

**Venue:** Balfour Beatty – Maxim Business Park

**Attending:**

Company	Name	Position
Balfour Beatty	Jim Brannan	Head of Procurement, Scotland
VGC	Sean Dempsey	Manager, Scotland
BAM	Michael Shields	System and Environmental Manager
Construction Scotland Innovation	Ben Westland	Head of Strategic and Commercial Operations
ISG	Jim Murray	Supply Chain Manager
BRE	Dr David Kelly	Group Director, BRE Innovation Parks
Marshalls	Matt Connell	Major Projects Manager
Robertson	Martin Dick	Group Central Service Director
Supply Chain School	Andrew Wilson	Associate Director
Supply Chain School	Ian Heptonstall	Director

**Apologies:**

Martin Kiely, Malcolm Group  
David McCracken, VGC  
Michael Duffy, Kier  
Edward Carr, Morgan Sindall  
Kevin Carmichael, Breedon

**Notes and Actions**

**1. Terms of Reference – Agreement**

A couple of suggested amends were made to the drafted Terms of Reference. The updated draft is circulated with these notes for agreement at the next meeting. As requested by the Group, these now include an **Appendix** with a list of organisations and bodies that the School will liaise and collaborate with, to ensure no duplication of effort and most strategic approach to driving sustainability across built environment in Scotland.

**2. Workstream 1: Supplier Engagement. Results from supplier survey, followed by workshop discussion on engagement strategy / tactics**

5 partner members of the group have contributed information on their suppliers to provide an initial analysis of the most common suppliers in Scotland. This was to steer discussion on best ways of engaging supply chain in Scotland to make best progress. The group also considered whether the suppliers were currently members of the School and agreed next steps as follows:

Other Partners should also be reminded to input their supplier information for the fullest picture to emerge from this study.

Understanding is required on how many of the suppliers highlighted by the group are already:

- Active in the School
- Have already completed a School Impact Survey

This information will enable the group to determine if current members could be persuaded to engage more actively with school content and activities.

It was agreed that we need to understand the size of the market we are aiming at – in particular for the “sweet spot” of companies who were at the upper end of the SME size bracket. I.e. companies with 25 to 250 employees, who were viewed as most likely to have available resource and capacity / willingness to engage. These companies could also provide biggest potential return in terms of changing their behaviours and ultimate impact.

Major suppliers can also be asked which prime contractors they supply into, so the Group can build a more complete picture of shared suppliers based in Scotland.

*Action: Andrew to ensure other Partner members contribute to the original research work to give fullest picture of most prevalent suppliers to engage.*

*Action: Andrew to identify and request main suppliers to inform Supply Chain School which companies they sell into.*

*Action: Andrew to research wider marketplace in Scotland in terms of company size and industry classification, to further instruct Group decision making on target market / profile of supplier company to engage.*

### **3. Workstream 2: Key themes and priorities for work in Scotland**

It was agreed that the Group’s priorities for Scotland would respond to compliance requirements based around Government policy, but also the main positive outcomes which can be achieved from improved sustainability performance – at company and industry levels.

The Group advised that using the “Considerate Constructors Scheme” would be a useful context to decide which areas to focus on for initial activities. The following issues were also agreed as being important to include in the School’s future work in Scotland:

- Modern Slavery (work at the UK level can be replicated / applied to Scottish context)
- Air Quality (e.g. the Plant Group at UK level have done interesting work on this)
- Responsible / Ethical Sourcing
- Fairness, Inclusion and Respect (FIR) – including retaining and developing staff and skills in the industry.

Three **core themes** underlying the School’s work, to include in general sustainability workshops and other events across Scotland, would be:

- Carbon / Waste (Environmental Management)
- Social Value
- Apprenticeships / Skills

*Action: Martin to send through the 4 CCS focus areas for 2018*

*Action: Andrew to devise events programme covering these priority areas within broader Business Plan for the School’s work in Scotland over next 12 months. (see Note 5)*

#### **4. Understanding and engaging clients. An overview of main customers in Scotland + discussion**

The group decided that this aspect of the School's work should be delayed until their key priorities were clear, and they had a unified voice on the core activities being planned in Scotland. The main frameworks to influence were seen as the Hub Frameworks (5 in total), Scape, and Healthcare Frameworks.

#### **5. The Welsh Leadership Group – A Case Study**

Slides were shared giving a short Case Study of the experience in Wales of establishing a Leadership Group. A Business Plan was now in place in Wales following the successful launch of the school's activities. The group agreed a Business Plan was now required in Scotland to guide, prioritise and deliver activity in Scotland. This would be timed and costed, with clear KPIs to measure success.

*Action: Andrew to draft initial 12 month Business Plan to be presented to Strategy Group at next meeting on 14 June.*

#### **6. Industry collaboration – ensuring a strategic approach**

The Group discussed the priority organisations to work with on the sustainability agenda. These included:

- SEPA
- UK Green Building Council
- Build UK
- Scottish Enterprise / Highlands and Islands Enterprise
- Build UK
- Constructing Excellence
- Scottish Government / Scottish Executive
- Construction Scotland
- BSI
- Zero Waste Scotland / Resource Efficiency Scotland

Specific organisations could be invited to do a "Peer Review" of the School's materials / content on certain issues, to ensure most up to date resources are available for members and the industry as a whole. This process would help the School engage and collaborate with existing organisations, and not be seen as a threat but as a useful route to market / multiplier for partners to use so their voice could be heard by maximum number of relevant companies in Scotland.

*Action: Ian and Andrew to update Appendix on Terms of Reference into a complete listing of main organisations which the School can and should collaborate with in Scotland, to ensure most efficient working and additionality is provided to existing initiatives / structures.*

**7. Events Update and future plans (eg Offsite Briefing Event on 27/2 and Kier/Aberdeenshire Event on 13/3)**

Short reports were given on recent events. The Kier and Aberdeenshire Council event was to run on 13 March. The School would be participating again at Scotland Build, and had also been invited to speak at Education Buildings Scotland 21/22 November in Edinburgh.

NB – Kier and Aberdeenshire Council Sustainability Workshop on 13 March was attended by 66 delegates with speakers from Supply Chain School, Kier, Aberdeenshire Council, Zero Waste Scotland, and Aberdeen Chamber of Commerce.

**8. AOB**

Supply Chain School to support the CSIC with promoting their automation event to be held at end of March (Ben and Andrew to work on this)

Next meeting was agreed as:

14 June 2pm-4pm at Construction Scotland Innovation Centre, Hamilton Technology Park.

*Action: Andrew to send meeting invite*

*Ben to arrange room and tour at end of meeting*