

Construction Leadership Group Meeting
 Tuesday 19th January 2021

Date: Tuesday 19th January 2021

Attendees: Steve Watson (*Willmott Dixon*), Leila Du Toit (*Canary Wharf Contractors*), Sarah Chatfield (*Osborne*), Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*), Tony Vozniak (*Ardent Hire*), Tamsin Rusi, Katherine Rusack and Olivia Phillips (*Balfour Beatty*), Dermot McDermott (*Kilnbridge*), Wazed Khan and Ben Williams (*Onsite Support*), Eugene Meehan (*O’Neill & Brennan*), Matt Nichols (*Reconomy*), Amar Sandhawalia (*Fortel*), Michael Bootman (*HE Simm*), Andy Fulterer (*Lendlease*), Jesse Putzel (*BAM*), Eric Kiernan (*John Sisk & Son*), Iain Casson (*Kier*), Trevor Harlock (*VINCI*), Nick Peate (*Recycling Lives*), Steve Button (*McLaren*), Emma-Jane Allen, Helen Carter and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Sally Fraser (*McLaren*), Simon Stone (*Galliford Try*), Simon Richards (*Sir Robert McAlpine*) and Cara Palmer (*Wates*)

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

Meeting notes

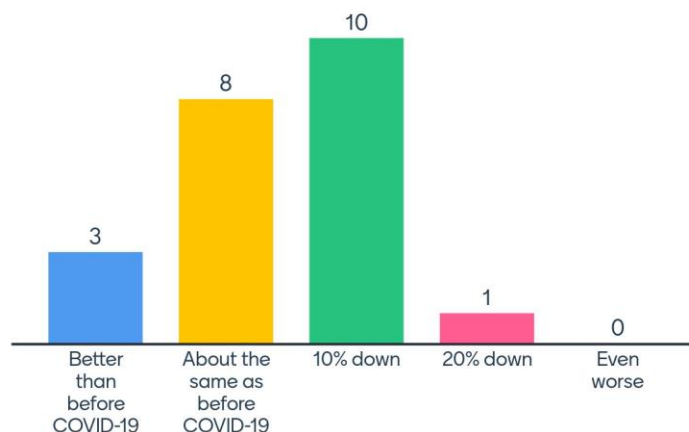
1. Welcome & introductions

Ben Williams, Service Innovation Lead and Wazed Khan, Category Manager (*Onsite Support*) were welcomed to the group as new Partners.

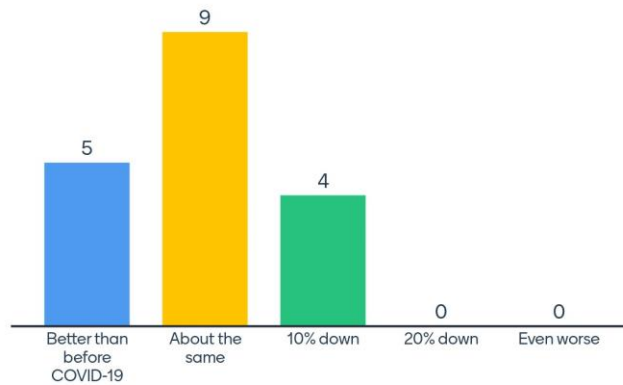
Olivia Phillips, Environmental Specialist and Tamsin Rusi, Supply Chain Administrator (*Balfour Beatty*) and Nick Peate, Business Development Manager (*Recycling Lives*) were welcomed as new representatives on the Construction group.

The group were asked to reflect on the impacts to their business of COVID-19. The results of the polls are below:

How is business for you now?



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



2. Performance through Procurement – opportunities for the construction supply chain

Helen Carter outlined the School's new Performance through Procurement workstream. Key points were:

- Funded by CITB to deliver mainstream procurement training, it looks at how procurement in construction affects outcomes, and how effective procurement improves overall productivity and performance. Initially a 3-year programme of funding was secured, but this was withdrawn by CITB in summer due to COVID, but likely to be reinstated. The School has continued to work on the project throughout this period.
- The project aims to upskill all those involved in the different stages of the procurement process, from specification through to contract management.
- The School has developed 8 new e-learning modules from beginner level to advanced. Topics include cost and value, supplier relationship management, performance management and collaborative procurement (the latter developed with input from Anglian Water and Highways England). Modules have been developed with Kings College London, CIPS (Chartered Institute of Procurement and Supply), the Institute of Collaborative Working and School Partners. These will be launched at an event in March.
- A Procurement Maturity Matrix, online self-assessment and new knowledge library is also being developed.
- Future work includes expanding the scope of the sustainability performance tool (the carbon element of this tool is used by the Carbon Action Group) to add procurement and consultancy support into specific projects to demonstrate the value of improved procurement. These projects will be badged as 'exemplar' projects and there will be opportunities for partners to engage.
- This has been led by a steering group alongside working groups for e-learning, maturity matrix and tool. There is an opportunity for Partners to be involved in these groups.
- Implementing sustainability principles into every procurement decision is key for Partners.
- Partners requested to see modules prior to March launch.

ACTIONS:

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- **School** to send draft Procurement modules to Partners (*ASAP*)
- **Partners** to contact Helen Carter (helen@actionsustainability.com) if they would like to find out more or join the steering/working groups on Performance through Procurement project (*Ongoing*)

3. Review and agree construction business plan

EJ Allen outlined the business planning timeline and 2021/22 budget (see final slide deck for reference). The key priorities for 2021-22 were agreed as:

1. Drive & capture impact in the supply chain:

- Common learning pathways are key as a 'standard' for suppliers from their clients – they offer an opportunity to drive a more common and consistent message to the supply chain. Partners acknowledged they could do a lot more to encourage collaboration with the supply chain now that the key tools are available through the partner dashboard.
- Getting companies active on the School is key; the focus isn't on getting companies to register with the School, but to become increasingly active, and use the School as a tool to continually develop their sustainability competence.
- The drive to engage with the School must focus on the opportunity to save costs, increase efficiencies and become more competitive.
- Membership levels (bronze/silver/gold) are still key for SME's but may not be the most effective way to engage for those large supplier organisations who will have their own large sustainability teams.
- The number of bronze/silver/gold members is lower than active companies as people are not completing the sustainability assessment. To be an active company on the School individuals within that company must have accessed at least one resource in the last 12 months. Bronze, silver, gold levels require completion of a company maturity assessment every 12 months.

KPI's:

- **Active members** (the number of unique companies to access resources and training between 1st April 2021 - 31st March 2022). Agreed target of 2,860 which represents a 10% increase on this year's target. This assumes that the COVID situation improves throughout the year. Some partners talked about their plans to engage their supply chains in the coming months and to encourage them to get more active.
- What should the KPI target be for the number of unique companies in the construction sector to reach bronze/silver/gold? What ambition do individual partners have for their own supply chains? The School can help encourage more active engagement, but clear steer from partners to their own supply chains will have a significantly higher impact. Partners to share their views with EJ.
- Should there be a KPI around the number of individuals learning within those companies e.g. 2,860 made of X number of individuals? Agreed to email EJ with comments.
- What should the KPI target be for the number of suppliers engaging in learning pathways? What are the partners' own ambitions for their supply chains on this? Agreed to email EJ prior to 25th Jan with comments.
- The group agreed sector specific learning pathways for job roles or topics is a key priority for this year. This would provide a more common and consistent message to the supply chain. The School could develop these learning pathways, with a small group of Partners acting as peer reviewers. Agreed to email EJ prior to 25th Jan with suggestions on trades or roles to focus learning pathways on, in addition to groundworkers.

2. Collaborate through 'performance through procurement' to improve procurement approaches across the construction supply chain
3. Collaborate to cut carbon

KPI's:

- What should be the target number of construction suppliers reporting their emissions through the carbon reporting tool as part of the Climate Action Group? How many of your supply chain would you expect to report data? Agreed to email EJ prior to 25th Jan with comments.
4. **Engage more clients and designers.**
 - Securing clients as Partners is a tough sell. The aim is to continue to engage clients and encourage them to join the School and speak at School events. This would result in more clients becoming advocates of the School, and recognising its potential, as well as helping to educate / upskill them on issues such as social value, carbon etc. Clients often set targets for projects, without fully understanding the implications of what they are asking for.
 - BAM have succeeded in securing client partners to speak at Business Bytes this year – Sheffield City Council and Argent.
 - Designers (along with specifiers, architects and consultancies) play a crucial role in delivering sustainable projects. If sustainability is not considered at the design stage, it's impossible to deliver sustainable outcomes.
 - Partners to continue to encourage their clients and designers to engage in the School / speak at school training.
 - Partners to consider if any of their clients should be approached as potential Partners.
 5. **Maximise Partner value and engagement with the School.**

KPI's:

- 100% of Partners must be active in a category group or Special Interest Group. This is a minimal commitment and will increase Partner Value. Those partners who get the most monetised value from the School (as a % of what they pay in partner fees) are those who are actively engaged in multiple groups.

Upcoming virtual training:

- The School will run a programme of cross-sector virtual training on key themes such as carbon, waste, social value, wellbeing etc in 2021/22.
- In addition to those already suggested, Partners to suggest any construction specific training themes for Business Bytes and Lunch n Learns to the School. The School training calendar is led by our Partners, so any suggestions of themes or suggested speakers would be welcomed.

ACTIONS:

- **Partners** to suggest any specific training themes or topics for virtual training that are specific to the construction sector to the School (*Ongoing*)
- **Partners** to send suggestions of speakers for training to the School (client, contractor, case study, subject matter expert) (*Ongoing*)
- **Partners** to suggest target client Partners to the School (*Ongoing*)
- **Partners** to email EJ on views around targets for completions of learning pathways by 25th Jan (*Complete*)

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- **Partners** to email EJ on suggested topics, trade or roles to target for construction led learning pathways by 25th Jan (*Complete*)
- **Partners** to email EJ on views related to targets for the number of unique companies to reach bronze/silver/gold level in the construction sector by 25th Jan (*Complete*)

4. AOB & date of next meeting

The next Construction group meeting is on 22 April 2021, 10.30am – 12.30pm, as a virtual meeting on Teams.

The School is **launching the output from the Wellbeing Special Interest Group on 10th February**, with speakers from WGBC, UKGBC, Grosvenor, Airlite and SI partnership. Register to join [here](#).

The School has recently launched a **new Partner Pack**, a private “Partner-only” section of our website with a variety of tools to support the engagement of your employees and supply chain. This includes ‘how to’ videos, suggested email copy, logos etc. You can access this [here](#) – enter the password **SCSS_Partner** once and you won’t need to again.