

## Supply Chain School Horizon Group Meeting

**Date:** Monday 17<sup>th</sup> June 2019; 10:00-13:00

**Venue:** Willmott Dixon Interiors, 32 Farringdon Street, London.

**Attendees:** Laura Spence (*Royal Holloway, University of London – Chair*), Shaun McCarthy (*Action Sustainability*), Cathy Berry, (*Action Sustainability (AS)-Horizon Group Manager*), Iain Walpole (*Hanson*), Sarah-Jane Davies (*Sisk*), Alexander Trautrimis (*University of Nottingham*), Erica Russell (*University of Surrey*), Arjun Thirunavukarasu (*BAM Nuttall*), Andrew Day (*Telford Homes*), Nick Ingram (*Skanska*), (Lendlease), Peter Demian (*University of Loughborough*), Anastasios Skitzis (*Lendlease*).

**Apologies:** Gareth Rondel (*Kier – Vice Chair*), Simon Tranter (*Willmott Dixon*), Sophia Cox (*UK Green Building Council - UKGBC*), Richard Smith (*Offgrid Energy*), Richard Bayliss (*CITB*), Emma Hines (*Tarmac*), Eddy Taylor (*Laing O'Rourke*), Tony Parry (*University of Nottingham*), Anthony Lavers (*Taylor Wimpey*), Kieran Brocklebank (*United Utilities*), Lucy Barton (*ISG*), Wyn Pritchard (*Neath Port Talbot College*), Paul Wyton (*Sheffield Hallam University*), James Douglas (*Lendlease*), Kenneth Park (*Aston University*), Alice Owen (*University of Leeds*), Jenny Lowe (*Aggregate Industries*)

### Minutes of the Meeting

#### 1. Introductions

Laura Spence welcomed everyone to the meeting and thanked Willmott Dixon for hosting.

#### 2. School update

Cathy Berry provided a brief School update noting the School dashboard, Market Group annual targets (previously called Sector Groups) and the spread of 84 current partners across various industry sectors (see attached slides for details). Other key points:

- Becky Bryant has been promoted to the new role of Partner Relations Manager to help ensure that Partners gain maximum value from the School and to increase penetration beyond one or two key individuals within the Partner organization.
- Iain Walpole requested clarification on the difference between Market Groups, Special Interest Groups (SIGS) and Category Groups. Market groups are enduring leadership groups that define School supply chain deliverables within that Market (e.g. FM, Construction, Infrastructure). SIGS are task and finish groups that are temporary groups to respond to a particular point in time need such as the recently formed Carbon SIG to respond to the climate emergency. Category Groups exist for Plant, Labour and Waste; these are specialist Partner groups that are self-funding through new membership. The intent is to agree a category level strategic approach and promote consistent messaging, requirements and management of the supply chain for that specialist category.
- Arjun Thirunavukarasu noted that as a contractor BAM were not seeing requirements for School membership being driven through client contracts. School membership is now captured in industry wide pre-qualification schemes such as Constructionline and some clients including Network Rail and Highways agency request membership; HS2 is expected to follow suit. The approach by contractors also varies with some e.g. Barratt's and Willmott Dixon requiring membership whilst others such as Skanska and Sir Robert McAlpine opting to 'strongly encourage' their Suppliers to join the School.
- The 4 School strategic objectives to 2025 are still being developed. Shaun McCarthy is leading the 'Upper School' concept with the support of two board members; Kieron Brocklebank (UU) and Nitesh Magdani (BAM). The high level intent is to allocate more resource and funding to forward looking issues, to influence and shape the future direction of both the School and sector. This is likely to include a strategy to seek more sources of match funding and skilled resource may need to be employed to assist.

### 3 Shaun McCarthy: New Horizon- Discussion and input

Shaun provided a short review of the School Vision and Values; which is aligned with the School Board’s desire for the School to be recognised as a leading industry voice. Four strategic objectives to 2025 have been agreed by the 9 elected members of the School Board; these are:

- Invest in Partner Relations (hence Becky’s promotion)
- School as an accredited learning provider
- Develop a School Ambassador network (like the FIR model), to help others within the Partners’ organization gain improved value from the School. Subject matter expert ambassadors are also being put in place so Partners have internal expert points of contact to embed good practice and drive improved outcomes.
- The ‘Upper School’, is likely to be called New Horizon. Shaun is leading concept development and is in the process of engaging widely across the Partner network.
  - Shaun provided an overview of the thinking to date as to how the Horizon Group should evolve to deliver this final Board objective. A ‘two speed’ School concept has emerged. Engagement to date suggest that Partners are happy with the format of the current Market group set up and see value in sharing and learning among themselves and deciding how to disseminate current knowledge to supply chain members. However the Board and some other Partners aspire to lead and want the New Horizon Group to be able to advise the Board and ensure The School has both an ‘informed’ and ‘forward thinking’ strategic agenda. (Much of the School activity, which whilst successful, has been reactive- See slides circulated with these minutes for further details).
  - The group debated how to strengthen and deepen the relationship with academia noting the challenges and frustrations of responding to faster paced industry timescales whilst maintaining the academic rigor and respecting the requirements and process that must be followed to publish credible research papers. It is noted that the role of academia is not primarily to serve industry, but demonstrable positive impact of research is a key requirement.
  - The industry partners have experienced mixed results with academic research and partnerships, with BAM now opting to focus attention with start –ups who seem to have stronger project management skills. Hanson Plc have been most successful when academics made the initial approach and outcomes have been less productive the other way round. It was generally agreed that ‘match making’ i.e. finding and engaging the right academic partner is a key success factor.
  - Alex Trautrim noted that as an academic he had made a conscious decision not be a consultant and the School’s role could be the ‘translation interface’ and ‘delivery arm’ of academic research
  - Shaun McCarthy noted that we need to clarify roles, funding and be accepting of the longer timescales for research and the informed outcomes that will be valuable to the School
  - Andrew Day recognised that organisations should not work independently and recommended that the School complete a materiality review to identify a ‘handful’ of issues and agree a strategic approach with associated 1, 3 and 5 year time horizons. Upon completion it could be possible to understand what research has been undertaken on the associated ‘material topic’ and translate this into relevant School material. Telford Homes have undertaken a materiality analysis and agreed a level of ambition for material issues using the following criteria:
    1. Strategic compliance (least ambitious)
    2. License to operate
    3. Future Value (Industry shaping)
  - Peter Demian indicated that Loughborough had previously ran a successful Engineering Doctorate program that was jointly funded with industry and are currently evaluating a Doctorate program with will be entirely funded by industry (HS2). In this instance industry will set the challenge and so outcomes will solve an

industry problem and not solely add to the ‘body of knowledge’. Loughborough also provide leading bid writing services for both academia and industry led projects.

- Nick Ingram noted that Skanska have sponsored individuals within the business to undertake Masters or other academic research so the linkage to industry is already in place.
- Laura recognized that the ideal scenario of consultancy, academia and industry working on a funded project as a cross disciplinary team can be successful, but in her experience this does take considerable time to form. She also indicated that cross-disciplinary academic teams are probably the ideal approach and these in themselves present challenges to achieve successful outcomes because of the different approaches to research.
- Shaun noted current and previous work that the School has undertaken which demonstrates examples of how the School is leading the sector (see slides for details). The School has also won CITB Funding-Performance through Procurement. This £1.1m 3 year project will start in November 2019 and its purpose is to improve procurement skills across the sector through procurement training. 10 exemplar projects will be selected and managed; the primary requirement is to drive productivity and engage SME’s with secondary outcomes related to sustainability impacts. Helen Birch will lead this program. Erica Russell noted that data gleaned from this training might also inform research.
- Shaun noted that outputs of Mohammad Rickaby’s Engineering Doctorate on personal values and how this can be used to drive success in multi stakeholder temporal projects might have relevance for the Performance through Procurement project. The assumption being that savings and efficiencies can be achieved by aligning values, ways of working and outcomes at the project start. However previously Partners didn’t see the value in facilitating this process, as clients were unlikely to fund this and therefore the evidence that this investment will pay back as the project progresses remains unknown.
- Andrew recommended that the project looks at the ‘Get it Right Initiative. Error is costing the construction Industry between £10–25Bn per annum across the sector with a recognition that to improve quality and productivity we need to engage leadership and change attitudes. CITB can also provide best practice approaches to project set up.
- Erica also noted that the IPCC (Intergovernmental Panel on Climate Change) is a global example of taking academic thinking and data driven research and successfully translating this into relevant industry requirements
- Laura noted that the Group had not considered actors beyond industry and academia and queried the need to link to the government agenda and the opportunity to become a ‘respected voice’ (e.g. giving evidence to Select Committees) that can influence and shape relevant and sensible government decisions. She argued that this would also enable the School to learn what regulation and legislation is becoming likely and understand the material impact this may have. Whilst the School has made a conscious decision not ‘lobby government; Peter Demian pointed out that becoming a respected advisory group is not necessarily lobbying and there is an opportunity to be a joint academic and industry voice.
- Andrew recommended that we identify what All Party-Parliamentary Groups exist and consider School membership to relevant groups. He also noted the opportunity to tap into funding and local government groups and agenda. (Note added after the meeting: The APPG list is available here: <https://www.parliament.uk/mps-lords-and-offices/standards-and-financial-interests/parliamentary-commissioner-for-standards/registers-of-interests/register-of-all-party-party-parliamentary-groups/>)
- Arjun noted that if the School shifted towards the productivity agenda using the School platform to share productivity business strategy and progress; then it would be more aligned to the current government agenda.
- Shaun closed the discussion with a proposal for two primary areas of focus:
  - A strategic advisory group to the Board. This is a ‘think tank’ meeting two times per year to steer priorities and will consist of invited industry thought leaders and academics. Whole life costing, whole life carbon and end of life deconstruction were noted as key areas of interest

- Academic engagement- Reallocate funding from other School budgets to provide more resource and better engagement across academia and respond to a forward plan of work as agreed by the advisory group/Partners. An academic network should be maintained so that the School is able to connect with the experts in the relevant specialist field to respond to the forward agenda. It was noted that a sub-horizon scanning group to capture the comprehensive views of the School could be considered.
- Andrew Day noted that Scotland is ahead and we should keep informed of changes happening there as it is likely to flow down to England. He also noted the need to engage with younger generations adjusting media and language to ensure effective engagement
- Laura noted that academics had not been proactively engaged in Market groups and the New Horizon manager could improve this

#### 4. New School Web Platform

- Shaun provided a demonstration of the new School web platform. Implementation has been delayed but the beta site is now live and available for testing and the site will go live in October. The site integrates three platforms:
  - Bespoke version of Moodle
  - Word Press (content management)
  - Bespoke event management system
- The new site has multiple improvements from the current version including:
  - Easier navigation and improved filtering of preferences
  - Single log in and partner dashboard access
  - Improved search engine
  - Improved personal dashboard with access to personal action plans
  - Personal profiles are now self managed
  - Event record and planned attendance at future events
  - Ability to switch between personal and company dashboards
  - Company assessment functionality with industry/category benchmarks available for comparison
  - Simpler self-assessment and direct access to action plans

#### 5. AOB

It was decided that the final meeting of 2019 should be a face to face meeting. Shaun will feedback the latest proposal and thinking for the New Horizon Group and Laura has agreed to share her expertise in Business Ethics as this is her last meeting as Chair of the Horizon Group.

#### 6. Actions

- Shaun McCarthy to feedback progress and proposals for 'New Horizons' following further consultation with School partners and groups at the next meeting
- Cathy to share Masters dissertation list with Peter Demian
- Cathy to advise if there is a tutorial or navigation guide for the new School website

#### 7. Next meeting

**Date:** Tuesday 17<sup>th</sup> December 2019. **Time:** 10:00-13:00 **Venue:** Action Sustainability Office- Angel London

