

Construction Leadership Group Meeting
 Thursday 17th September 2020

Date: Thursday 17th September 2020

Attendees: Steve Watson (*Willmott Dixon*), Leila Du Toit (*Canary Wharf Contractors*), Sarah Chatfield (*Osborne*), Iain Casson (*Kier*), Janet Hector (*McGinley Group*), Christopher Davies (*HE Simm*), Emma Ward (*VolkerWessels*), Emma-Jane Allen, Imogen Player and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Michael Bootman (*HE Simm*), Simon Stone (*Galliford Try*), Simon Richards (*Sir Robert McAlpine*), Andrew Rainbow and Mark Fox (*Bouygues UK*), Emer Murnaghan (*Graham*), Tamsin Rusi (*Balfour Beatty*)

[Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.](#)

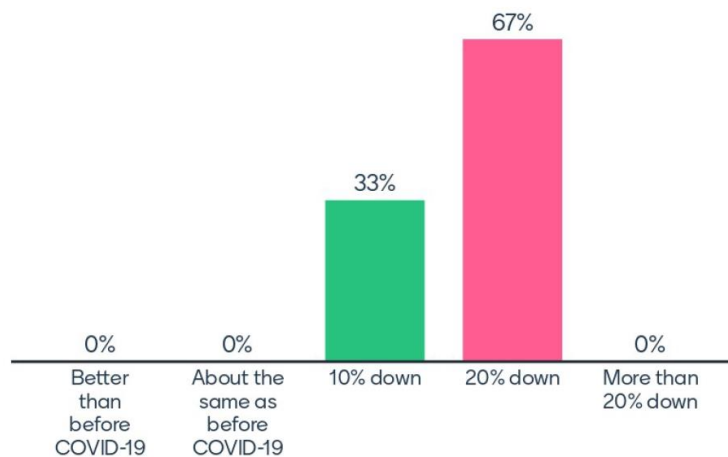
Meeting notes

1. Welcome & introductions

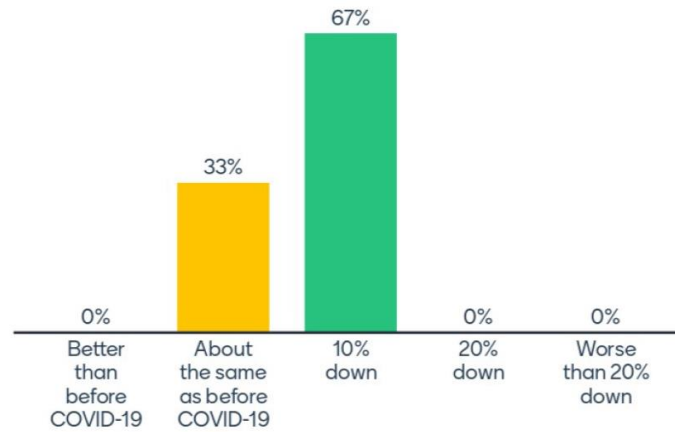
Janet Hector, CSR Manager was welcomed to the group as the new representative for McGinley Group. Christopher Davies was introduced to the group as a representative for HE Simm.

The group discussed sustainability priorities and key topics highlighted were carbon (net zero and embodied carbon), as well as social sustainability (social value, wellbeing), the importance of which has become more apparent through COVID-19. Screenshots from the polls below:

How is business for you now?



Looking forward, where do you see your business in 12 months' time?



Has your organisation's approach to sustainability changed in light of COVID-19, and if so how?

| | | |
|---|--|--|
| Yes much more flexible working | Brought the need / buy in to reduce waste a lot more | Top down leadership more apparent now in terms of sustainability |
| Yes, remote working is a proven norm but also that innovation is critical | No we are pressing ahead and being ambitious. However feels like things have been parked for the last 6 months | Reduction in carbon due to less travel |
| Generally it has as been parked, hoping to pick up again soon | More drive for sustainable development | Whether by coincidence or not our leadership has realised that sustainability is business critical |

Has your organisation's approach to sustainability changed in light of COVID-19, and if so how?

| | | |
|---|--------|---------------------|
| Challenging when sustainability 'costs' due to tightening of purses | Carbon | Designing out waste |
| Whole life cycle | | |

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2. Agree minutes of last meeting and review actions

The previous meetings minutes were agreed, and an update was provided on progress on actions in the actions log. **For full details please review the updated action log.** Key points were:

- Partners should share their updated priority supplier lists with Sophie to upload on to their partner dashboards. This will enable partners to be able to monitor and encourage engagement and improvement over time.
- Each Partner can benefit from 5 workshops per year (for supply chain or colleagues) and they can all be run virtually.
- Partners encouraged to introduce their marketing/comms contact to Emily McBride, Marketing Manager at the School.
- The School can run workshops for partner organisations on how to get maximum value from partnership or join meetings to help highlight the value of the School with internal stakeholders.
- HE Simm are finalising case studies in the midlands and will share with the School.
- In line with the Construction business plan, the School is looking for Partners to share experiences on supply chain engagement and internal stakeholder engagement at upcoming leadership group meetings or webinars. This will help all Partners to make the most out of the School.

ACTIONS:

- **Partners** to share updated priority suppliers lists with SC to upload to their School dashboards (*Ongoing*)
- **Partners** to contact SC to run workshops for internal staff or the supply chain (*Ongoing*)
- **Partners** to contact EJ if they are willing to speak at a leadership group meeting or virtual event about their involvement with the School; challenges, benefits etc (*Ongoing*)
- **HE Simm** to introduce Kevin Morrissey, North West Chair for BEA to the School (*November*)
- **HE Simm** to share case study in the midlands with the School (*November*)

3. Operations update

EJ Allen announced that 11 new partners have joined the School since 1 April 2020, and there are now 105 Partners collaborating on the School.

EJ outlined the new resources added to the School's resource library since 1 April 2020. Partners are encouraged to share any case studies from their supply chain to be added a resource on the School.

Sophie Coyle outlined the website and virtual training statistics from the period 1 June – 31 August 2020. The key points were:

- When comparing the period April – August 2020 to the same timeframe in 2019, resource views and e-learning views have both increased by over 80%. The School can engage and upskill more people when it is done virtually (+89% increase in no. of training sessions compared to last year). Largely attributable to the launch of the new website and clear to see there is an appetite to learn.
- The most accessed resources include video and e-learning content. Popular topics are sustainable procurement, social value and modern slavery. The School signpost to suggested resources after virtual training, so popular resources often reflect what training has taken place.
- The impact of the School's new learning pathways is clear through the most popular resources; the most viewed resource comes from a learning pathway set up by a Partner.

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- Individual assessments for this financial year have increased, demonstrating a clear intention to learn. Whilst company assessments are down, likely due to competing priorities and furloughed staff, individuals assessing ultimately helps to develop the competence and skills of the company as a whole.
- The School has responded to the demand for more virtual training on 'hot topics' such as wellbeing and race and culture, as well as on the key priorities for Partners, such as carbon, waste and social value. The virtual training programme is steered by School partners – if there is a topic Partners would like the School to cover let Sophie know.
- Learning through the School in June-August 2020 is down compared to Q1 but at a similar level to pre COVID-19 (February 2020)
- Confirmation that workshops are limited to 20-25 participants to enable interactivity.
- Partners suggested the following topics for upcoming virtual training: Digital poverty and implications of Brexit.

EJ Allen provided an update on the progress on KPI's for 2020/2021. Key points were:

- Developing 20 carbon ambassadors in the construction supply chain has been put on hold due to competing priorities with COVID-19, and the delayed progress with the carbon reporting through the Climate Action Group.
- School Operations Group to reflect on the criteria for the current badging system; Bronze Silver and Gold. At present it is based on company assessments and resources accessed but does not consider individual assessments or learning pathways. What are the activities that the Partners want their supply chain to do through the School? The Partner led Operations Group will begin these discussions and consult leadership groups in due course.

ACTIONS:

- **Partners** to share case studies from their supply chains to be uploaded as a resource on the library with Sophie (*Ongoing*)
 - **School** to mention the topic of digital poverty to the Digital group (*November*)
 - **School** to recommend an upcoming event on Brexit with HE Simm (*November*)
- 4. Progress update: Waste group (Material Exchange Platform mapping & findings from the plastics packaging survey) and 'Offsite for Everyone'**

Imogen Player, Consultant Researcher at Action Sustainability provided an update on the 'Offsite for Everyone' materials developed by the School. Key points were:

- The School will launch a new suite of materials to guide the construction industry in its adoption of offsite construction and Modern Methods of Construction (MMC) on 20th October. You can register of the Industry launch event: Offsite for Everyone [here](#). There are also a range of taster workshops as part of the event.
- The materials include 7 workshops, including job specific workshops, 27 videos and case studies and 21 e-learning modules.

Imogen provided an update from the School's waste and resource efficiency group. Key points were:

- The School has launched its free [Materials Exchange Platform Map \(MEP Map\)](#). The mapping tool provides contractors and their suppliers with a central database of local MEP projects aiming to find a home for unused construction materials.
- The MEP Map was developed through a collaboration of the School's industry Partners and is a simple yet effective way of finding a home for unused materials. Partners involved in the development include BAM, Canary Wharf Contractors, Reconomy, Kier and John Sisk & Co.

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- The MEP mapping tool gives access to a network of Materials Exchange Platforms nationally, allowing the user to compare those in their local or regional areas.
- As well as saving disposal costs, and potentially generating income, the tool aids local businesses and smaller contractors, by offering them access to quality materials at a lower cost, or even free.
- The MEP Map performs the crucial task of connecting those with excess materials and products to those who can make good use of them, therefore reducing the volume of waste we send to landfill.
- Since its launch on 1st September, the map has been viewed 697 times, making it the most viewed resource on the School in this period and highlighting industry need for the tool.
- The group agreed that the map would be of huge benefit to Partners and their supply chains.
- The School review all the MEP's to ensure they are suitable prior to uploading them to the map.
- The group ran a plastic packaging survey to establish a baseline for plastics packaging waste to help inform future activities. It received 101 responses, and detailed results are available in the slides.
- The group are now undertaking a packaging data collection trial with three major housebuilders and Zero Waste Scotland to gain detailed understanding of packaging flows from major suppliers.

ACTIONS:

- **Partners** to share any updates – new platforms or updated information - to the MEP map with Imogen@actionsustainability.com (*Ongoing*)
- **Partners** to raise awareness of the MEP map amongst colleagues and supply chain (*Ongoing*)

5. Developing learning pathways for the construction supply chain

EJ Allen introduced the School's new learning pathway feature, a tool for Partners and members to embed sustainability learning within their organisations and supply chain. There are three types of pathway; Priority Supplier (Partner only), Individual and Self-enrol.

Key features of the pathways include:

- The ability to pick a specific curriculum of activities and set completion route, such as mandatory resources and due dates
- An option to create bespoke "badges" to be received on completion
- Resources accessed via a learning pathway count towards a company's membership level with the School
- Downloadable reports for all pathways
- Partners can upload their own content for inclusion in a pathway
- If a supplier is asked to complete a learning pathway by one partner, and then requested to complete the same learning resource by another partner, the system will immediately recognise that the resource has already been completed, and will appear as completed

For more information on learning pathways, click [here](#).

The School has already set up one 'self-enrol' pathway, called 'Sustainability: An introduction', comprised of 17 introductory videos on the key topics in the School and a quiz to test learning. This is now available for members to 'self-enrol' in and complete. Members can enrol through their dashboards here. This could be used as part of an induction pack, for graduate recruits etc.

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Developing learning pathways for the construction supply chain (focusing in on specific topics) could help the School in its quest for a common and consistent message to the supply chain. The group were asked to consider:

- What self-enrol learning pathways should we develop?
- Who would they be for?

The group raised the following points:

- JH (*McGinley*) suggested a learning pathway for internal colleagues on modern slavery would be a good starting point
- LD (*Canary Wharf Contractors*) suggested a pathway to complement new employee inductions
- IC (*Kier*) A big challenge is assessing individual's competency. Learning pathways would help demonstrate the competency of each individual from a sub-contractor.
- Other key topics suggested by Partners for potential learning pathways were carbon, offsite, procurement, mental health and wellbeing.
- Kier (waste), HE Simm (procurement) and Willmott Dixon all offered to help peer review self-enrol pathways set up by the School.

ACTIONS:

- **School** to continue developing self-enrol learning pathways on key topics and share them with Partners for feedback before the next Homes leadership group meeting review (*October*)
- **Partners** to watch the [webinar demo](#) on how they can make use of learning pathways
- **Partners** to contact EJ if they are willing to peer review the proposed learning pathways or be involved in a separate working group to develop for the Homes sector (*ASAP*)
- **Kier, HE Simm and Willmott Dixon** offered to peer review the pathways created. EJ to follow up with next steps (*November*)

6. AOB & date of next meeting

The group agreed that leadership group meetings should remain at 2 hours and if there is a return to having face to face meetings, a mixture of face to face and virtual would be a preference.

Date of next meeting: **Leadership group business planning for 2020-2021 workshop**, 12 November 2020, 10.30am – 12.30pm, as a virtual meeting on Teams.

EJ will circulate a briefing paper that partners can use to gain feedback from colleagues in relation to priorities for the business plan for 2020-2021.

It is important that partners come to the next meeting with an understanding of what their business would like to get from the School in 2020-2021 and feed their ideas/priorities into the interactive workshop