

Date: Thursday 16th November 2017 – Wates Offices, 14th Floor, One Euston Square, London, NW1 2FD – 10.30am – 12.30pm

Attendees: Nick Baker (*Skanska*) – Chair, Alice Hands (*Sir Robert McAlpine*), Craig Murphy (*John Sisk & Sons*), Cara Palmer (*Wates*), Anne Smales (*Bouygues UK*), Gerard Cantwell (*Aggregate Industries*), Steve Attfield (*Marshalls*), Aysegul Sabanci (*ISG*), Ian Griggs (*Tobermore*), Tom Brenchley (*Lundy Projects*), Kam Dale (*Fortel*), Andy Hazlehurst (*Carillion*), Steve Watson (*Willmott Dixon*), Natalie Wilkinson (*NG Bailey*) EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*)

Apologies: Wyn Prichard (*NPTC Group*), Graham Edgell (*Morgan Sindall*), Adrian Shah-Cundy (*VolkerWessels UK*), Richard Deaville (*Interserve*), Mike Williams (*Laing O'Rourke*), Brian Handcock (*John Sisk & Sons*), Martin Dick (*Robertson Group*), Simon Poulter (*Balfour Beatty*), Iain Casson (*Kier*), Ben Lever (*CITB*), Andy Fulturer (*Lendlease*)

Please note these meeting notes are to be read in conjunction with the agenda and pre-read slides as circulated to all.

Meeting notes

1. Welcome and introductions

- ✓ **Natalie Wilkinson** was introduced to the Group as a representative from NG Bailey, who attended the meeting as an observer whilst deliberating School Partnership

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:

- **Supply Chain School to:**
 - Review the recommendations for the website from the last meeting and make amendments accordingly – *this has almost been completed, with IT support progressing the final, most complex issues*
 - Update all on Partner dashboard functionality – *the business unit function is now up and running, albeit with some ongoing work continuing. There are a few duplicate accounts to be merged, and refinements need to be made to make the dashboard more user friendly. Circulate the summary slides about the Action Sustainability's consultancy work on ISO20400 gap analysis – this has been circulated with the minutes from the meeting*
- **Partners to:**
 - Consider the opportunity for the School to engage your design consortiums or frameworks for feedback to the Group – *this action has been moved to the January 2018 meeting, to allow sufficient time and focus for the Group to produce the business plan for the upcoming financial year*

- Provide Becky with lists of suppliers to invite to the 6th February Supplier Day in Manchester - *ongoing*

4. Review Progress Against Business Plan

Progress against Strategic Priorities for 2017 / 2018

The Group were invited to comment and raise questions regarding to the School's performance and progress against deliverables and KPIs to date, on reflection of the update provided in the pre-read issued prior to the meeting.

Key points:

- The Group is pleased with the progress to date, with all KPIs being met, or likely to be met by the end of the year
- Target set around bronze / silver / gold members active in Homes was considered a challenging target at business planning stage, although target already exceeded. In Q4 effort should continue to focus on driving existing members to be more engaged and aim for even more users to be B/S/G. Targets for next year should be ambitious bearing in mind the size of the construction supply chain

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
 - Speak to Becky if you have a regional office which could host a future workshop (20 pax capacity room)

5. Business Planning for 2018 - 2019

Most of the meeting was comprised of business planning for the upcoming financial year. Initially the Group were asked to consider what the Construction School may have been missing from the strategic priorities for 2017/2018 (considering the School 2020 Vision) and any specific sustainability issues to be considered which should be reflected in the priorities for 2018/2019.

Feedback captured on the flip charts from these discussions as follows:

What Are We Missing?

What	<ul style="list-style-type: none">● Engaging design teams● Clarity on the member journey – how a business can progress their membership level● Apprentice approach / attracting talent to the sector● More engagement with the Horizon Group● Health and Wellbeing focus (inc. mental health and happy workplaces)
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Why	<ul style="list-style-type: none"> • Target more construction “clients” to ensure collaboration throughout the build process •
How	<ul style="list-style-type: none"> • “Tube map” style progress bar for members • Automatic emails from the system to members • Events for school leavers / graduates • City & Guilds collaboration

Key points:

- It is important to continue to engage design teams (linking in to the work done by the Offsite group and the professional practice group)
- Health and wellbeing is hot topic at present, and the School Board need to provide steer as to whether the School should be including resources on this topic within the resource library or not. Historically the School Board has taken the decision that Health and Safety is not to be covered under the School
- A discussion was had around whether the School should be running events at colleges to promote the industry and attract talent. All agreed this would be a worthy activity, using the collaborative power of the School, however if this activity is delivered through the School, less budget / focus is available on upskilling the supply chain. Many Partners also have very successful initiatives already in place
- It is important to ensure the user journey with the School is as simple as possible and that the user journey is clearly mapped out
- Engagement should be more targeted – maturity around sustainability differs depending on type of business. Materials suppliers tend to be more mature than sub-contractors.

Sustainability Issue Specific Focus

What	<ul style="list-style-type: none"> • Carbon • Modern Slavery • Diversity • “Healthy Buildings” • The business case for sustainability
How	<ul style="list-style-type: none"> • Partners to be more transparent on their dashboard data • Data available on repetitive learning issues

Key points:

- It is impossible to agree a set prioritised list of sustainability issues amongst all Partners, due to the diverse nature of businesses in the group
- The School diagnostic assessment and resulting action plan should prioritise which sustainability issues should be a priority for a business, based on their trade category. The purpose of this exercise is to consider which topics / issues could be used to inform the activity of the group in 2018-19
- An impact survey will be going out to School members in December that will provide steer into the types of resources / topics that the supply chain need. However, many suppliers / sub-contractors prefer to be told from their customers what their priorities should be
- Partners will all have access to the sustainability strengths / weaknesses of their priority suppliers – this could steer the focus for events / training workshops. It would be helpful for Partners to share this information with other Partners, being more transparent with dashboard data
- The business case for sustainability must be clearly communicated in all School comms / events

Following on from these discussions, the Group were asked to consider the strategic priorities for 2017/2018, their success and the drive for continuing these as strategic priorities for 2018/2019.

Feedback from these discussions was as follows:

Greater Engagement of Current Partners

<p>Who</p>	<ul style="list-style-type: none"> • Internal teams • Exec boards • Key function teams • L&D teams • Sustainability department • Procurement department • Production department • Architects • Engineers • PR and marketing departments
<p>What</p>	<ul style="list-style-type: none"> • Meetings and telecons to continue Partner engagement • Internal engagement workshops for Partners to secure internal “buy in”

	<ul style="list-style-type: none"> • Map all Partner links and attendance to all Groups and SIGs • Supporting workshops to Partners' supply chains
How	<ul style="list-style-type: none"> • Required attendance from Partners to at least one meeting or event per annum • Drive the use of the maturity matrix and 1:1 meetings • Partner road maps to show progress • Allow video conferencing for Leadership Groups and carefully diaries cross School meetings so there are no clashes
Keep?	Yes

Greater Engagement of Members

Who	<ul style="list-style-type: none"> • Trade categories and spend • Sustainability risk / probability of impact • "Risk areas"
What	<ul style="list-style-type: none"> • Engage with colleges and universities about training for management and site operatives • 6 monthly emails to School members with the instructions on how to get to the next level
How	<ul style="list-style-type: none"> • Additional support to drive the School within supply chains from Partners • Partner supplier awards programmes • Important to remember that there is not a "one size fits all" approach to the members – bespoke solutions are required for each business • Shows clear objectives to the supply chain • Prioritising topics of importance • Member / Partner surveys • Updating workshop and website content • Webinars
Keep?	Yes – but amended approach

Engaging Designers

Who	<ul style="list-style-type: none"> Architects (to attend Supplier Days if possible) Government bodies Partner design teams D&B Leaders Clients and affiliated design / architect teams
How	<ul style="list-style-type: none"> Additional clarity on the value of the School Additional resources available on sustainable materials and sustainable design e.g. ethical stone procurement Create a “design member journey” Focus on the key topics and current issues
Keep?	Yes

Promotion of Offsite and Smart Construction Techniques

What	<ul style="list-style-type: none"> Linking Offsite manufacture to tackling the skills shortage Linking topics on the Construction School to Offsite, such as designing out waste / resource efficiency through take back schemes and cost savings Featuring Offsite as a main topic in Supplier Days
How	<ul style="list-style-type: none"> Targeted engagement of members for who this is directly applicable Permanent member of the Group a representative from Offsite and Horizon Groups Additional client / developer engagement More case studies on resource efficiency and carbon management
Keep?	Yes

Proposed strategic objectives to be shared with the Board as below:

- Driving impact with the supply chain:** no need to chase ever larger numbers of members; we need extra emphasis on getting suppliers to do more, targeting a higher percentage of priority suppliers to engage with and secure their bronze, silver and gold badges. The School need to be proactive in responding to feedback from its members and the member user journey needs to be clearer.

2. **Maximising Partner value:** Partners should work with the School team to agree action plans in relation to the Partner Maturity Matrix, with a focus on engaging procurement / supply chain, commercial, design, and learning and development teams. The School should help facilitate knowledge sharing amongst Partners, both in relation to supply chain engagement and internal knowledge management.
3. **Engaging designers:** We need to engage design teams and encourage close collaboration between clients, designers, contractors and the supply chain. The Construction School should work alongside the Offsite, Homes and Infrastructure Schools, and the Professional Practice Group, to engage the designer community as members and stakeholders. The resources available to designers, the designer 'member' journey, and the value to designers needs to be clearer.
4. **Improve internal School collaboration:** Continue to work to promote offsite and SMART construction techniques through working closely with the Offsite School, but focus on more targeted engagement of members for whom this has most relevance. Build greater links with the Horizon Group to raise awareness of likely future priorities.

6. AOB

- **Supply Chain School:**

- The School AGM is on 16th March, 1pm – 4pm at Grosvenor, central London. This is different to the original date highlighted in the Autumn Partner newsletter. A link to book a place will be included in the Christmas Partner newsletter due to go out in early December.

7. Close

Date of Next Meeting: Wednesday 17th January 2018 – 10.30am – 12.30pm

BAM Offices, Chiswell Street, London, EC1V 4TY