wates)

Please note these meeting notes are to be read in conjunction with the final set of slides as circulated to all with these minutes.

Meeting notes

1. Welcome and introductions

- ✓ The Group were advised that **Nick Baker, Sustainability Operations Director, Skanska**, will become the new Chair of the Construction Leadership Group from September’s meeting onwards, in line with discussions at previous meetings
- ✓ **Aysegul Sabanci, Head of Procurement and Supply Chain**, was introduced to the Group as the new representative from ISG
- ✓ **Nick Lovell, Commercial and Specification Sales Executive** was introduced to the Group as the representative from Tobermore, the latest Partner to join the School
- ✓ The guest speaker from Bryden Wood who was due to present at the meeting was not able to attend at late notice – the agenda was changed to include an update and exercise around the Supply Chain Mapping SIG.

2. Agree minutes of last meeting

Minutes from the last meeting were agreed.

3. Review outstanding actions

An update was provided to the Group as below:

Outstanding actions:

- **Supply Chain School** to conduct a survey of Partners to gauge satisfaction levels – **in progress**. *This will link in to a wider survey that will take place, tying in with the work the Operations Group is doing which will look at how the School will better show impact and benefits of the School.*
- **Supply Chain School** to review the recommendations for the website from the last meeting and make amendments accordingly – **in progress**. *The “quick fix” issues have been addressed. The more complex issues will be addressed once the Partner dashboard is up and running (dashboard is a priority).*

- **All Partners** to volunteer speakers (both client and internal) to speak at forthcoming supplier days – **ongoing**.
- **All Partners** to send EJ suggestions of new Partners to engage with the School – **ongoing**.

Update on Engaging Designers:

- **Briefing document circulated to all Partners in relation to progress in engaging designers**
- **The Supply Chain School** has
 - Engaged with the **Willmott Dixon Design Consortium** and spoken at an event in the South West, with very positive feedback
 - Engaged with **Hawkins Brown** and have run sessions for internal staff and other architectural practises. The School has agreed to run 10x DfMA workshops on the sharing of best practise knowledge in specific works packages (e.g. M&E) and sectors (e.g. water). The first of these will be based on the topic of Modular Housing and will be hosted in Wembley
 - Engaged with **RIBA** who have agreed to include Offsite into their CPD learning programme for 2018

Additional / Emerging Actions:

- **All Partners** to contact the School if they have a design consortium or design framework within their business. The School would be keen to engage them in a similar way as they did with Willmott Dixon.

4. Operational update

Progress against KPIs and deliverables

The Group were invited to comment and raise questions regarding to the team's performance and progress against deliverables for Q1 to date.

The Construction School is performing well against its targets for the year ending 31st March 2018. The new functionalities, and simplified user journey on the updated web-platform are helping to encourage users to become more engaged across the School, which is evidenced in the increase in activity when compared with 2016.

| Target | Q1 2017 | Q1 2016 |
|----------------------------|-----------|---------|
| Active companies | 526 | 500 |
| Corporate self-assessments | 279 / 600 | 160 |

The group were also advised that there are currently 247 bronze, silver or gold members registered with the Supply Chain School; well ahead of the target of 100 which was set in the business plan.

There were now 62 Partners to the School, the latest bring Travis Perkins, Arnold Laver, Buckingham Group, J.Murphy, Tobermore, and VolkerWessels UK.

Supplier Days

The Group were provided with feedback from the first Supplier Day of the year, which focused on sustainable procurement (linking to the launch of the new international standard for sustainable procurement ISO 20400:2017), and was held in London on 17th May with a record breaking 145 delegates in attendance! Sustainable Procurement resources within the School continue to be the most popular resources, with the e-learning module on Sustainable Procurement being the most popular resource overall.

Feedback from the event was excellent – the slides include full statistical analysis of the feedback.

Actions:

- **All Partners** to contact the School should they wish to receive a free overview and GAP analysis (from the Action Sustainability consultancy team) in relation to their performance against the ISO 20400 guidance standard (new international standard for sustainable procurement). **This offer is only open for sessions up until 30th September.**
- **Supply Chain School** to liaise with Action Sustainability consultancy team (who delivered the free briefings and gap analysis) with a view to requesting an anonymous benchmark document based on results from the gap analysis to share with Partners.

Remaining Supplier Days for 2017 / 2018:

| Quarter | Date | Region | Proposed Agenda / Theme | Partners who have confirmed support |
|---------|----------------------------|------------|--|--|
| Q2 | 15 th September | Birmingham | Offsite & Skills: Designer Perspective: HTA Skills Agenda: CITB Partner Perspective: Willmott Dixon Head of Design | Willmott Dixon, Skanska, Lendlease, BAM, John Sisk, Wates, Kier |
| Q3 | 24 th October | York | Social Value & Skills: Regional Perspective: CHY Partner Perspective: TBC Client perspective: TBC | Willmott Dixon, BAM, Robertson, Lendlease, Kier, Wates |
| Q4 | 6 th February | Manchester | Sustainability Performance Measurement: Regional Perspective: North West Construction Hub Partner Perspective: TBC | Willmott Dixon, Lendlease, Marshalls, BAM, Robertson, Kier, Wates, Laing O'Rourke, John Sisk |

Outstanding Actions:

- **Partners to:**
 - Volunteer speakers from own organisation to provide a Partner perspective in York or Manchester
 - Invite regional colleagues and supply chain members to attend

Workshops

The Construction School has budget to run 10 workshops this financial year, in line with the business plan. The majority of these are now planned for the year, as highlighted below, however, Partners should continue to speak to Becky to discuss arranging workshops for internal staff members / supply chain members.

The School runs a wide range of workshops each month across all markets covered by the School, many of which will be relevant to the Construction Supply chain that may not be listed below (as the budget will sit within another Leadership Group’s business plan). Examples of forthcoming workshops not listed below are: Introduction to Carbon footprinting, Carbon Management and introduction to PAS 2080, Responsible Sourcing, and transition to ISO14001: 2015. These can all be viewed online on the School event calendar.

Current workshop schedule for 2017 / 2018:

| | Date | Workshop | Partner / Public | Location |
|---|----------------------------|-----------------------------------|----------------------------------|-----------------|
| 1 | 26 th April | Introduction to the School | Wates Supply Chain | Basingstoke |
| 2 | 27 th April | Action Learning Group – BAM | Partner | London |
| 3 | 25 th May | Action Learning Group – BAM | Partner | London |
| 4 | 15 th June | Action Learning Group – BAM | Partner | London |
| 5 | 23 rd June | Introduction to the School | Partner | London |
| 6 | 26 th June | Embedding Sustainable Procurement | Public | London |
| 7 | 13 th July | Fairness, Inclusion and Respect | Partner | Wyboston Lakes |
| 8 | 7 th September | Introduction to the School | Wates Supply Chain | North East |
| 9 | 13 th September | Introduction to the School | Sir Robert McAlpine Supply Chain | Hemel Hempstead |

| | | | | |
|----|---------------------------|----------------------------|-----------------------------------|----------|
| 10 | 8 th November | Modern Slavery Act | Aggregate Industries Supply Chain | Midlands |
| 11 | 23 rd November | Introduction to the School | Wates Supply Chain | London |

Workshops requested by Partners - to be organised:

| | Workshop | Partner / Public | Location |
|---|---------------------------------|-----------------------------------|-----------------|
| 1 | Introduction to the School | Kier Supply Chain | Tempesford |
| 2 | Responsible Sourcing | Lendlease Internal | London |
| 3 | Introduction to the School | Laing O'Rourke Supply Chain | Scotland |
| 4 | Circular Economy | Aggregate Industries Supply Chain | Midlands |
| 5 | Fairness, Inclusion and Respect | BAM Internal | Hemel Hempstead |

Outstanding Actions:

- **Partners** to speak to Becky if they would like the School to host a workshop either for their internal staff members or their supply chain

5. Update on Special Interest Groups

The Group were presented with an update on the progress of the Special Interest Groups which are taking place this calendar year. For the full update on these, please review the slides which were circulated as part of the pre-reading for the meeting.

Performance Measurement

The terms of reference for the group state that objective of the Group is to develop a consensus amongst Partners of key sustainability metrics that need to be collected by Partners, and a common methodology of how this data may be collected, to drive and evidence improved sustainability performance amongst School members

Progress update as below:

- Group has met for the first time – poor turn out and no supply chain directors
- Agreed trying to achieve simplicity in data reporting
- Key benefits: business improvement (efficiency), learning and credibility of data
- Key drivers: Reduced reputational risks, to avoid greenwash and to have informed conversations

- Critical success factors: We need a critical mass, will supply chain directors and clients mandate this?
- Initial views:
- Scope: Keep it very simple and with School members and priority suppliers of Partners
- Data to collect: Align to UK construction strategy 2025 - CO2, Apprentices, Waste (links to efficiency targets)

Next steps

- Conduct a survey of what and how partners already collect data from suppliers and on projects
- Consider if we are going to get critical mass and support – if not we should stop

Comments from the Construction Leadership Group:

- The Group suggested that, should the SIG proceed, it would be appropriate to begin with high level metrics and focus in on between 3 and 4 of these such as Apprentices, Waste Intensity, Offsite and Carbon to not dilute the projected outcomes.

Actions:

- **Supply Chain School** to engage with both the UK Green Building Council and CDD re: the carbon objective to understand currently existing measurements tools or metrics
- **Supply Chain School** to deliver the “next steps” outline in the update slides by the end of July

BIM Level 2

This Group is largely complete, with only the launch of the matrix still to be undertaken. It is due to be web enabled by the end of June and will then be launched at the Offsite Supplier Day in September.

6. Partner Dashboards Demonstration

Ian Heptonstall, explained that the development / testing of the upgraded Partner dashboards is taking significantly more time than the web developers had anticipated due to the complex levels of reporting. Ian is working closely with them on this and this is being treated as ‘high priority’ (originally, they were meant to be finished in March). Unfortunately, Ian can’t provide a definitive date for when they will be live, but hopefully this will be very soon.

Ian provided a demo of the new platform, highlights of which include:

- A new reports tab which allows Partners to view live information from the Supply Chain School by country, department and market
- A new dashboard functionality which allows Partners to review aggregated data based on: priority suppliers, suppliers and the whole School
- Live information on the activity of each of the three categories above in terms of impact, trade categories, company sizes, resources accessed and training received
- Individual monitoring of independent business units’ performance within Partner organisations

Actions:

- **Supply Chain School** to notify Partners as soon as the new platforms go live
- **Supply Chain School** to create dashboard brief document to circulate to the Partners to assist them with the new features available

7. Update on Supply Chain Mapping SIG and Group Exercise

The Group were provided with a presentation on the progress and initial outputs from the Supply Chain Mapping Special Interest Group. The ultimate product of the Group will be the publication of guidance for procurement teams and the supply chain, as well as supply chain maps for various products, and advice on how companies can go about mapping their own supply chains.

Full details of these and the update given can be found in the final slides issued to members of the Group after the meeting.

Group exercise

Following on from this update, Ian Heptonstall explained that the Materials Group is considering a Category based approach consisting of smaller category focused groups rather than one large generic Materials group. The thinking is that each category group would benefit from a **detailed analysis of the market**, risks, opportunities and current initiatives of that category. These reports would then be made available to all through the School website. The groups would then go on to develop a **bespoke action plan** to collaboratively address the risks and opportunities identified.

By taking a collaborative approach partners would benefit from **economies of scale**, engaging experienced, consultants to lead the work and from the **increased leverage** in the market that 60+ partners can bring.

Groups would select their own priority issues to work on but it is anticipated that each group would tackle Modern Slavery.

Taking this into account, the Group then discussed which construction categories would be of key interest for inclusion in this new category approach (considering a wider range of sustainability issues, not just Modern Slavery). The following 10 categories were considered high priority:

- 1) M&E
- 2) Cleaning and Environmental
- 3) Envelope
- 4) Labour Supply and Security (linking in with Modern Slavery)
- 5) Frame and Modular Construction
- 6) Prelims, Site Set-Ups and Logistics
- 7) External Works (including: roads, hard landscaping, civils, grounds etc)
- 8) Utilities
- 9) Waste Management

Actions:

- **Supply Chain School to:**
 - Run a similar exercise with all other Leaderships Groups, to ensure there are relevant prioritised categories for all School markets.
 - Keep the Leadership Group updated on progress with the category based approach

8. AOB

Tobermore: Have recently launched a new paving product which has the capabilities to withdraw nitrates from the air and effectively reduce air pollution levels. For more information, please [click here](#).

9. Close

Date of Next Meeting: Tuesday 12th September 2017, 10.30am – 12.30pm

Carillion Offices, 9th Floor, One Euston Square, 40 Melton Street, NW1 2FD