

Date: Thursday 15th November 2018 – 10.30am – 12.30pm – Morson, 113 Southwark Street, London, SE1 OJF

Attendees: Steve Watson (*Willmott Dixon*) - Chair, Martin Gettings (*Canary Wharf Group*), Chris Slater (*Jackson Civils*), Brian Handcock and Steve Poole (*John Sisk & Sons*), Warren Edwards (*Laing O'Rourke*), Adam Ritchie (*Morson*), Eugene Meehan (*O'Neill and Brennan*), Dale Turner (*Skanska*), Nick Lovell (*Tobermore*), Emma Ward (*VolkerWessels UK*), Sophie Cannon (*Balfour Beatty*), Jesse Putzel (*BAM Construct UK*), Iain Casson (*Kier*), Emma-Jane Allen, Robyn Kelly and Beck Bryant (*Supply Chain School*)

Apologies: Patrick Guest (*Arnold Laver*), Jon Gray (*Aggregate Industries*), Bill Nash (*Balfour Beatty*), Anne Smales (*Bouygues UK*), David Holmes (*Galliford Try*), Emer Murnaghan (*GRAHAM Construction*), Dianne Armstrong (*Heathrow Airport*), Andy Fulterer (*Lendlease*), Steve Attfield (*Marshalls*), Graham Edgell (*Morgan Sindall*), Ross Gorbert (*Osborne*), Cara Palmer (*Wates*)

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

- ✓ **Robyn Kelly** was introduced to the Group as the new Knowledge Manager for the Supply Chain Sustainability School
- ✓ **Sophie Cannon** (*Supply Chain Manager*) was introduced to the Group as the Balfour Beatty representative; standing in for Bill Nash
- ✓ **Steve Poole** (*Procurement Manager; UK Building*) was introduced to the Group as the new representative from John Sisk & Sons
- ✓ **Dale Turner** (*Director of Procurement and Supply Chain*) was introduced to the Group as the new representative from Skanska

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:**
 - Confirm which Breakfast briefings they can support and how – *Ongoing. Speaker agenda is now full for Manchester, but speakers are still required for Glasgow. Please contact Becky to confirm this.*
 - Consider which free, CPD accredited workshops they would like the School to deliver for their supply chains / internal teams - *Ongoing. Please contact Becky to confirm this.*

- **Supply Chain School** to meet with Arnold Laver to flesh out a draft agenda for the “Sustainable Timber” event – *Ongoing*.

Emerging Actions / Comments:

- **Partners to** attend the Partner workshop on the 27th November in London if they wish to share their ideas / feedback in relation to the development of the web platform. (*Calendar invite was sent by EJ and Hilary Hurrey.*)
- **School to:**
 - Issue copy for Partners to invite their local colleagues, contacts and supply chains to the upcoming Breakfast Briefings in Manchester (January) and Glasgow (February)
 - Issue proposed agenda and diary invitation for Sustainable Timber event as soon as available

Category Groups Update

Key Points:

- No proposals for new Category groups were submitted by members of the construction leadership group
- A “waste” or “circular economy” Category Group has been proposed by numerous other markets (Homes, FM, Infrastructure etc) and will be submitted to the Board for consideration on the 20th November
- This would look at waste created by the build process, primarily packaging and materials. The group would provide a platform for Builders, Designers, Subcontractors, Manufacturers & Merchants to work together on this issue & drive some change. Proposed suggested outcomes include:
 - Reduce packaging
 - Reduce or remove single use plastic
 - Encourage more take back schemes/circular economy
 - Reduce waste through smarter design
 - Provide guidance for Subcontractors
- This Group is seen as a prospect which will be attractive to future Partners and would lend itself well to the “self-funding” element of being a Category Group
- This topic would also link in nicely with the work previously undertaken by the Horizon Group
- Reconomy have committed to School partnership

The Group agreed that a Waste Category Group would be of interest and they would look to support it if approved by the Board.

4. Business Planning for 2019 – 2020 (from 1st April 2019)

The remainder of the meeting was devoted to business planning for the forthcoming 2019 – 2020 financial year. The Group was provided with a brief overview of the School’s 2020 vision

and funding structure to help steer / assist with this process (*full information can be found within the slides issued as pre-read*), together with the timeline for the business planning process.

The remainder of the meeting was a facilitated workshop that aimed to capture what Construction Partner businesses would like from the School in 2019-20, through open discussion and sharing of ideas.

Exercise 1 – the room split into 4 groups, with each group spending time considering 4 key areas as detailed below, with all feedback captured.

Consideration 1: Current Activities

MORE of:

- ✓ FIR
- ✓ Carbon reduction
- ✓ E-learning
- ✓ Influence government / clients / public procurement
- ✓ Promotion of School's positive impact on businesses to non-members
- ✓ Integration between Schools e.g. offsite, infra, FM, construction
- ✓ Streamlined re-assessments and assessments
- ✓ More visionary – is 2020 far enough into the future for the Vision?
- ✓ Innovation e.g. materials and products
- ✓ Digitalisation
- ✓ Face to face interactions, but in different ways. Consider bitesize e.g. lunch and learn
- ✓ More modern feel to website and products
- ✓ Focus on impact rather than numbers

SAME of:

- ✓ Level of support / helpfulness of school team
- ✓ Continue engaging
- ✓ Continue delivering excellent events

STOP:

- ✓ Too many groups forming – streamline
- ✓ Need to focus on impact over numbers

Consideration 2: Opportunities

- More focus on tier 2 and 3 supply chains
 - Driver best practice through supply chain
 - Effect a measurable, demonstrable change in supply chain, helping to lead, and not simply follow
- Driving / facilitating / creating innovation by partnering with others e.g. UKGBC
- Help organisations to building a credible strategy / policy e.g. provision of templates
- More use of social media or new technologies
- Engage and influence clients and the private sector. Make clients more aware of the opportunities
- Raise industry standards for all
- Behavioural maturity – collaboration
- SCS links to graduate programmes
- Transparency and due diligence – building on the supply chain mapping work done in 2016-17
- Develop SCS APP
- Share eco green packaging innovations

- Carbon, scope 3 and SBT's
- Sustainability having same importance as H&S
- Engage and influence designers
- Change manufacturers

Consideration 3: Threats

- Lack of engagement from / with manufacturers (members or partners)
- Perception that SCS is ANOTHER requirement of burden
- Price driven market
- Not enough active members
- Converting interest, to real action on the ground
- Need more targeted resources and training
- Brexit
- Limited partner collaboration
- Sustainability is perceived as a tick box exercise
- Not communicating the values and benefits of the School
- Development of a common (best in class) standard = help implement
- Link SCS training plans with external certification companies e.g. Achilles, Constructionline, CHAS etc
- Standing still
- Evolve how the supplier days are delivered
- School needs to align with wider sector

Consideration 4: Creativity – what could we do that is new / different?

- Align SCS with SDGs
- Broaden scope of audience
- Interface with CIPS & RICS
- Raise awareness of broader scope of the word 'value' – tangible and non-tangible
- More designers involved at early stages
- Action based learning / task groups
- Drive change through the supply chain and capture results / share success stories
- Innovation / shared thinking
- Collaboration (demonstrable output) across partners
- Sustainability profile = H&S profile
- Exemplar project (partner + client + supply chain = ££ savings) with PR / marketing showing how the School has influenced the success
- Piggy back onto client events
- SCS to be involved in social value initiatives
- Supplier days not always to be in major cities

The group fed back on the above discussions, and suggested actions to address key areas were agreed as below. Each representative organisation was then provided with sticky dots to indicate their top 10 priority actions. Summary of priority actions, as voted by organisations, as below

Key Actions (numbers correspond with how they have plotted on the ease / impact chart)

- Encourage engagement / partnership / membership with **private and public sector clients and designers** (5)

- Consider **links with schools, universities** (using 'street' language when talking about sustainability) (7)
- Find a way to **tackle / sell non-tangible benefits** (9)
- Improve **marketing / brand / website** (12)
- **Build relationships with other bodies** to drive innovation and impact e.g. UKGBC (4)
- Produce **exemplar project case study** which involves the whole value chain e.g. client, designer, contractor, supply chain (6)
- Build **relationships with Constructionline, Achilles**, and other external accreditation bodies (14)
- Consider **developing the Vision to 2025 or beyond** (currently to 2020) and align with other national / international frameworks e.g. UN Sustainable Development Goals (2)
- Partner **collaboration on event scheduling** (10)

The above actions were then plotted on the ease / impact grid as per the attachment circulated with the notes.

Actions:

School to:

- Share feedback from the Board on the above priorities
- Produce high level draft business plan based on the outcomes of the discussions above, and send to Leadership Group before Christmas for initial comments / feedback

5. AOB

Supply Chain School

The Group was reminded that the School has no budget for meeting rooms, so relies on members of the Leadership Group to volunteer to host the bi-monthly meetings.

VolkerWessels UK: Agreed to check and see if a meeting room could be arranged for the April meeting

Willmott Dixon: Agreed to check and see if a meeting room could be arranged for the June meeting

Supply Chain School

The Group were provided with an introduction to the "London Business Climate Leaders' Initiative" (one pager attached with these minutes) and asked to consider if they would like to find out more by inviting them to speak at a future Leadership Group meeting. Please contact EJ to confirm if you would like them to attend.

6. Close

Date of Next Meeting: Tuesday 22nd January 10.30am – 12.30pm

Location: GRAHAM Construction, 11 Old Jewry, London, EC2R 8DU