

Date: Wednesday 25th April 2018 – Bouygues UK, Becket House, 1 Lambeth Palace Road, London, SE1 7EU

Attendees: Steve Watson (*Willmott Dixon*) – Chair in the absence of Nick Baker, Emma-Jane Allen and Becky Bryant (*Supply Chain School*), Cathy Berry (*Action Sustainability*), Patrick Guest (*Arnold Laver*), Bill Nash (*Balfour Beatty*), Jesse Putzel (*BAM*), Jenny Peters and Ray Clarke (*BCM Construction*), Anne Smales (*Bouygues UK*), Sara Tome (*Bouygues E&S*), Jennie Porter (*Carmichael UK*), Aysegul Sabanci (*ISG*), Craig Murphy (*John Sisk & Sons*), Andy Fulturer (*Lendlease*), Eddy Taylor (*Laing O'Rourke*), Rhys Harris and Gareth Clark (*Morson Group*), Nick Lovell (*Tobermore*), Trevor Harlock (*VINCI*)

Apologies: Anna Cantwell and Gerard Cantwell (*Aggregate Industries*), Wyn Prichard (*NPTC Group of Colleges*), Steve Attfield (*Marshalls*), Nick Baker (*Skanska*), Neil Mant (*VINCI*), David Holmes (*Galliford Try*), Brian Handcock (*John Sisk & Sons*), Iain Casson (*Kier*), Tom Brenchley (*Lundy Projects*), Graham Edgell (*Morgan Sindall*), Martin Dick (*Robertson Group*), Adrian Shah-Cundy (*VolkerWessel UK*), Dianne Armstrong (*Heathrow Airport*), Alice Hands (*Sir Robert McAlpine*), Kam Dale (*Fortel*)

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

New representatives introduced as below:

- ✓ **Steve Watson** (*Willmott Dixon*), Chair of the meeting, in place of Nick Baker (usual Chair, *Skanska*)
- ✓ **Cathy Berry**, Sector Manager for the Horizon Group, attending to brief the Group on progress
- ✓ **Jennie Porter** from *Carmichael UK*, a new Partner to the Supply Chain School
- ✓ **Rhys Harris and Gareth Clark** from *Morson Group*, a new Partner to the School
- ✓ **Bill Nash**, the new representative from *Balfour Beatty*
- ✓ **Trevor Harlock** from *VINCI*, attending in place of Neil Mant.
- ✓ **Jenny Peters and Ray Clarke** from *BCM Construction*; attending this Group as observes, with a view to becoming Partners to the Supply Chain School

It was agreed that due to the growth of the Construction Leadership Group, future meetings will need to be limited to one representative per Partner organisation as detailed in the Constitution.

2. Agree minutes of last meeting

Minutes from the last meeting were agreed.

3. Review outstanding actions

Outstanding actions:

- **Partners to:**
 - Volunteer to speak at future Leadership Group Meetings to talk about engagement with the School, challenges, lessons learned and benefits – *many thanks to Wates and Willmott Dixon who have volunteered*

- Contact Becky should you wish to book a workshop for your supply chain / internal teams – *Ongoing: no workshops have been booked to date*
- **Supply Chain School to:**
 - Invite the FM Group to present at a future Leadership Group meeting to strengthen ties between the two Groups – ongoing
 - Circulate a summary / infographic of the Members Impact Report once produced – *report has been circulated to all; infographic currently being developed and will be shared once finalised*
 - Update the Group on new Partners – *since the last meeting; Jackson Civils, Morson Group, A Plant, O’Neill and Brennan, Speedy Hire, Stroma, Elliott Group and Carmichael UK have joined the School as Partners*

4. Influencing the Priorities of the Horizon Group

Cathy Berry, Sector Manager for the Horizon Group, provided an overview of the Horizon Group and their current proposed research themes; as requested by the Group previously (*and linking in with the strategic objective set by the group to work more closely with Horizon with a view to influencing research priorities*). Details about the group and the research priorities are included in the slides.

Additional points raised / highlighted:

- The Horizon Group do not typically overlap with School Special Interest Groups (SIGs) in that SIGs focus on pressing needs and issues in the “here and now”, whereas the Horizon Group is more forward thinking
- A key project coming to fruition is the one on Circular Economy metrics in partnership with the University of Nottingham (funded by United Utilities). CE metrics have not previously been applied to construction industry and this project adopted 2 circularity metrics the Linear Flow Index and Material Circularity Index generated by Ellen MacArthur Foundation and Granta Consulting. These metrics have been generated, and case studies developed across 4 construction products or projects.
 - These case studies are due to be published on the School site in May/June 2018 along with an intermediate level e-learning module, the excel circularity indicator calculation tool and supporting guidance document. A half-day training suite of materials has also been developed.
- UK Green Building Council is represented on the Horizon Group
- The Horizon Group is keen to engage other research bodies / organisations / networks to ensure a joined-up approach / avoidance of duplication. For examples through introductions by Vinci, the Group is speaking to University of Cambridge Institute for Sustainability Leadership (CISL) Built Environment Natural Capital Impact Group.

- Engagement with School wide leadership groups to jointly identify research opportunities and deepen relationships with academia is crucial to the Group's success
- A new priority for this year, is the implementation of Masters level research projects which will match a student with a business with the aim of addressing real industry requirements
 - Tarmac have submitted a sample masters proposal (included in the slide deck), for the Group's consideration
- The Group has identified 6 high level research themes, following on from interviews / engagement with the School Board, Partners and members, engagement with the UKGBC Innovation Lab, and desk-based research. Cathy highlighted that that these are very high level / broad themes, and that steer is required from the School partners / industry to identify the specific issues / potential research projects within these themes. High level themes as below (details in the slides):
 - Business models – Circular economy
 - Business models – Lifecycle thinking
 - Business models – Big data
 - Collaboration
 - Resource / changing nature of work
 - Supply Chain understanding and visibility
- Once potential research priorities have been refined, additional funding would need to be sought – this could be from partner organisations and / or academic institutions, or other government funding pots.

Questions for the Group to Consider:

Do they agree with the High-Level Research Themes? Is there anything missing?

- The Group broadly agreed with the high-level research themes, and all agreed that these need refining. Cathy highlighted the need for industry / school partners to suggest the specific areas of focus for these themes. The School can facilitate this process but cannot provide the refinement as this must be driven by those in the industry.
- Sisk raised cultural behavioural change, linking to work / life balance as a key issue that could be a focus for research. All agreed this is an issue widespread in the industry, and is intrinsically linked to the skills gap, FIR, innovation / technology etc
- The Group suggested that a collaboration between the Horizon Group and existing industry / academic partnerships on research themes 1, 2 and 3 could be beneficial

Are there any themes of interest to the Group?

- The Group was eager to see the output from the Circular Economy metrics research. It is hoped that this will prove the quality of the work delivered and will help to build a business case for Partners to get more involved in / consider funding future research. The research needs to offer a clear value add solution.

Are they aware of any research their organisation is involved with that is aligned with any of these themes?

- At this time, the Group knows of no existing work which is aligned with these themes.

What are the Group's biggest anticipated pain points and challenges?

- The Group agreed on the following issues: Culture, Technology and Diversity

Would the Group consider engaging with a Masters level student to undertake specific research?

- The Group would consider this. Cathy will provide a one pager which outlines what masters research is and how Partners can propose research themes.

Other key points:

- There is an opportunity to share funding around the group should there be a consensus on priorities
- If the Group were to put together a compelling research project, addressing the needs of many partners, there may be an opportunity to use budget that is currently set aside for a SIG from this year's budget
- Any research completed needs to be made publicly available, and for free
- A question around the School developing white papers / influencing policy was raised – Cathy explained that in the past the decision by the School / Board was that the School's role is not to lobby government however providing thought leading papers for the benefit of partners and members is. Ultimately, the School does what the Partners / Board would like it to do, so this could change in the future, depending on demand / steer from Partners.
- BRE ran a roundtable on blockchain in construction – Cathy will circulate the notes / output from this meeting. It was also mentioned that long blockchains result in very high energy consumption, and that work is already being done to look at more sustainable options around this.

Actions:

- **Supply Chain School to:**
 - Circulate:
 - A one-page document which briefly provides an outline of what Masters research is, examples of masters level research dissertations, and how Partners can propose research themes
 - The BRE Blockchain Briefing Paper
 - Horizon Group's current projects list
 - Horizon Group's paper which summarises the mega trends in the industry which led to the creation of the preferred research themes

- **Partners to:**
 - Liaise with colleagues / peers in relation to the proposed research themes with a view to suggestions on how these can be refined, linking in to specific industry challenges.
 - Forward on any additional university / higher education contacts which they may have to Cathy
 - Consider the Horizon Group's project list and suggest potential funders
 - Review the one pager in relation to engaging Masters level students to research and provide real insight into a current business issue, and liaise with Cathy on this

5. How did we do in 2017 / 2018? Summary Report against Strategic Objectives and KPIs

Actual Delivery Against KPIs for 2017 / 2018

The Group were invited to comment on and raise questions regarding the team's performance and progress against deliverables for 2017 / 2018 now that final reporting figures have been made available. These were circulated to the Group along with the agenda and pre-read prior to the meeting.

All targets were met or exceeded, except for one, as detailed below.

No questions / comments were raised by the Group.

Additional points (not covered in the report):

- Whilst the actual score for the "relevancy" of the Construction School's workshops last year was below target, the Group agreed that the feedback from events was still generally excellent and accepted that these were aspirational target scores
 - **NB:** *None of the delegates questioned rated the relevancy of the training they received as less than satisfactory*
- There is a clear correlation between the number of partner representative attending and participating in supplier days, and the feedback statistics in terms of relevance, quality and likelihood to implement change within the business. The best feedback from the 4 supplier days last year was from the Performance Measurement Supplier day in Manchester on 6th Feb 2018, where 35 partner representatives attended, and helped to 'host' the table discussions. This added real value to the attending delegates
- The Construction School has progressed well in working closer with the Offsite School and the design sector; with engagement due to continue in the 2018 / 2019 financial year
- Feedback from 250+ attendees at 2018-18 supplier days indicates that:
 - Hearing directly from contractors / clients about their priorities / challenges, and what they want from their supply chain is extremely beneficial. It helps them to understand where they should be focusing their efforts.
 - Partner engagement in events is key to their success. All events are collaborative, and most value was provided to attendees because of meeting

school partners face to face, hearing directly from them in the form of presentations, and having an opportunity to network with them / discuss key issues during the roundtable discussion.

- Events could be improved by ensuring tables are always “hosted” by a Partner representative, ensuring that collaboration and interaction / networking between attendees is encouraged and fostered.
- It is important to ensure that the speakers are suitably briefed to ensure they provide practical insights to the supply chain, and make it clear what the message is to the supply chain, rather than just presenting a case study about their own activities / projects / progress.

Actions:

- **Supply Chain School to:**
 - Circulate a Construction School marketing plan which will join up the various activities of the Construction School with the KPI deliverables for 2018 / 2019
- **Partners to:**
 - Confirm which workshops they would like the School to deliver, either for their internal staff members or their supply chain
 - Consider hosting a “Partner Engagement Workshop” to help raise awareness of the business benefits of the School, and resources available

6. Planning: Supplier Days and Breakfast Briefings

The proposed event plan for the 2018 / 2019 financial year was circulated to the Group following on from the business planning meeting in January. The Group were invited to comment on the proposal and to finalise the agenda for these events.

The Group were also provided with an update as to the event being run by the Offsite Group this financial year so that they can consider getting involved where relevant.

8th May Supplier Day – Cutting Costs Through Carbon:

This event is imminent, and the agenda has been finalised. Presentations will be given on the day by: Skanska, Willmott Dixon, Hawkins Brown and UL Consumer.

With 190 bookings, the School anticipates approximately 100 delegates will be in attendance on the day; alongside Partner representatives from; Balfour Beatty, Carmichael UK, NG Bailey, National Grid, Robertson Group, Skanska, Travis Perkins, Aggregate Industries, BAM, Buckingham Group, Fortel, Lundy Projects, Marshalls, Bouygues UK, John Sisk & Sons, Lendlease and Tobermore.

Action:

- **Partners to:**
 - Continue to issue supply chain invitations to this event, using the marketing copy previously circulated by Becky

Joint Construction and Offsite Supplier Day

This event has now been confirmed for Tuesday 30th October 2018 and the Group have been issued with a diary invitation. Canary Wharf Group have confirmed they will speak. Other speakers are still TBC; however, the Offsite School have suggested; Hawkins Brown, Hoare Lea and Calford Seaden.

Action:

- **Partners to:**
 - Consider speaking at this event and contact EJ and Becky to be confirmed on the agenda

Regional Breakfast Briefings for 2018 / 2019:

The Construction Group will be running 4x regional breakfast briefing events this year, following on from their success with the Homes Group. The objective of these events is to improve the sustainability knowledge and then performance of regional supply chains.

Each Partner on the Group will work with their regional businesses and supply chain leads; providing lists of suppliers to the School who will then promote the events. Partner engagement in these events is crucial and each event will be attended by as many Partners as possible.

All approved the proposed agenda detailed in the slides.

Key points:

- The events can only be successful if Partners actively engage with them by speaking, providing invitation lists and liaising with regional colleagues. In 2017 -18, this was a challenge, with very few partners working with the School to invite their supply chains to attend, with one event only having 2 partners representatives attend on the day.
- The events should be collaborative, with as many Partners as possible sending representatives to each event. The events are a good opportunity to engage regional colleagues, and help them to understand what the School is, and the benefits it offers.
- Ideally, Partners would issue invitations to the supply chain themselves (using copy provided by Becky) to drive initial engagement, with the School to follow-up thereafter
- Where possible (*if enough Partners are in attendance*), each roundtable discussion will be “hosted” by a Partner organisation to exemplify the industry collaboration and commitment to the attendees

- The events should focus on the Partners in attendance and their priorities – providing more detail on what they are doing in terms of sustainability and how it will impact on the procurement process / what they need from their supply chain
- Following on from a request by Bouygues, and a group discussion, the Group agreed to replace the South West breakfast briefing, with a central London breakfast briefing. The only other construction event taking place in London is the joint Offsite supplier day on 30th October.
 - Bouygues agreed to look for a suitable speaker for this London based breakfast briefing

The following breakfast briefing timetable was agreed:

Quarter	Dates confirmed after the meeting	Location
Q2	28 June 2018	London
Q3	6 Nov 2018	Wales
Q4	17 Jan 2019	Manchester
Q4	Feb 2019 exact date TBC	Glasgow

Actions:

- **Supply Chain School to:**
 - Change the June Breakfast Briefing location from the South East to London as the Group felt this location would be preferable and be more popular to their supply chains
 - Confirm event dates and venues and circulate diary invitations to the Group
 - *The majority of this has now been done: 28th June – London, 6th November – Cardiff, 17th January – Manchester. Only Glasgow remains TBC.*
 - Circulate a briefing for Partners about the event suitable to share with internal colleagues to help identify speakers, and communicate aims and objectives of the events
- **Anne Smales to:**
 - Liaise with internal colleagues to see who is best placed to speak at the London breakfast briefing, and liaise with Becky accordingly
- **All Partners to liaise with Becky and:**
 - Confirm which regional events are relevant to you (*i.e. where you have a supply chain or pipeline of work*)
 - Confirm at which events you / colleagues are willing to speak
 - Invite your sub-contractors and supply chain members to attend
 - Invite your regional colleagues to attend and provide representation on the day to take part in table discussions

7. AOB

Lendlease

Requested that a representative from the Plant and Labour Category Groups come along to the Autumn Leadership Group meeting to present an update on objectives and progress.

Supply Chain School

Reminded Partners that the Supply Chain School has been shortlisted for the Supply Chain Excellent awards. All Partners wishing to attend the awards and join the School on their finalists table should contact EJ to reserve their place.

Provided an update on the upcoming meeting in June where Ian Heptonstall, Supply Chain School and Cara Palmer, Wates will feature as guest speakers. Ian will talk about the work of the Offsite Group, including how they have been engaging designers / architects through the professional practice group. Cara will provide a case study on how Wates has engaged with the School (including lessons learned, challenges and benefits).

Emerging Actions:

- **Lendlease, Wilmott Dixon and ISG** to check their office availability in London for the upcoming meeting (20th June) and to confirm with Becky and EJ if they do / do not have a meeting room available to host.
- **All partners** to confirm to EJ if you / colleagues would like to join the School table at the Construction News awards dinner at the Grosvenor House Hotel, London on 12 July.

8. Close

Date of Next Meeting: Wednesday 20th June 2018 – 10.30am – 12.30pm

London, TBC