

## Construction Leadership Group Meeting

Thursday 12<sup>th</sup> November 2020

**Date:** Thursday 12<sup>th</sup> November 2020

**Attendees:** Steve Watson (*Willmott Dixon*), Leila Du Toit (*Canary Wharf Contractors*), Sarah Chatfield and Kirsty Dunne (*Osborne*), Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*), Tony Vozniak (*Ardent Hire*), Michael Bootman (*HE Simm*), Adam Nicholson, Naomi Warr, Steve Button and Sally Fraser (*McLaren*), Andy Fulterer (*Lendlease*), Jesse Putzel (*BAM*), Eric Kiernan (*John Sisk & Son*), Jennie Porter (*Carmichael UK*), Natalie Wilkinson (*NG Bailey*), Trevor Harlock (*VINCI*), Simon Stone (*Galliford Try*), Simon Richards (*Sir Robert McAlpine*), Mark Worrall (*Lean Construction International*), Mark Fox (*Bouygues UK*), Emma-Jane Allen, Ian Heptonstall, Robyn Conway and Sophie Coyle (*Supply Chain Sustainability School*)

**Apologies:** Andrew Rainbow (*Bouygues UK*), Emer Murnaghan (*GRAHAM*), Adam Ritchie (*Morson*), Patrick Guest (*Arnold Laver*), James Langstraat (*HS2*), 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**

Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*), Mark Worrall (*Lean Construction International*) and Tony Vozniak (*Ardent Hire*) were welcomed to the group as new Partners.

Adam Nicholson, Naomi Warr, Steve Button and Sally Fraser (*McLaren*) and Eric Kiernan (*John Sisk & Son*) were welcomed as new representatives on the Construction group.

#### **2. Performance to date & reflecting on priorities**

Ian Heptonstall outlined the financial implications of COVID-19. There has been nearly a 30% reduction in funding this year due to loss of CITB funding and slight reduction in Partner income. The School anticipates a 10% reduction for next year due to reduced CITB funding. Despite this, the School has delivered 75% more learning this year.

Online training delivery has increased the amount of training delivered, the number of learners training, as well as online resource views.

Ian Heptonstall outlined progress to date on the key performance indicators for 2020/21:

- Currently on track to deliver all KPI's set by the Construction group for 2020/21.
- The School has not yet delivered the carbon ambassadors in this year's KPI's due to reduction in budget / resources. Once the FIR Ambassador programme has been rolled out and web-enabled, the carbon ambassadors can be the next focus.

The group were asked to reflect on the work of the School and rank their sustainability priorities for next year. The results of the polls are in the circulated document, with the top 5 in priority ordering: Energy and carbon, sustainable procurement, waste and resource efficiency, materials and sustainability strategy.

#### **3. Business planning workshop**

The group were split into breakouts to discuss 4 'thinking hats' on:

1. Current activities
2. Opportunities
3. Threats

4. Creativity

The outcomes were as follows:

# 1. OUR CURRENT ACTIVITIES



Consider the current activities undertaken by the School.

MoSCoW Analysis: What should we do more of, the same of, stop doing

See progress against KPIs so far this year →



# 2. OPPORTUNITIES?



What are the opportunities for the School to better address sustainability issues in the supply chain?

See impact survey results from 2019 →

Challenges	Who do we need to engage / upskill to address this challenge?	What do the supply chain need to respond to this challenge?
Net zero carbon by 2050 Address it now 2030 please	Designers - design out embodied carbon Educate - what we mean by Carbon and the scopes What do different roles need to know to reduce Carbon Client needs to be on board - design-stage intervention	Understand how to report Finished product related to carbon - this is how you do xyz. Standardised reporting? Measurement of embodied carbon Measurement and target setting of scope 3 supplier carbon
Waste, resource efficiency, circular economy	Fit out waste	Quality - getting it right first time Best-practice sharing across all challenges Early Engagement guidance Focus on big hitters collaboratively e.g. concrete
Biodiversity Net Gain	Engage designers Engage 'outdoor' trades	
Social Value	clients to understand what they're asking of their supply chain around social value Engage clients	Help target setting re social value
Employment (Unemployment & wellbeing) Effect of BREXIT on everything Supply chain mapping	Vinci - idea of Wellbeing Champions Bouygues - need to create departmental specific action plan	Provide tools to allow suppliers to measure staff wellbeing Focus on Brexit impacts

### 3. THREATS?



What difficulties or threats do you see for the School?

What's not working well?	What may we want to do differently?	External (sustainability) threats?
<p>Structure of the website ❌</p> <p>Too much on the School ❌</p>	<p>How to delve further down the tiers of the Supply Chain ✓</p> <p>Update partner offering - 5 workshops +</p> <p>More automated functionalities</p> <p>Topics and principles are covered well, but guidance on implementation within your business can be improved ❌</p> <p>Add learning outcomes for resources</p> <p>Develop Partner School Champions</p> <p>Engage with different people within Partner organisations (HR, L&amp;D?) - make sure we're talking to the right people ✓</p> <p>Quantity of resources - how can they be structured better?</p> <p>Using knowledge and experience to influence Clients, Designers and Government</p> <p>Focus on solutions/answers rather than tools to support ✓</p> <p>Toolkit for those champions</p> <p>Push the assessment ✓</p> <p>Bring the learning pathways to the fore</p> <p>More concise communication</p>	<p>Reduced funding</p> <p>Continued COVID</p> <p>BREXIT</p> <p>Rapidly evolving sector and staying ahead of the curve and relevant</p> <p>Maintaining resources - making sure they are up to date and relevant as regulations change ✓</p> <p>Financial pressures on companies. School need to make sure they show the benefit otherwise funding / membership will reduce.</p> <p>Resource - having the people to engage with School</p>

### 4. CREATIVITY



What could the School do that is new?  
What will take us to that 'perfect 10'?

Subject Matter	Target Audience	Accreditation	New knowledge
Leadership	Geographic reach	Partners	Funding
<p>Guidance on changes in CE markings and the effects on const. sector</p> <p>Guidance on COVID policy for the supply chain ❌</p> <p>More on broader health agenda/wellbeing outside COVID</p> <p>School partners to agree specific learning pathways</p> <p>PPE procurement &amp; COVID guidance ❌</p> <p>Use construction line and CLC</p> <p>Business Resilience &amp; Adaptability within ✓</p> <p>Climate change adaptation - update current module</p>	<p>SME leadership group - members focus group. Develop champions ✓</p> <p>Getting clients /architects bought in - whole value chain ✓</p> <p>Link to Intro to Sustainability LP</p> <p>SME sustainability strategy</p>	<p>Can the school help facilitate a combined definition on the elements of sustainability for the Principle Contractors - So when were asking the supply chain for info - were all talking and asking the same thing. ✓</p>	<p>Universities - suitors to the industry - new target and potential funding stream</p> <p>Funding: R&amp;D tax credits ❌</p> <p>Keeping informed on Innovation happening in the industry</p> <p>Up to date news section - on new policy (for SME's)</p> <p>How can SME's access green funding? ✓</p>

The full Mural has been circulated with these notes.

Following feedback from the group, the actions below were agreed as priorities to take forward in the business planning process. They are listed in priority order.

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Each Partner voted on their top 10 priorities from the emerging actions - total votes are in the total Partner vote column:

1	Keep e-learning updated as policy changes etc, but also have budget available for development of new learning /resources as new hot topics / issues arise	13
2	Collaborate to cut carbon / embodied carbon	13
3	Engage more clients and designers	12
4	Develop more tangible outputs	11
5	Focus efforts on driving priority suppliers to do more, with leadership from clients / main contractors	10
6	School to help facilitate collaboration amongst its partners to drive a more standardised approaches to sustainability / reporting / guidance	10
7	Focus efforts on upskilling the entire value chain (including clients) on social value, particularly monetisation, and raise awareness of existing SCSS resources	10
8	Make website more intuitive – less is more. Direct organisations straight to top 3 subjects and recommended resources for hot topics	10
9	Develop SME leadership group	9
10	Continue with the Waste group - including packaging waste	8
11	Continue with virtual meetings / training activities	8
12	Engage and upskill potential new entrants (School, universities)	8
13	Continue to drive, measure and report impact	8
14	Engage key influencers / stakeholders from Partner organisations in the School e.g. L&D, HR, Design, Commercial – not just procurement and sustainability	7
15	Continue to focus efforts on wellbeing	5
16	Provide tools to help companies measure staff wellbeing	4
17	Biodiversity - engage designers & outdoor trades (groundworkers, landscaping, roofing) with specific advice	1
18	Continue to develop Partner value / business case	1
19	Engage fit-out companies on waste	0

**Next steps and actions:**

- **School** to share the key priorities with the board on 24<sup>th</sup> November
- **School** to share the board's feedback with the group in early December
- **School** to consult Partners by email/phone in Dec/Jan and develop KPIs and programme of activity for next year

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**Partners to:**

- Provide feedback/steer to EJ/the Construction group as the business plan develops, with a view to agreeing a draft business plan at the LG meeting on 19<sup>th</sup> Jan ready to submit to the board (board meeting 29<sup>th</sup> Jan).

**4. AOB & date of next meeting**

The next Construction group meeting is on 19<sup>th</sup> January 2021, 10.30am – 12.30pm, as a virtual meeting on Teams or Zoom. At this meeting, the group will agree the draft business plan.

The School are finalists in the Supply Chain Excellence category in the Construction News Awards. You can register to join the live event [here](#).