

Construction Leadership Group Meeting

Thursday 30th September 2021

Date: Thursday 30th September 2021

Attendees: Steve Watson (*Willmott Dixon*), Sarah Chatfield (*Osborne*), Damien Lynes (*Onsite Support*), Eric Kiernan (*John Sisk*, (*Environment Agency*), Tony Vozniak (*Ardent Hire*), Simon Stone (*Galliford Try*), Iain Casson (*Kier*), Sarah Ross (*Advante*), Alex Rawson (*Saint Gobain*), Naomi Warr and Brody Isaac (*McClaren*), Sarah Coughlan (*Social Value Portal*), Trevor Harlock (*VINCI*), Nick Peate (*Recycling Lives*), Natalie Wilkinson (*NG Bailey*), Warren Edwards (*Laing O'Rourke*), Jesse Putzel (*BAM*), Danny Riley (*Speedy Services*), Emma-Jane Allen and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Gina Ciotaki (*Wates*), Richard Baker (*Tilbury Douglas*) and Stuart Allen (*Environment Agency*)

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

Sarah Coughlan was introduced to the group as a representative of new Partner Social Value Portal.

2. Engaging internal stakeholders and the supply chain in the School

The group took part in a workshop, asked to consider challenges and successes from their organisation's perspective on both engaging internal colleagues in the School, and engaging their supply chain in the School. See attached Jamboard for detailed information.

Engaging internal stakeholders:

Lessons learnt/successes:

- Having multiple contacts within a Partner organisation to build relationships with School contacts is useful and helps to drive engagement and value. Developing champions within a partner organisation has been particularly successful and helps to sell the benefits to others. A collaborative approach with key stakeholders from across the business involved in the various groups also works well.
- Engaging in the School requires consistent communication and common messaging to maintain momentum.
- Company assessment has limitations as it only takes one view from within a company into consideration.
- There is greater awareness of the School and what it does in the industry. There are lots of opportunities to progress as sustainability rises on the agenda, particularly in the younger generation.
- Including School modules in new starters inductions ensures they are engaged from the beginning.
- Ensuring engagement of L&D colleagues is important in driving use of the School.

What can the School to do help:

- The platform can be difficult to navigate. The School should continue to improve useability of the system. Partners should contact Sophie with specific examples of improvements, developments and areas that are not user friendly. The School team can add suggestions to the development 'wishlist'. If multiple Partners suggest similar things, development can be prioritised and built into future budgets.
- Conflict with internal learning systems is a challenge but the API in development will improve this.

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- A significant number of marketing emails are sent to Partners, which should be condensed. The School have reduced their email content significantly to: 1x weekly Training Alert and 1x monthly newsletter. Partners also receive a monthly newsletter with specific Partner related content.

Engaging the supply chain:

Lessons learnt/successes:

- Key challenge for everyone in the sector and supply chain is time and resource. Some still see the School and sustainability as an extra and not their priority. It needs to be positioned to add value to someone's job. The School need to reflect this in marketing / comms.
- Hard to engage larger subcontractors who are working on different sustainability initiatives.
- Using KPI's to drive engagement with supply chain and the dashboard figures to encourage them to do more works well.
- Prioritisation is key, so learning pathways are a good way to engage the supply chain.
- Offering awards for more engaged suppliers or featuring the School in supply chain newsletters are both successful ways to increase supply chain engagement.

What can the School to do help:

- Better comms to ensure the supply chain are aware of the resource and that it is funded by their clients, so free for them to access.
- Develop more trade specific learning pathways to focus learning.
- Facilitate more collaboration between main contractors to ensure message to the supply chain is aligned.

ACTIONS:

Partners to:

- Share feedback on the platform and any potential improvements/developments to Sophie for consideration by the School web development team (*Ongoing*)

School to:

- Consider ways to condense email marketing set to Members and Partners and improve comms to the supply chain. Sophie to share group's feedback with marketing team (*Ongoing*)
- Continue to improve user journey of the platform (*Ongoing*)
- Use the Construction leadership group to facilitate collaboration between main contractors. The next business planning meeting in November is a great opportunity to make sure Partners are aligned with how they want the School to be used by the supply chain (*Ongoing*)
- Update the group on progress with the API, which will enable the School system to connect with Partners' internal systems (*January*)
- Consider working with Partners to develop more learning pathways for trades (*Ongoing*)

3. Reward and recognition for School members

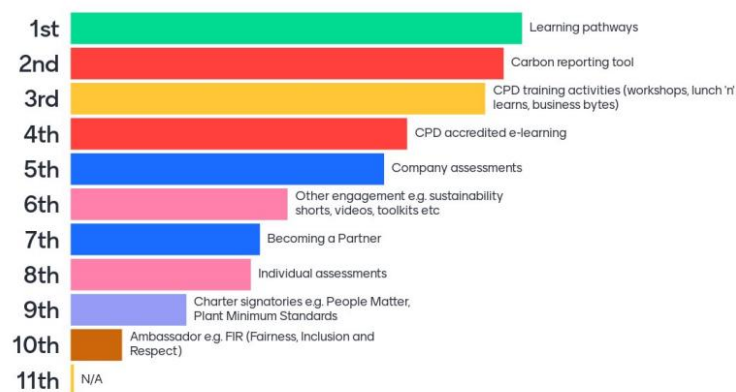
Following on from discussions on the badging criteria and initial review work done by the Partner led Operations group, the group were asked to consider how the School recognises and rewards Members.

Key points:

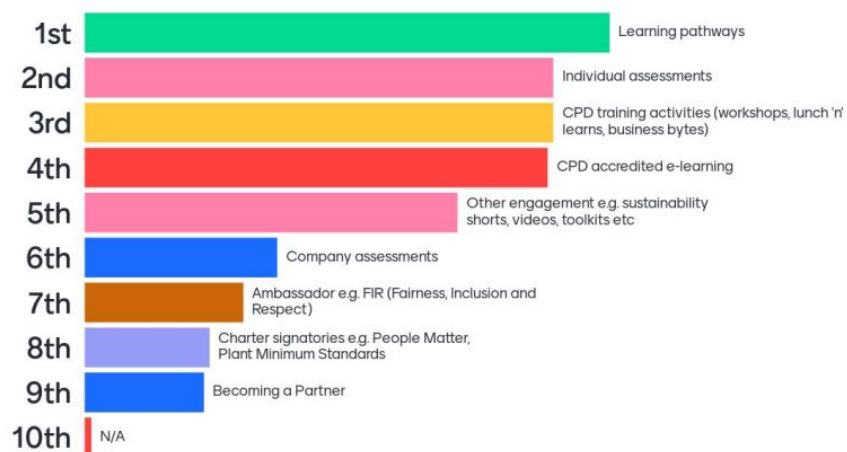
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- The School has grown significantly since the current badging system (Bronze/Silver/Gold) was developed in 2013 and is no longer reflective of the many ways in which members learn and engage through the School.
- The criteria relies heavily on completion of a company assessment; regular company assessments are required for Bronze or above in addition to accessing resources or attending training.
- Badges and levels are automated and time limited.
- There are lots of different ways for a Member to engage in the School now including Learning Pathways, Ambassadors, Charters, Carbon Calculator and Individual Assessments which are not acknowledge or rewarded in the current badging criteria.

The group were asked to rank how they want their supply chain to engage in the School:



The group were asked to rank how they want their own organisation to engage in the School:



The group were asked to comment on previous feedback given by the Operations Group and what needs to be considered for reward and recognition on the School:

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Comments / feedback on suggestions from the Ops group	What else do we need to consider re. reward and recognition?
<p>Need to consider large number of orgs not yet active members and not making it more difficult to engage.</p> <p>For Gold, use of carbon reporting tool needs to be a requirement (when API can be in place)</p> <p>We agree with the idea to require certain hours of learning taking into account company size.</p> <p>Agree levels should be set in automated way</p> <p>In agreement with all the feedback but could complicate if we aren't careful</p> <p>Simplified rather multiple layers</p> <p>Could the suggestions be counter productive.</p>	<p>Awards for standout performance, case studies etc...? Beyond the 'badges'.</p> <p>Do we need another category to reflect direction of the school. I.e. Platinum for those using carbon tool etc.</p> <p>Checklist of items you need to obtain that status. You have to achieve all of them to get status.</p> <p>Must be easy to understand</p> <p>Individual learning is crucial. % of people in a business engaged in learning?</p> <p>Recognition for moving through levels of e-learning - not all beginner, but need to reward for upskilling</p> <p>More of a crossover between individual and company assessments</p> <p>Company assessment - it's subjective and doesn't usually get completed on behalf of the business. It's usually done by one person and doesn't give the full picture</p>

Key points:

- Agree with Operations Group suggestions – how people engage in the School is getting more nuanced so badging process does need to be improved.
- Agreed that the approach should be as uncomplicated as possible, the shopping basket idea could confuse Members and be counterproductive.
- Suggest adding an extra level of complexity e.g. platinum level for aspirational members or award those companies who have progressed significantly in sustainability.
- Companies using the carbon tool should be recognised for their investment but it's important to consider all aspects of sustainability, not just one area.
- The process must remain automated.
- Agreed that it should be proportional to reflect different company sizes e.g. larger companies to complete more training hours.
- The dynamic in the current badging system between individual and company assessment should be addressed as currently it doesn't reflect the whole company, especially in larger organisations.

School to:

- Share Construction group feedback on reward and recognition of members and the current badging system with the Operations Group for further development (*November*)

4. Operations update

The group were asked to review the operations report and update on progress on KPI's prior to the meeting. Key points:

- The People Matter Charter has been updated – there is now a People assessment and Learning Pathway to automate the process.
- [Carbon Calculator](#) was launched in September and has seen over 300 suppliers reporting with the tool, and over 70 Partners registered for accounts.
- You can view the School's programme of training around COP26 in the new Training Pack [here](#).

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5. Action log

Urgent actions were highlighted in the action log. Partners to refer to the action log and check for any outstanding actions.

ACTIONS:

Partners to:

- Update priority supplier lists on the School dashboards. Contact Sophie if you need support (*ASAP*)
- There is a target in the Construction business plan for 8 clients to speak at School events. Currently no progress on this so far. Main Contractor partners to approach 2-3 end user clients to engage in the School/speak at an event and report progress to EJ. JP (*BAM*) looking for a client speaker for a Social Value Business Bytes in January (*ASAP*)
- Suggest topics and speakers for upcoming Business Bytes to run in Jan-March 2022. Need to run x2 Business Bytes before April 2022 as per business plan. Agreed to run a Social Value Business Bytes in January (*ASAP*)

6. AOB

- The next Construction meeting is on 25 November 2021, 10.00am – 12.00pm as a virtual meeting on Teams. This will be a business planning session for 2022/23 financial year.
- SC (*Osborne*) suggested linking up Construction Line Social Value assessment with the School. The School are already in conversations with Construction Line about Partnership opportunities, and agreed it would be good to link this up.

ACTIONS:

Partners to:

- Gather feedback from colleagues on what your organisation wants to get out of the School as a Partner over the next year, in preparation for the business planning session (*November*)
- Sarah Chatfield to put EJ in touch with contact at Construction Line about a Social Value assessment (*ASAP*)

School to:

- Circulate a piece of comms that can be shared with partners' internal colleagues to help encourage feedback / steer in preparation for the business planning workshop (*October*)