

Date: Wednesday 17th January 2018 – BAM Offices, 8th Floor, 24 Chiswell Street, London, EC1V 4TY – 10.30am – 12.30pm

Attendees: Nick Baker (*Skanska*) – Chair, Patrick Guest (*Arnold Laver*), Steve Trindale (*Balfour Beatty*), Jesse Putzel (*BAM*), Martin Gettings (*Canary Wharf Group*), David Holmes (*Galliford Try*), Aysegul Sabanci (*ISG*), Adrian Clamp (*J. Coffey*), Brian Handock (*John Sisk*), Iain Casson (*Kier*), Steve Attfield (*Marshalls*), Nick Lovell (*Tobermore*), Trevor Harlock (*VINCI*), EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*)

Apologies: Anna Cantwell and Gerard Cantwell (*Aggregate Industries*), Simon Poulter (*Balfour Beatty*), Anne Smales (*Bouygues UK*), Andy Hazlehurst (*Carillion*), Ben Lever (*CITB*), Dianne Armstrong (*Heathrow Airport*), Craig Murphy (*John Sisk*), Eddy Taylor (*Laing O'Rourke*), Andy Fulturer (*Lendlease*), Tom Brenchley (*Lundy Projects*), Graham Edgell (*Morgan Sindall*), Wyn Prichard (*NPTC Group*), Martin Dick (*Robertson*), Alice Hands (*Sir Robert McAlpine*), Neil Mant (*VINCI*), Adrian Shah-Cundy (*VolkerWessels UK*), Steve Watson (*Willmott Dixon*)

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

- ✓ **Adrian Clamp, Environmental and Systems Director** was introduced to the Group as the representative from J. Coffey Construction, a new Partner to the Supply Chain School
- ✓ **Martin Gettings, Group Head of Sustainability** was introduced to the Group as the representative from Canary Wharf Group, a new Partner to the Supply Chain School
- ✓ **David Holmes, Supply Chain / Procurement Manager** was introduced to the Group as the representative from Galliford Try
- ✓ **Trevor Harlock, Supply Chain Manager** was introduced to the Group as the representative for this meeting from VINCI Construction
- ✓ **Steve Trindale, Senior Procurement Manager** was introduced to the Group as the representative for this meeting Balfour Beatty

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:

- **Partners to:**
 - Consider the opportunity for the School to engage your design consortiums or frameworks and feedback to EJ – *ongoing. Engaging designers is being driven by Ian Heptonstall, Director of the School via the Offsite Leadership Group and the Professional Practice Group (working group of architects and designers). Work is being done to develop a tailored resource library and self-assessment for this audience and some new terms of reference will be circulated once finalised.*

- Book a place at the School AGM on 16th March in London should they wish to attend - *To book your place, [please click here](#).*

4. Operational Update

BIM Maturity Matrix

The Group was issued with an update on the newly launched BIM Department within the School, as per the pre-read issued prior to the meeting.

Key points:

- The BIM department was launched in December 2017, and can be found alongside Sustainability, Management and Offsite as a separate department within the School
- It is for use by all members and Partners alike
- The new BIM assessment, allows corporate administrators to assess their competence against BIM Level 2, and will produce a supporting action plan on completion
- As with the sustainability assessments, information will be available to Partners on their dashboard as to the aggregated responses given by their supply and chain and the School. This will also be able to be delaminated by Partner business unit. It is expected that this will be up and running in Q2.

Fairness, Inclusion and Respect (FIR)

The Group was issued with an update on the FIR programme, as per the pre-read issued prior to the meeting. Please see the flyer attached with these minutes for further information.

Opportunities for School Partners.

- Free introduction to FIR workshops for internal teams or supply chains
- Free training for FIR ambassadors who can champion the cause in your business (164 ambassadors trained to date!)
- Demonstrate a commitment to FIR by signing the FIR commitment (36 partner signatories to date!)

Actions:

- **Partners** to contact FIR training and Project Manager, Tolu Oke tolu@supplychainschool.co.uk should you wish to discuss any of the above opportunities

Labour and Plant Category Groups

The Group was issued with an update on the 2 new Category Groups, for Labour and Plant. , as per the pre-read issued prior to the meeting. These groups are not Special Interest groups, nor or they Leadership Groups – they are simply pilot groups looking to address some key issues in relation to these 2 categories.

These groups are designed to be forward looking groups, aimed at developing and implementing minimum standards and guidance for the supply chain across the board within their specified trade categories. Any Partners looking to become involved should email [Helen](#).

Plant Category Group workstreams: Minimum Standards – Increased Knowledge – Challenges related to Supply and Demand

Labour Category Group workstreams: Training and Development – Minimum Site Check Requirements – Knowledge Library – Challenges around Supply and Demand

Actions:

- **Partners** to contact [Helen Carter Helen@supplychainschool.co.uk](mailto:Helen.Carter@supplychainschool.co.uk) should you or colleagues wish to find out more, or get involved in any of these groups / workstreams
- **Supply Chain School** to circulate a list of who sits on these 2 groups

[Progress Against KPIs for 2017 / 2018](#)

The Group were invited to comment on and raise questions regarding the team’s performance and progress against deliverables to date, as per the pre-read which was issued in advance of the meeting.

Key points:

- There are three new Partners to the School since the Group last met: J. Coffey Construction, Canary Wharf Group and Sapphire Utility Solutions
- There were no concerns from the group in relation to progress made to date
- Overall, the performance of the Construction School is very positive, and progressing well against targets below, with all but 2 targets having already been exceeded:

	Early Q4 2017	2017/2018 Target
Active members (unique companies)	1,840	2,000
Self-assessments (corporate assessments)	730	600
Re-assessments (corporate assessments)	307	300
Attendees at workshops	234	200
Attendees at Supplier Days	363	400
Bronze, Silver, Gold members	276	100
Quality of training as good or excellent	95%	95%
Relevancy of training	98%	95%
Implementation of training	98%	85%

5. Agreeing the Business Plan for 2018 - 2019

Prior to the meeting all Group members were invited to share their comments in relation to the 2nd draft of the business plan as circulated to all in early January.

Key points:

- All agreed the strategic objectives and KPIs detailed in the business plan
- All agreed the targets were challenging, and that it is right for the School to focus its efforts on increasing the number of Bronze / Silver and Gold members
- Points highlighted by EJ:
 - the budget may still change, depending on feedback from the Board in February
 - the strategic objective 'engaging designers' is a priority for the Construction Group, however this is being drive via the Offsite Group and the Professional Practice Group
 - Cathy Berry (Sector Manager for Horizon Group) will attend the next Construction leadership group meeting and present/ consult the Group in relation to the work of the Horizon Group
 - Cara Palmer at Wates will present a Partner case study at the next leadership group meeting
 - The recent School impact survey was completed by 500+ School members. Feedback is very positive, however there is no clear steer from membership in relation to in which sustainability issues they would like more support. They want more support on everything!
- It was agreed that collaboration with the FM Leadership Group is important, and that this should be referenced in the strategic objective 'improve internal School collaboration
- The Group were keen to run 2 large supplier days, and 4 smaller ones as proposed in the business plan. It was agreed that this would be a good opportunity to focus in on specific challenges / sustainability issues, and possibly on specific trades. This would also provide an opportunity to better engage regional colleagues
- Securing regional supplier lists from Partners (for marketing purposes) is a challenge – in order to run successful supplier days, all Partners with supply chains in the region need to engage with the School marketing team
- As many Partners as possible need to be represented at Supplier Day events. Supplier days are collaborative events, and not partner specific.
- It is important to ensure that there is time on future agendas to discuss/ flesh out supplier days

A key challenge continues to the lack of joined up thinking across the supply chain. Construction companies must understand the full implications of pressures they apply, on what ultimately happens on site. For example, a pressure on timescale or cost may well have an impact on quality and sustainability. It is important for School events to include representatives from across the value chain to help facilitate discussions to look at these challenges.

Actions:

- **Supply Chain School to:**
 - Invite the FM Group to present to the Construction Leadership Group on their activities
 - Update the strategic objective of 'Improve internal collaboration' in the business plan to reference collaboration with the FM Group
 - Review the budget with a view to itemising costs against proposed KPIs

- Circulate a summary of the results from the member impact survey once these have been completed
- Circulate the updated business plan to all
- **Partners to:**
 - Volunteer to speak at future meetings to present a case study on internal / supply chain engagement in relation to the School. It is important that this includes the challenges / lessons learned as well as the successes
 - Speak to Becky if they would like the School to host a workshop either for their internal staff members or their supply chain
 - To consider hosting a “Partner Engagement Workshop” to drive the School through the business
 - Speak to Becky if you have a regional office which could host a future workshop or Leadership Group meeting (20pax capacity room)

6. Driving the Impact in the Supply Chain

The group then worked through an exercise that provided an opportunity for all Partners to input into the decisions made around location, and sustainability focus for the 2 large supplier days, and 4 smaller breakfast briefings. The next Leadership Group meeting is not until April, so decisions around the first Supplier day in Q1 need to be made by early April to ensure sufficient time to plan / market the event.

All those who were not able to attend were invited to share their views / priorities prior to the meeting. Feedback was received from Lendlease, Willmott Dixon, Aggregate Industries and Bouygues.

Prioritising Sustainability themes for School supplier days and breakfast briefings:

Partners were asked to prioritise their top 5 sustainability issues on which they would like to use as a focus / theme for supplier days in 2018-19.

	1 – Top Priority	2	3	4	5
Modern Slavery	3 votes	1 vote	2 votes	1 vote	2 votes
FIR / Diversity		2 votes	3 votes	3 votes	2 votes
Energy & Carbon	3 votes	5 votes	1 vote	1 vote	1 votes
Sustainable Procurement	8 votes	3 votes		1 vote	2 votes
Environmental Management		1 vote	1 vote	1 vote	2 votes
Social Value		1 vote	3 votes	1 vote	2 votes
Employment, Skills & Ethics		1 vote	2 votes	4 votes	2 votes
Waste	2 votes	3 votes	4 votes	1 vote	2 votes
Local Economy & Community	1 vote			4 votes	
BIM					2 votes
Other					

Regional Priorities

Attendees were then invited to pinpoint their top 4 regions where they would like the School to run supplier engagement events. The results of these and the proposed event schedule for 2018/2019 is outlined in the separate sheet attached, please see below for simple graphical representation of Partner priorities.

	1 – Top Priority	2	3	4
South West & Wales	1 vote	4 votes	2 votes	1 vote
South East	1 vote	1 vote	1 vote	2 votes
London	9 votes	3 votes		
East of England		2 votes		
East Midlands			2 votes	
West Midlands	1 vote	3 votes	4 votes	2 votes
North West	2 votes	2 votes	1 vote	4 votes
Yorkshire & Humber	1 vote		1 vote	3 votes
North East				
Scotland			2 votes	1 vote
Ireland				1 vote

How Do We Get and Keep Members Active?

Attendees were invited to make notes on a poster in relation to what more both Partners and the School can do to encourage more active engagement and regular assessments. Feedback from the exercise as below:

<p>What more can Partners do to encourage active engagement and regular assessments?</p>	<ul style="list-style-type: none"> • Mention the School in supplier review meetings • Send out follow-up emails after events • Mandate attendance at events • Issue event invitations directly to supply chain • Appoint an internal Supply Chain School Champion as a point of contact • Make the School and supplier engagement a main consideration within Sustainability Managers' roles • Recognise and reward engaged members on the supply chain • Set School engagement within headline sustainability objectives • Set pre-qualification / tender criteria to include membership as a minimum standard (as other Partners have already done) • Discuss Supply Chain School progress and KPIS during supply chain meetings • Use Bronze, Silver and Gold ratings as part of the supply chain requirements • Collaborate more to create a sector culture of a common
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	<p>mission</p> <ul style="list-style-type: none"> • Include engagement with the School within sub-contractor documents and create a specific plan for those businesses • Emphasise the benefits of assessing regularly • Utilise contractor preferred supplier and sub-contractor lists to target a relevant audience
<p>What more can the School do to encourage active engagement and regular assessments?</p>	<ul style="list-style-type: none"> • Send out reminders for when members are about to lose a status / have not been active in a while • Improve marketing and make the content more relevant to the wider industry (not just construction) • Raise the School's profile throughout the industry • Reward members beyond stick and carrot; create a desire for outcomes and not just outputs • Run additional internal Partner workshops • Get more engagement from clients to drive priorities and requirements in a consistent way down the supply chain • Regularly challenge suppliers on engagement and offer feedback in a kind of "league ranking" with their peers • Clearly advertise the benefits of the School and what can be expected by the members • Review the self-assessment questions and simplify them • Regularly review Partners engagement to produce action plans around supplier engagement • Facilitate improved communications between sustainability, pre-construction, procurement and site teams to attract a full range of suppliers and sub-contractors

7. AOB

Supply Chain School

Reminded Partners to book a place at the upcoming AGM on 16th March in London by [clicking here](#).

8. Close

Date of Next Meeting: Wednesday 25th April 2018 – 10.30am – 12.30pm

Bouygues UK, Becket House, 1 Lambeth Palace Road, London SE1 7EU