

Date: 19th June 2019

Where: RSSB offices,

Attendees: James York (Costain), Jeremy Sparkes (Galliford Try), Scott Dutton (Hochtief), Karen McWalter (Hochtief), Mark Cassidy (J. Coffey), Warren Edwards (Laing O'Rourke), Andrew Keighley (Murphy Group), Nathalie Ritchie (National Grid), Rossa Donovan (Network Rail), Matt Nichols (Reconomy), Nikolaos Sapounas (Osborne), Graham Arden (Skanska), Rebecca Oxley (Stroma),

Welcome & Introductions:

- Rossa Donovan was introduced to the group as the new representative for Network Rail
- James York was introduced to the group as the new representative for Costain

Outstanding actions:

The group was informed of the current outstanding actions:

- Rosie to send date for the Wellbeing special interest group – **Still to be confirmed**
- Single use plastic to be mapped out at the next infra LG - **Outstanding**
- Sarah Borien to present at the next leadership group meeting on the progress of the client group – Sarah has now left NR – **Helen to update at the meeting**
- School to create a leaflet with benefits of the school for partners – in development to e-mail first draft
- Partners to agree on areas they would like to collaborate on – e.g. marketing comms etc – **outstanding**
- Partners to think how they can tie the school into their internal marketing campaigns – update required at the leadership group
- Rosie to send round the Infrastructure sector marketing campaign – **outstanding**
- Partners to ask internally if they have infrastructure work in wales – update required at the leadership group

New Partners:

The group was informed of the organisations that have recently joined as Partners of the Supply Chain School:



Action:

- Partners to think of any organisations that could potentially be a Partner

Operational update:

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	Scotland	FIR	Entire School (not FIR)
Active companies	684/(2,250)	148/(500)	210/(800)	234/(750)	211/(600)	293/(800)	255/(300)	49/(400)	820/3,200
Supplier days	n/a	0/1	n/a	1/3	1/3	(0/2)0/1	0/1	n/a	2/9
Sub-contractor events	1/7	1/4	1/7	0/3	n/a	(0/2)0/1	(0/4)1/1	n/a	4/20
Learners @ training	106/470	165/480	81/420	143/725	70/525	0/(400)	37/(480)	290	602/3,010
Training Workshops	4/8	2/12	1/8	2/10	1/22	(0/7)0/3	(0/6)1/1	11/35	11/64
Webinars	0/9	0/4	0/5	n/a	n/a	n/a	n/a	0/12	0/18
FIR Ambassadors	--	--	--	--	--	--	--	481/375	--
E-learning downloads	--	--	--	--	--	--	--	--	1,136/4,000
E-learning (new)	n/a	0/1	n/a	n/a	0/7	n/a	n/a	n/a	0/8
Assessments	115/(800)	38/(450)	30/(450)	25/(375)	13/(150) BIM: 3 Mgmt: 22	5/(450)	13	n/a	179/1,500
Re-assessments	74/(400)	5/(250)	19/(300)	12/(174)	3/(50) BIM: 1 Mgmt: 3	0/(300)	6	n/a	102/850
Bronze/Silver/Gold	336/(500)	67/(150)	130/(300)	131/(200)	n/a	n/a	n/a	n/a	438/500

The table above shows the Infrastructure market, current progress against 2019/2020 deliverables. Currently there have been 25 assessments completed, the target is to get 375 assessments completed by March 2020. Assessments and reassessments are a key area of focus this year as the target for the Infrastructure sector regarding assessments has never been met.

Actions:

- Partners to think of how we can increase assessments and reassessments
- Rosie to share Infrastructure's marketing plan with the group, so that Partners can embed the themes into their internal communications.

Event update:

So far, the Infrastructure market has completed one supplier day which took place on the 3rd April 2019 that was focused on and hosted by Kier Highways. The next Infrastructure event will be joint hosted with the Wales market and will focus on carbon. This event will be a breakfast briefing and will take place on the 24th September at Cardiff City stadium.

Infrastructure also has the following supplier days planned:

- Client supplier day – January 2020
- Social Value supplier day - TBC

The table below shows the current workshops that have been completed within Infrastructure so far:

Date	Topic	Partner
24 th April 2019	Modern Slavery	Costain

15th May 2019	Embedding Sustainable Procurement	National Grid
12th June 2019	Social Value	A14
18th June 2019	Embedding Sustainable Procurement	Network Rail

Upcoming workshops include:

Date	Topic	Partner
1st July 2019	Carbon in Infrastructure	Osborne
2nd September 2019	Sustainable Construction	Network Rail
9th October 2019	Modern Slavery	J Murphy & Sons
12th November 2019	Heatmapping	Skanska
TBC	Sustainable Procurement	National Grid

Actions:

- Rosie to send a calendar invite for the 24th September breakfast briefing
- Partners to think of any potential speakers for the 24th September briefing
- Partners to contact Rosie if they would like to host a workshop
- Rosie to circulate School workshop brief document

Plant Category Group:

The Plant category group has agreed to produce an assessment framework which focuses on the life cycle of plant including specifications, operation and maintenance. Recognition such as a badge is to be given once the assessment is completed. The group is also producing materials to support the assessment framework such as guidance notes, training materials and business case materials.

A charter which commits Partners to supporting the pledge to improve air quality through their own plant decisions and their procurement requirements is also something that the group is looking to produce. The aim is for the group to get the materials together, ready for a pledge launch at the end of 2019 beginning of 2020.

Labour Category Group:

The Labour category group is focusing on 9 commitments:

- Right to work
- Modern Slavery & exploitation
- Fair payments
- Accredited Living Wage employer
- FIR/EDI
- Employment skills and training strategy
- Wellbeing – mental and social wellbeing
- Upskilling
- Supply Chain due diligence

In order to implement the 9 commitments, the group is:

- Hosting an external stakeholder workshop on the 8th August 2019 – where stakeholders will test the charter
- Planning a supplier day launch on the 30th October 2019 in order to gain signatories
- Developing Toolbox talks to support the commitments

Once the above has taken place the group will publish their progress against the commitments over the next 12 – 18 months.

Actions:

- Helen to circulate the 'future skills' report to the group
- Rosie/ Helen to inform the group when the Wellbeing SIG is taking place
- Helen to circulate the Plant and Labour group slides with additional content around to the group
- Helen to send an invite for the launch supplier day taking place on the 30th October 2019
- Partners to contact Helen if they would be interested in signing up to the charter
- Partners to contact Helen if they would like to get involved in the plant group or the plant assessment framework

A Partner Perspective: Telford Homes:

Andrew Day, Head of Sustainability provided an overview of how Telford Homes have successfully engaged with the School; key challenges they have faced, lessons learned and benefits they have found from doing so. Key points from the presentation include:

- Telford Homes are a London based developer who joined the School as Partners in 2017
- 30% - 40% of Telford Homes' products are affordable homes
- Andrew explained that first impressions of the School can be overwhelming as there is such a wealth of activity going on. It is crucial to attend a wide range of meetings and events at the outset with a view to getting a broader perspective and understanding the depth of the resources / support available to Partners. Partners should then focus on where to get best value.
- A question to ask, as a new Partner, is "what do we want?" "where is the value for us?" and then work with the School to develop a plan to focus engagement and efforts
- The Offsite Leadership Group has also become an asset for Telford Homes as 14% of their revenue uses modern methods of construction and so they decided to join this group to work on and understand producing a DfMA strategy. Currently only two housebuilders sit on this Group (Lendlease and Telford Homes) and they recommend others to join in the conversation!
- There has been a 5% increase in membership registrations for Telford's priority suppliers in the past 12months, even though it is not currently mandated. This may change, however, Telford recognise that membership of the School does not necessarily mean commercial viability, so this is a balance act that needs to be maintained
- Two key priorities for Telford Homes this year have been Modern Slavery and the use of the School E-Learning portal
- **Modern Slavery:**

- Telford Homes have found that utilising the School's knowledge and resources for hot topics such as MSA has meant there is no need for them to pay for additional work with Stronger Together
- Telford ran 2x MSA workshops for their priority suppliers in 2018, which mean that they were ready to open a dialogue with the London Boroughs when they were approached to do so.
- **E-Learning:**
 - Telford Homes have gone to some lengths to produce a training e-learning matrix – with even the Chief Executive included! This maps out all job roles within Telford Homes, and maps out which e-learning is relevant
 - Training profiles have been created for each member of the team dependent on their job role with approx. 8 modules recommended for completion over 2yrs.
 - This was launched via the School's Docebo e-learning platform in December 2018 and 5% of people have already undertaken training
 - Feedback on the modules will be passed across to the School for consideration and implementation to ensure a continuous cycle of quality and improvement for all
- Telford believe that advocacy is important, and all Partners can play a role in promoting the School and getting new Partner onboard through existing relationships, such as Crest Nicholson and social housing providers
- Overall, Telford Homes believe that the School is a "critical friend" and are looking to increase their engagement, both in terms of focussed workshops and one to one support in 2019

Embedding the School into Partner organisations and monitoring success:

The group was split into four groups and was asked to think of the challenges and opportunities of four key areas of the Partner Maturity Matrix:

- Supply Chain School engagement
- Internal use
- Collaboration with the School
- Advocacy

Following the discussions, the group produced the following challenges and opportunities:

Internal Use:

Challenges:

- Staff finding the time to complete resources e.g. e-learning
- Getting buy in at director level
- Size of the organisation
- Making the training relevant to the organisation
- Awaiting new school platform for staff engagement

Opportunities:

- Developing training plans and matrixes according to job role
- Analysis of existing supply chain
- Alignment to broader training – CIPS

- Website re-launch – new functionality
- Massive amounts of information for all management levels
- Free and easy way to upskill internal staff

Supply Chain engagement

Challenges:

- Time
- Resources
- Understanding organisations objectives
- Buy in from wider business

Opportunities:

- New website to re-engage
- Common messaging to suppliers
- Upskilling the supply chain
- Transfer of skills
- Involvement in education streams
- Major infrastructure projects

Collaboration with the School:

Challenges:

- SCSS resources – lack of people resource for Partner events
- Internal communications
- Compliance – clients are already a partner

Opportunities:

- Widening employee engagement with the school
- Collaboration in hosting events
- Selling the value/business case for involvement
- Links to other initiatives / organisations
- Increase the voice of the School

Advocacy:

Challenges:

- Perception of construction
- Skill base of supply chain
- Tools and documents to support Partners selling the School to their supply chains

Opportunities:

- Use of mature partner experience to communicate internally and help with challenges for other partners

Action:

- Matrix to be created for each Partner so that they can see where they currently are and where they would like to be.

Climate emergency – School response

The School is creating a special interest group which is focusing on climate change and carbon. This is due to the following:

- 34% of our members declared they have reduced carbon emissions over last year
- 58% of these agree the School has helped them to achieve this
- Large contractors and clients are starting to understand their Scope 3 supply chain emissions
- Parliament has declared a “climate change emergency” and has committed to net zero emissions by 2050

The group will be conducting a carbon campaign which will involve a commitment to carbon reduction, workshops & webinars on carbon, new carbon focused resources and building a carbon ambassador network.

Action:

- Partners to contact Helen if they would like to get involved in this special interest group

Infrastructure Group – the next generation:

After the previous leadership group, a survey was created which focused on what’s next for the Infrastructure leadership group. The survey had 18 responses with the main findings showing:

- There is no need to have an operation update at the leadership group meetings
- A main area of interest for the leadership group meetings in best practice sharing
- The group should be divided into subgroups e.g. rail, highways

During the meeting the group explained their thoughts on the main findings. One suggestion was for the School to ask the clients in the client group what the main issues or areas of focus are for them. Once this information is retrieved each Infrastructure group can be dedicated to one of these topic areas.

There was also a discussion of the pros and cons of the group being divided into smaller groups. It was suggested that an overarching Infrastructure group could still exist, and meetings could take place 3 times a year rather than 5 and the smaller group meetings could then still take place. Discussions included that rather than the groups be divided by sectors they should be divided by topic areas e.g. a project.

The next generation of the Infrastructure leadership group is still to be decided.

Actions:

- Helen to speak to clients to get themes for the next three leadership group meetings
- The next Infrastructure leadership group to be focuses on National Grid’s targets

AOB:

- Group to share any goals that they have around social, economic aspects with Nathalie Ritchie from National Grid.