

Annual General Meeting

Agenda – 1pm Friday 11th March 2016

1. Introduction – *Shaun McCarthy*
2. Approve the continued appointment of S. McCarthy as Chair for 2016/17 – *Anna Baker*
3. Outline of elections for 3 new Directors – *Anna Baker*
4. Receive report of performance and accounts - 2015/16 – *Hilary Hurrey and Ian Heptonstall*
5. Receive update reports from Special Interest Groups
 - a) Social Value – *Liz Holford*
 - b) Modern Slavery – *Helen Carter*
 - c) Measurement – *Alex Giles*
 - d) Fairness, Inclusion & Respect – *Liz Holford*
 - e) Materials – *Graham Edgell*
6. Present 2020 Vision – *David Picton*
7. Approve Business Plan for 2016/17 – *Ian Heptonstall*
8. Comments on School Values – *Dale Turner*
9. Any other business

2. Re-appointment of Chair

Anna Baker

Re-appointment of Chair

The Partners are asked to approve the re-appointment of Shaun McCarthy OBE as Chair of the School for the next 12 months

Vote:

1 = Yes

2 = No

3 = Abstain

Please note only 1 vote per Partner

3. Outline of elections for 3 new Directors

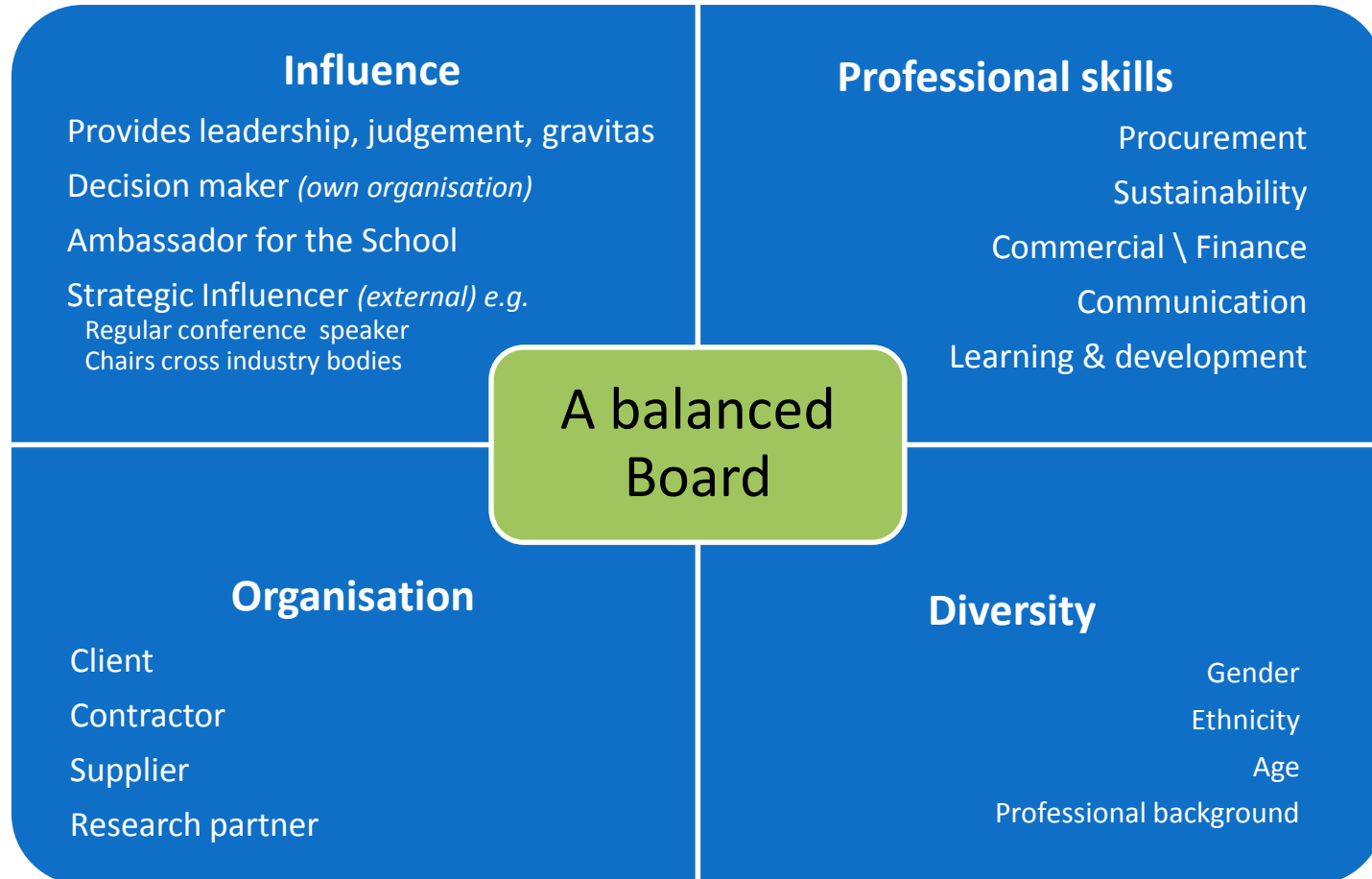
Anna Baker

Board elections

1. We have 3 vacant positions
 - a) Martin Chown and Kath Gillard have both left their respective organisations
 - b) Jon May has resigned as his time in Australia has been extend for the foreseeable future
2. Suggested Priorities
 - Director level Supply Chain or Commercial Function, FM and Offsite, Homes
3. Timescale
 - 18th Feb – Nominations open
 - 10th March – Nominations close
 - 11th March – AGM, opportunity for candidates to meet the Partners
 - 12th March – Voting opens – each Partner gets the opportunity to place 3 votes
 - 25th March – Voting closes
 - 28th March – Winners notified
4. In the event of a tie for the 3rd highest number of votes
 - A further round of voting will be held in which only those candidates that are tied will participate
 - Voting will be open for 1 week
 - The winner announced at the end of that period

Voting criteria

Partners are asked to consider these criteria when voting



Voting criteria - detail

No quotas – partners are trusted to use their judgement – you have 3 votes

■ Professional skills

- Ideally we need senior industry figures with a balance of professional backgrounds to be represented
 - Procurement, Commercial, Sustainability, Finance, Communication, Learning & Development

■ Sector

- Partners will be asked to consider a balance of sector representation (*e.g. Offsite, FM, Homes, Infra, Construction*)

■ Organisation

- Partners will be asked to consider a balance of organisation types (*e.g. Contractors, suppliers, clients*)

■ Influence

- Board members will be expected to act as ambassadors for the School
- We need “movers and shakers” who are decision makers in their own organisations and influential externally within their sectors, ideally holding positions of influence in relevant external groups

■ Diversity

- Partners will be asked to consider the gender, ethnic and age mix of the group when voting

Current board

- **Anna Baker**
 - Head of Sustainable Procurement, Sir Robert McAlpine - Construction, Infrastructure
- **Amber Ritson**
 - Chief Procurement Officer, Enegie - Facilities Management
- **David Picton**
 - Chief Sustainability Officer, Carillion - Facilities Management, Infrastructure, Construction
- **Dale Turner**
 - Director of Procurement & Supply Chain, Skanska - Infrastructure, Construction, FM
- **Graham Edgell**
 - Director of Procurement & Sustainability, Morgan Sindall Group
Infrastructure, Construction, Facilities Management, Homes
- **Nitesh Magdani**
 - Director of Sustainability, BAM - Infrastructure, Construction, Facilities Management
 - Nitesh is an Architect
- **Potential gaps**
 - Offsite, Homes, FM, Client, Supply Chain, Design

Nominations

- **John Adams**
 - Group Procurement Director, Barratt Developments
- **Grahame Ball**
 - Group Procurement Director, Balfour Beatty
- **Kieran Brocklebank**
 - Head of Innovation, United Utilities
- **Keith Chanter**
 - Chief Executive, EMCOR Group (UK) Plc
- **Dan Firth**
 - Sustainable Procurement Manager, Interserve
- **Caroline Johnstone**
 - Group Sustainability Manager, Galliford Try
- **Martyn Kenny**
 - Sustainability Director, Tarmac
- **Evelina Maier**
 - Head of Sustainability, HOCHTIEF UK Construction
- **David Oates**
 - Group Supply Chain Director, Wates

4. Receive report of performance and accounts

Hilary Hurrey and Ian Heptonstall

2. KPIs - March 2016

Red (behind target corrective action required)

Amber (behind target within tolerance)

Green (on or above target)

RAG

Scale

- 40 Partners (6 Offsite) and 10 knowledge partners (*44 includes 10 Offsite, +15 knowledge partners*)
- Increase members to x 12,000 (*12,282 currently*)
- 2,500 Active members since April 2015 (*2,453*)

Scope

- Active sector groups covering **Construction, FM, Infrastructure, Homes**
- Development of regional content (Wales & Scotland) and Offsite School - *Complete*
- 3 x special interest groups - *Complete*

Impact

- Members built their overall score of sustainability competence by >5% (*7.60%*)
- 70% of members with action plans to be using them (*66%*)
- 750 sustainability assessments and action plans created (*936 sustainability + 122 offsite*)
- 300 reassessments completed (*316 sustainability + 12 offsite*)
- Develop and deliver agreed engagement plans with each of our Partners
- Currently 54 Bronze; 81 Silver and 17 Gold members

Deliver

- 1,200 (*1,564*) managers receive sustainability advice at 15 (*14 – last one taking place next week*) Supplier Days
- 900 receive face to face training (*1,558 at 60 training sessions*)
- 1,500 further downloads of e-learning modules (*4,057*)

Quality

- 95% of partners return – *98%*
- 90% of employers will rate the training received as good or excellent - *95%*
- 90% of employers agree training will change the way they do business – *93%*
- Win at least 1 award – *shortlisted for the Construction News Awards (Supply Chain Excellence)*

Highlights

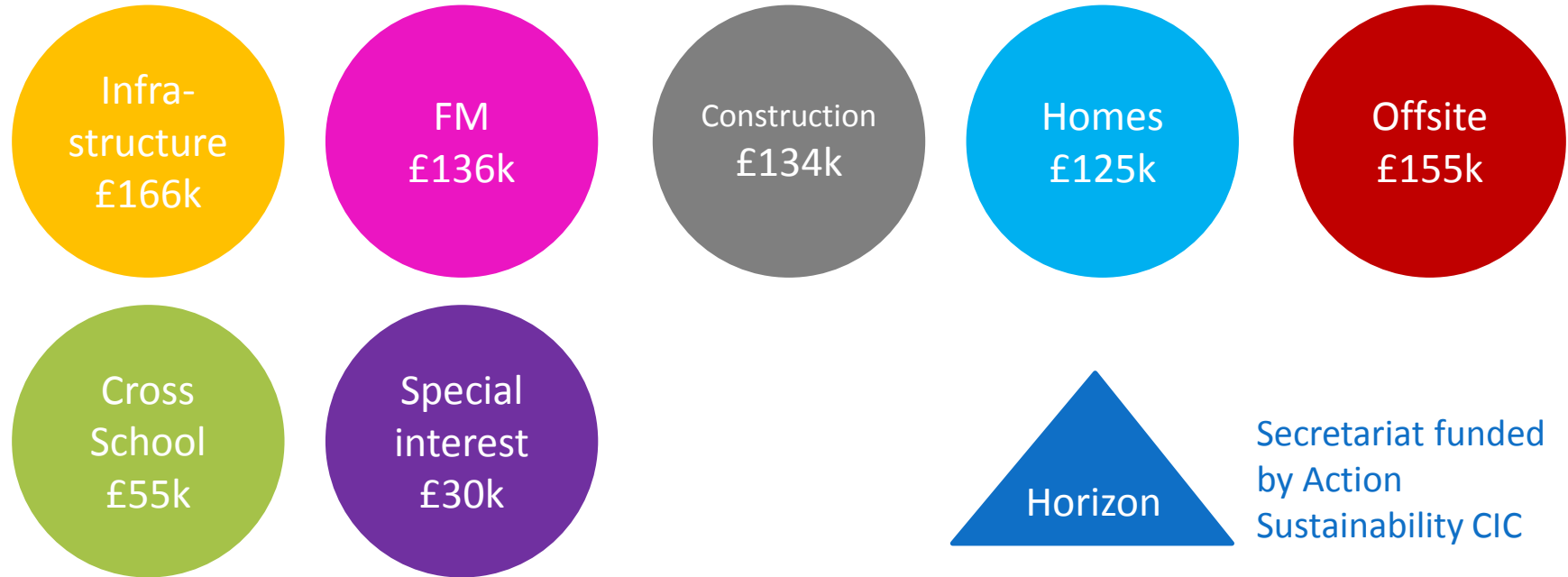
- Creating impact with our members
 - Case studies published, net increase in members rating now exceeds 10%
- Launched new portals for:
 - Offsite
 - Homes
 - Wales
 - Scotland
 - Fairness, Inclusion & Respect
- New Partners – Over 40 partners, welcome to;
 - Abellio, Barratt, Berkeley, BRE, Hochtief, Marshalls, McAvoy, National Grid, PHS Group, Prater, Sodexo, United Utilities, VGC, WP Group
- Agreed a 5 year strategic relationship with CITB
- Been recognised by UKCES for the quality of work in developing skills
- Grown the School team – welcome to;
 - Ursula, Rosie, Toby, Ross, Paul, plus experts such as Tim, Charles, Liz, Helen, Alex

44 clients, contractors & suppliers

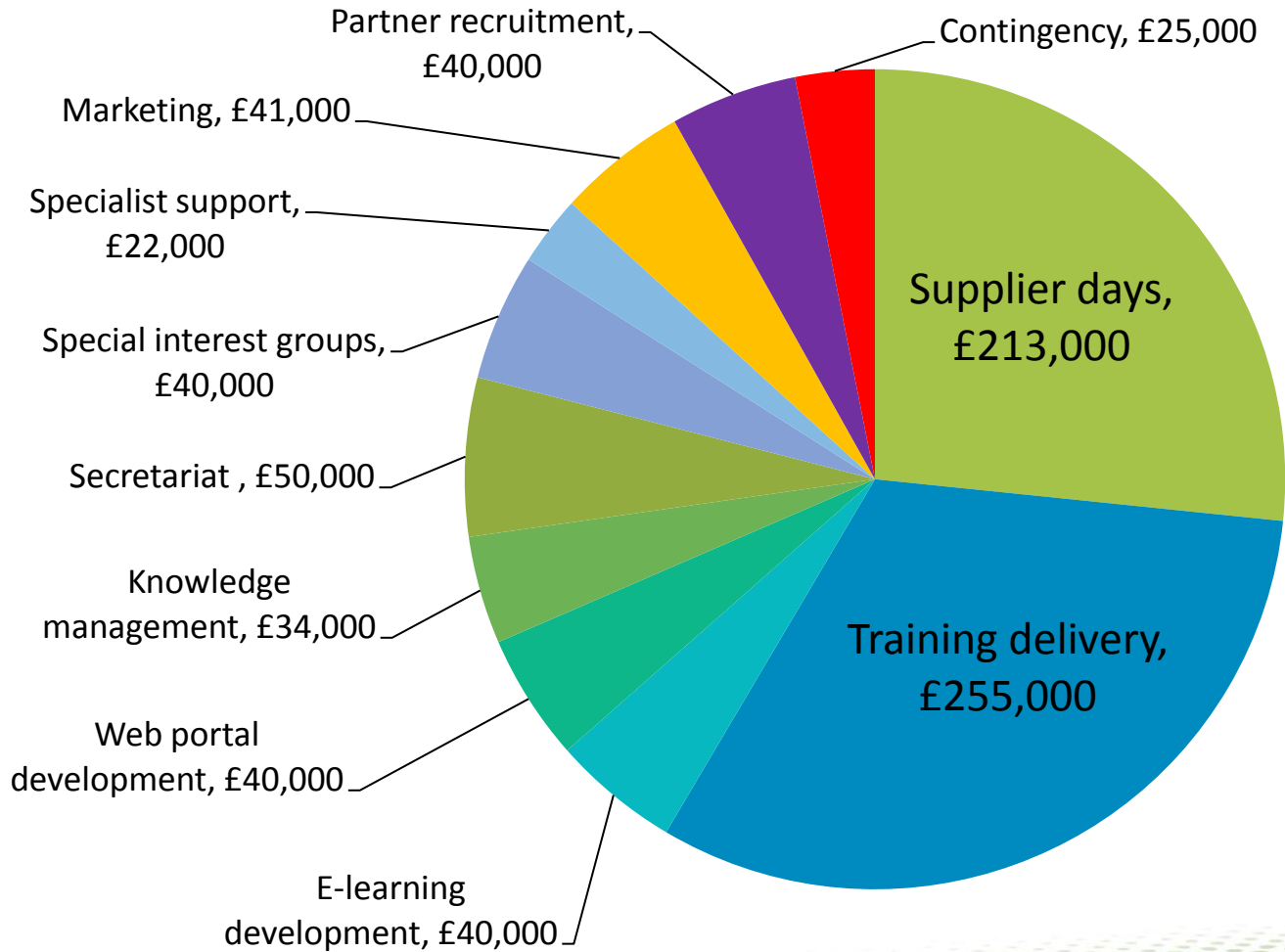
SUPPLY CHAIN SUSTAINABILITY
SCHOOL



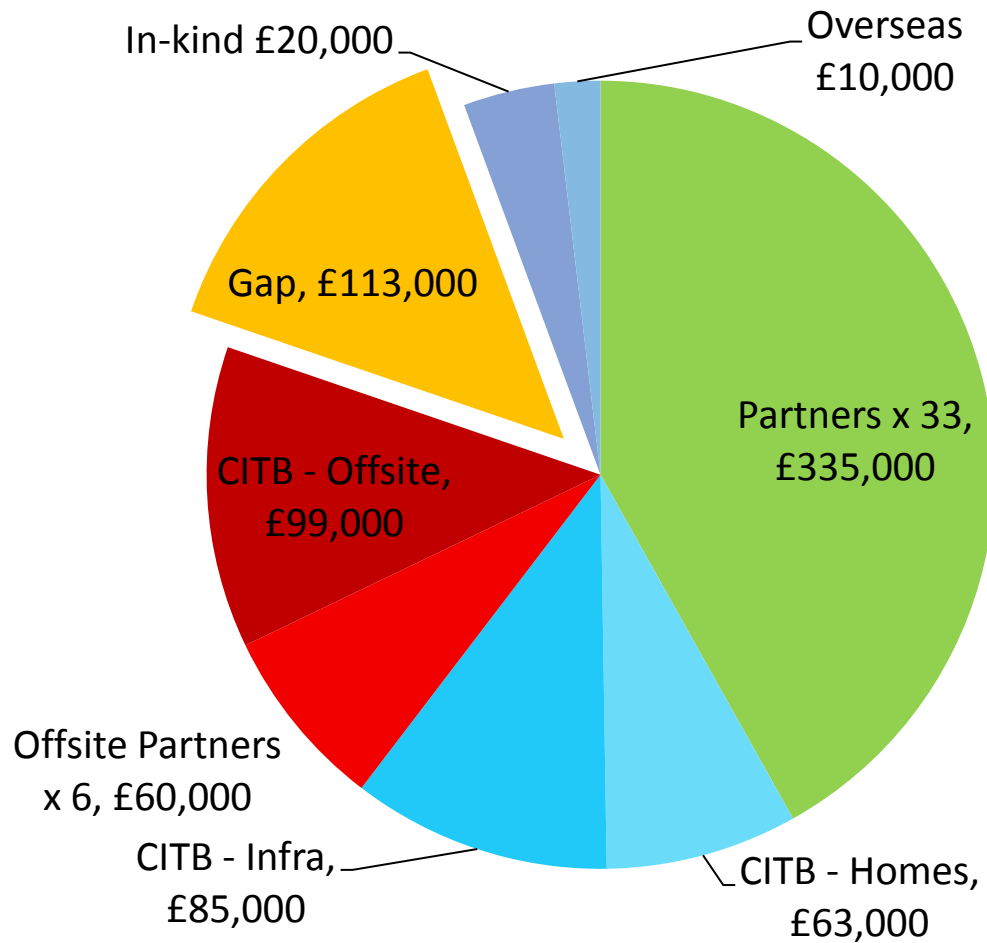
£800k School Budget by sector



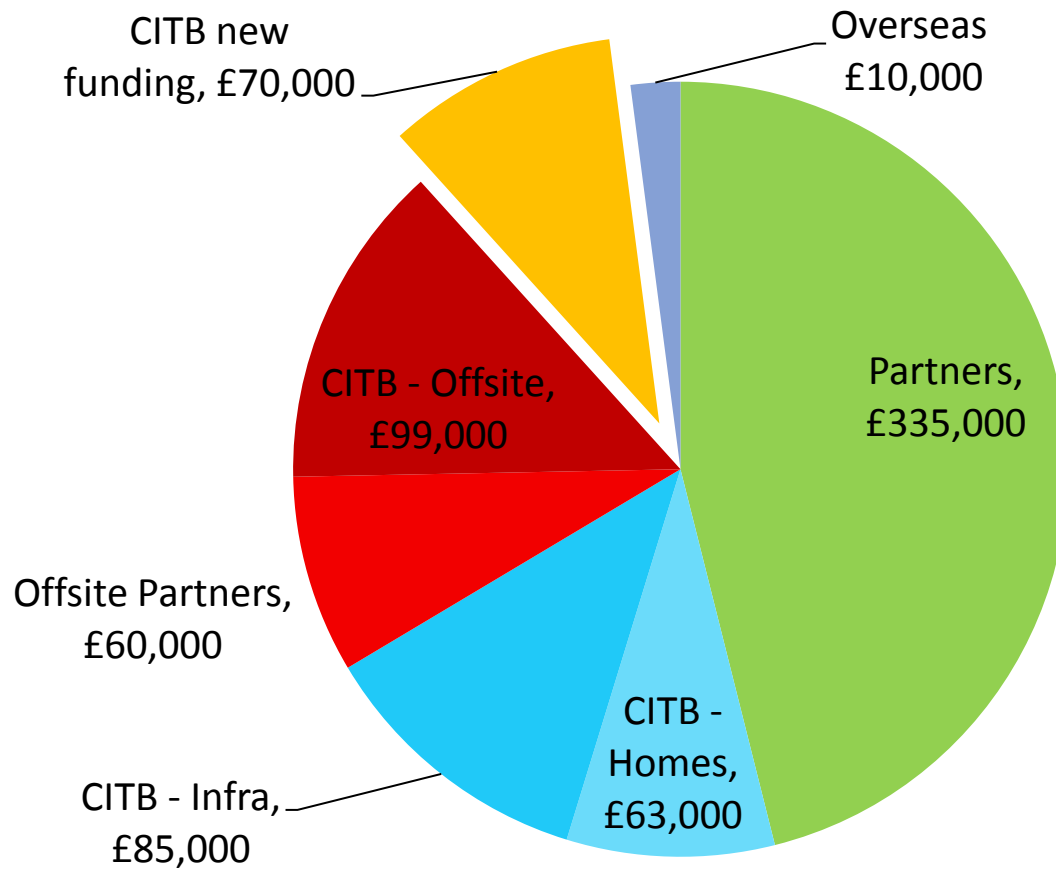
£800k Budget by activity



£800k income - budget



£737k income - actual



Budget item	Budget	Actual
Supplier days x 18 events @ £11,000 <i>(15 delivered)</i>	£198,000	£165,000
1 x launch event (Homes)	£15,000	£15,000
Supplier forums x 25 events @ £3,000 <i>(13 delivered)</i>	£75,000	£42,000
Training Delivery x 60 @ £3,000	£180,000	£180,000
Secretariat x 5	£50,000	£50,000
Special interest Groups x 3 @ £10k	£30,000	£30,000
Diagnostic development	£15,000	£15,000
Resource library development	£25,000	£25,000
Web developments	£20,000	£15,000
Web maintenance and hosting	£5,000	£5,000
e-learning development @ £8k x 3 (homes)	£24,000	£24,000
Knowledge management	£20,000	£25,000
Elearning update x 10	--	£20,000
Video content	£15,000	£18,000
Chair	£12,000	£12,000
PR	£12,000	£12,000
Marketing, stands, etc	£20,000	£12,000
Awards etc	£9,000	--
Training Manager advice	£10,000	£10,000
Cost of partner recruitment	£40,000	£38,000
Cost of 4 x Visioning sessions & visioning development	--	£10,000
Contingency	£25,000	-
Total	£800,000	£737,000

4. Feedback from Groups

4.1 Special Interest Groups

Social Value

Liz Holford

Modern Slavery

Helen Carter

Measurement

Alex Giles

4.2 Other Groups

Fairness, Inclusion & Respect

Liz Holford

Materials

Graham Edgell

Groups



Social value

1. Output:

- Industry **Briefing Paper** on Social Value, including appendix of **KPIs, metrics & indicators** agreed and agreement on **key metrics** that “best in class” suppliers would be collecting
- **Case studies** collected from BAM, SRM, Taylor Woodrow, VINCI Facilities
- Material will be published on a SV School page by March 31st
- Questions in self assessments revised and linked to resources

2. Areas of discussion

- **Definition;** no legal definition so briefing paper shares perspectives
- **Monetisation;** views are polarised and briefing paper shares perspectives and links to tools – we do not make recommendations
- **Boundaries** between “social” and “environmental” - we recognise that these vary between clients and contractors

3. Plans for 2016:

- Looking for a Leadership Group to take ownership of SV
- Develop an **e-learning module** on social value, based on the briefing paper
- Also offer material as **face-to-face workshops** for the supply chain
- Develop **video content**

Modern slavery

1. Output:

- Legal review and summary of legislations produced for supply chain
- Questions added to self assessments and linked to resources
- Web pages and short resource library added to site – library includes;
 - School Modern Slavery Act Summary
 - School Interventions Diagram
 - Facts about Modern Slavery Video
 - The IASC Strategic Plan 2015 – 2017
 - Government Guidelines
 - CIPS Guidelines
 - The link to the stronger 2gether resources
 - <http://www.supplychainschool.co.uk/modern-slavery/>

2. Plans for 2016:

- Develop an e-learning module
- Run a programme of workshops for the supply chain
- Copy of sound bite videos relating to Construction Organisations requirement to address this issue (to be created)

Measurement

1. Input into Build UK common PQQ platform

- Engaging with BuildUK to ensure we can influence their PQQ work
- Build UK have stated ambition to create an “industry owned” risk based PQQ database
 - Our ambition was to input into their sustainability section
 - In reality their timescales are much longer than this SIG so we will leave them with our recommendation
- BSI Group have been asked by BIS to update PAS91 to ensure compliance to new legislation
 - BuildUK is on the committee, and we can feed into their input
 - This is very limited as only allowed to change legal requirement questions
- Recommendation – keep the offer of help open, but realize it will take some time

2. Developing common set of sustainability metrics and PQQ

- Progress is advanced. Within 2 months we will have published on the School site;
 - A definitive list of sustainability metrics and indicators with definitions
 - A common set of sustainability PQ Questions with guidance on what good answers are
 - A supply chain briefing paper
- Supply Chain Workshop has been developed and run on this subject

3. Plans for 2016:

- Challenge – how to get an industry to adopt a common standard?
- SIG – is expected to run until June 2016
- Offer to run workshops for suppliers in each sector group
- Develop video content

1. **Output:** 2 x e-learning modules, 1 x resource library, 4 x video toolbox talks (film + trainer script), 11 x engagement events
2. **Outcomes:** 11 engagement events (workshops) delivered in 2015
 - Attended by at least 442 managers from 278 different businesses.
 - Target 330 managers at 11 events.
 - Hosted by: Balfour Beatty (x2), CECA, Carillion plc, Galliford Try, GRAHAM Construction, VINCI Construction UK, Highways England, Kier, Morgan Sindall, Skanska
 - Achieved press coverage for the FIR Toolkit in [Construction Manager](#) and on the [website of UK government](#)
3. **Plans for 2016:** Separate “ring fenced funding” via CECA from CITB to deliver;
 - 20 workshops, involving 300 different companies and 400 *individuals (two already delivered, hosted by Carillion Rail/ Network Rail and LM, to 220 people)*
 - FIR research project
 - Deliver 2 e-learning resources
 - Deliver 2 new Toolbox Talks
 - Keep FIR resource library up to date – including with 4 ‘meaty’ case studies
 - Develop / support FIR Champions
 - Support the 2017 CECA FIR awards

1. Business case:

- Materials and products account for at least 40% of a typical project's value
- Materials usage has many sustainability issues/impacts
- Materials suppliers are significant drivers of innovation in the industry
- A materials group would further widen the appeal
- A closer link to materials suppliers will enable the School to have a great impact

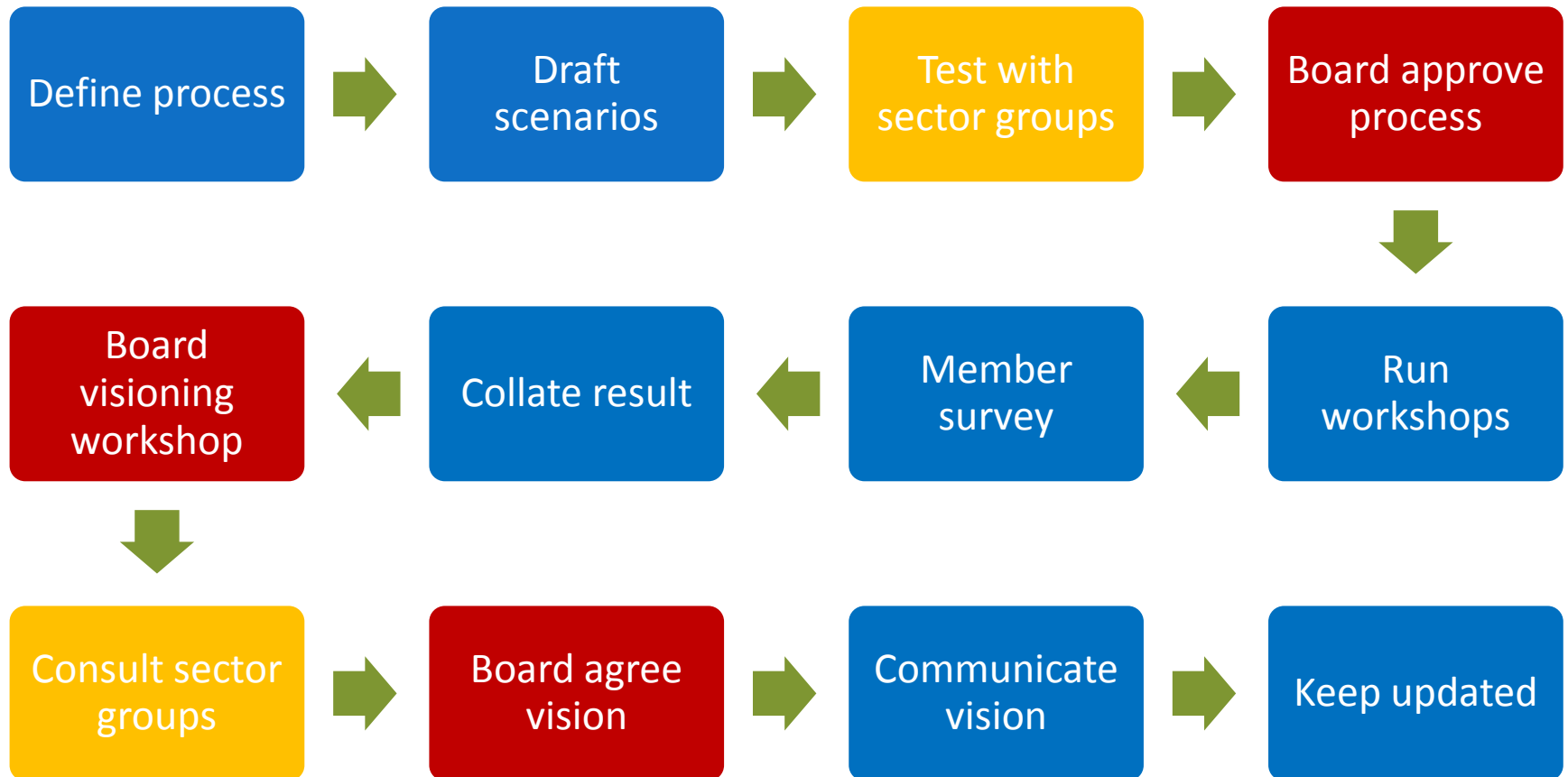
2. Key focus areas:

- Champion Circular Economy thinking within the School
- Engage with clients and designers to promote more sustainable use of materials
- Encourage innovation and work to remove the barriers of using alternative, more sustainable products
- Create consistency of material delivery requirements between contractors (eg packaging/delivery requirements)
- How 'Embodied Carbon' can be reduced through material design, process and innovation
- More efficient surplus material management
 - Create directory of recycling/reuse organisations/charities
 - Create a supplier portal for exchange of surplus materials

5. School 2020 Vision

David Picton

Developing the 2020 vision



Developing the 2020 vision

Partners

- 3 visioning workshops – London, Manchester, Loughborough
- 53 People attended
- There was a wide diversity of participants from various levels in partner organisations and with varying levels of experience with the School

Members

- 11 gold and silver members participated in the London vision workshop
- All members were invited to participate and reminded several times through email, social media was also used to promote the survey
- 392 members responded, this represents approximately 8% of current active member companies

Delivering our vision

“The world class collaboration enabling a sustainable built environment”

Subject Matter	Target Audience	Accreditation	New knowledge
We will provide learning content that builds skills to deliver a sustainable built environment	We will deliver a School free at the point of use for anybody who works in, or may aspire to work in, the built environment sector	We will offer CPD accredited learning where appropriate and learning that contributes to professional qualifications. We will recognise members’ effective participation in the School and work with the industry to promote recognition of School members	We will engage with industry, academia and research organisations to instigate and seed fund new research that can be translated into School learning content in the future
Leadership	Geographic reach	Partners	Funding
We will establish the School as the centre of excellence with respect to developing supply chains to deliver a sustainable built environment	We will seek global best practice to reach partners’ supply chains across the UK and outside the UK where appropriate. Our delivery partner will respond to opportunities to franchise the School at their own cost and risk	We will seek partners who share the values of the School and who commit to share knowledge, contribute financially and in kind	We will fund the School from partner contributions, franchise fees and appropriate sources of government or industry funding. We will not ask members for money or allow commercial sponsorship of our learning content or activities

6. Business Plan 2016/17

Ian Heptonstall

Our priorities

One
School

CPD
accreditations

Improved
user
journey

Engaging
Designers

Wider
audience

Individual
learning
accounts

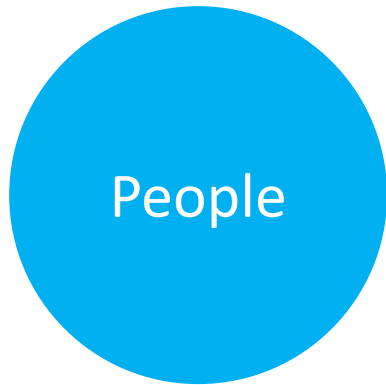
Future
proof

Agreeing priorities - timeline

What should we do when through the year?

Priorities from vision	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Yr 2	Yr 3	Yr 4	Yr 5
Subject matter	Dark Grey	Dark Grey	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow
Accreditations	White	White	Light Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow
Target Audience	White	Light Grey	Dark Grey	Dark Grey	Yellow	Yellow	Yellow	Yellow
Geographic reach	Dark Grey	Dark Grey	Light Grey	Light Grey	Yellow	Yellow	Yellow	Yellow
New knowledge	White	White	Light Grey	Light Grey	Yellow	Yellow	Yellow	Yellow
Partners	Dark Grey	White	White	White	Yellow	Yellow	Yellow	Yellow
Leadership	Light Green	Light Green	Light Green	Light Green	White	Light Grey	Light Grey	Dark Grey
Funding	Dark Grey	Light Green	White	Dark Grey	Yellow	Yellow	Yellow	Yellow

Resourcing

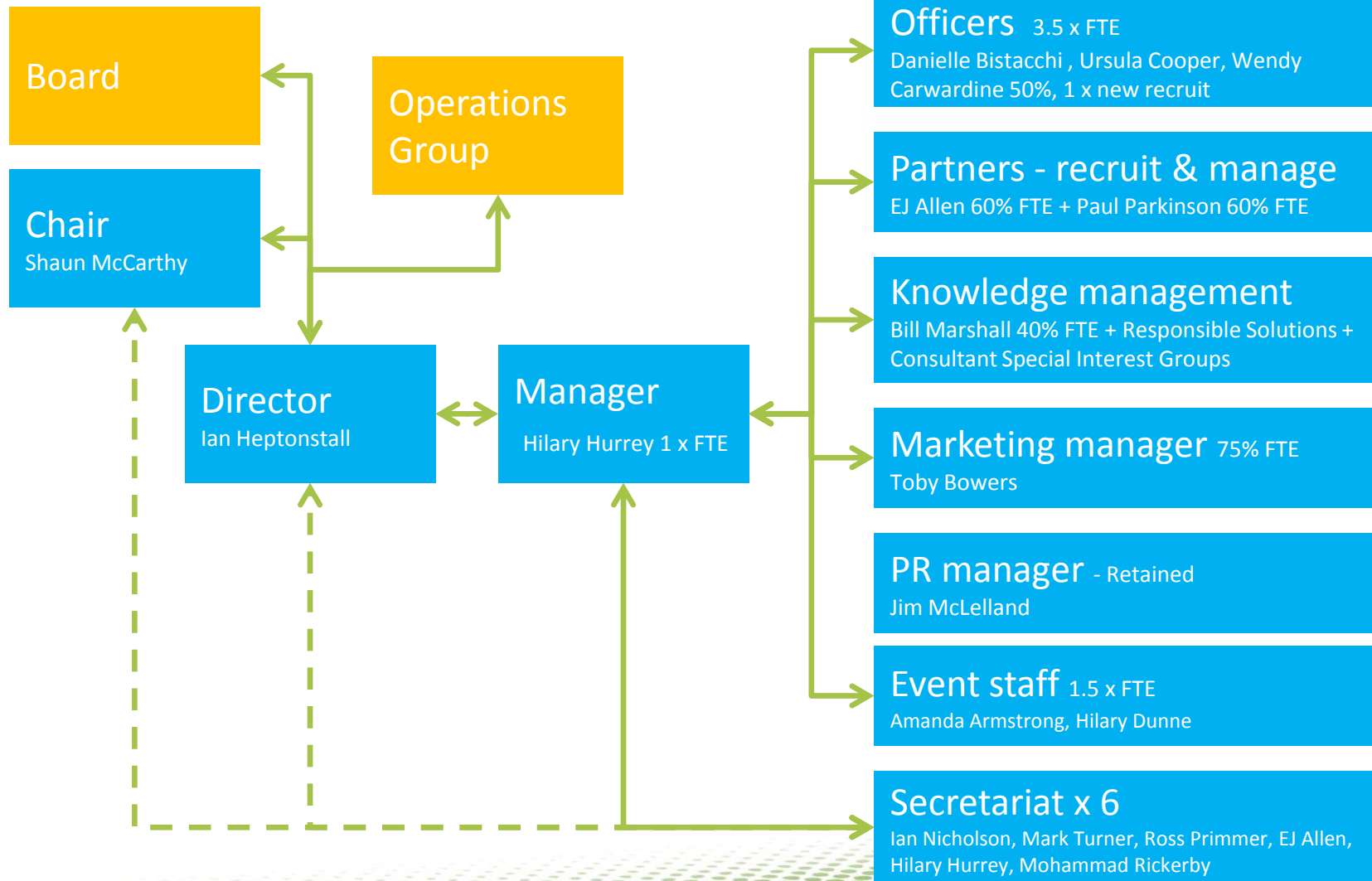


People - Expanding the team

Overview: In 2016/17 team to expand by 4 x FTE over start of FY2015

Role	Change	Benefit
Project Officer	+ 1.5 FTE	Each sector leadership group will have 0.5 FTE to work solely on engaging members and ensuring active members and increased impact
Marketing Manager	+0.25 FTE	Will now be 75% dedicated to School work. Will manage the marketing of the School's engagement with our 10,000 members to drive more active members and impact
Director	+0.5 FTE	More of Shaun and Ian's time to drive the School forward
Secretariat	+0.25 FTE	To ensure support to the 5 sector groups, horizon group, the materials group and also regional groups as they develop
Knowledge Management	+1 FTE	Split over 4 consultants to manage the knowledge libraries and special interest groups
IT support	+0.5FTE	Dedicated support to the School team through our IT Partner to ensure faster response times and development work – leading to improve user journey

People resources



IT development

Key objective: to join the Supply Chain Sustainability School and the Offsite Management School and create one 'Supply Chain School'.



Sustainability

Management

Offsite

New functionality

1. Improved user journey
2. Corporate accounts and administrators
3. Ability to take assessments in any department – access resources across School
4. Individual learning accounts – record of CPD
5. Improve Partner dashboards to track progress of your key suppliers

Income
£1.145m

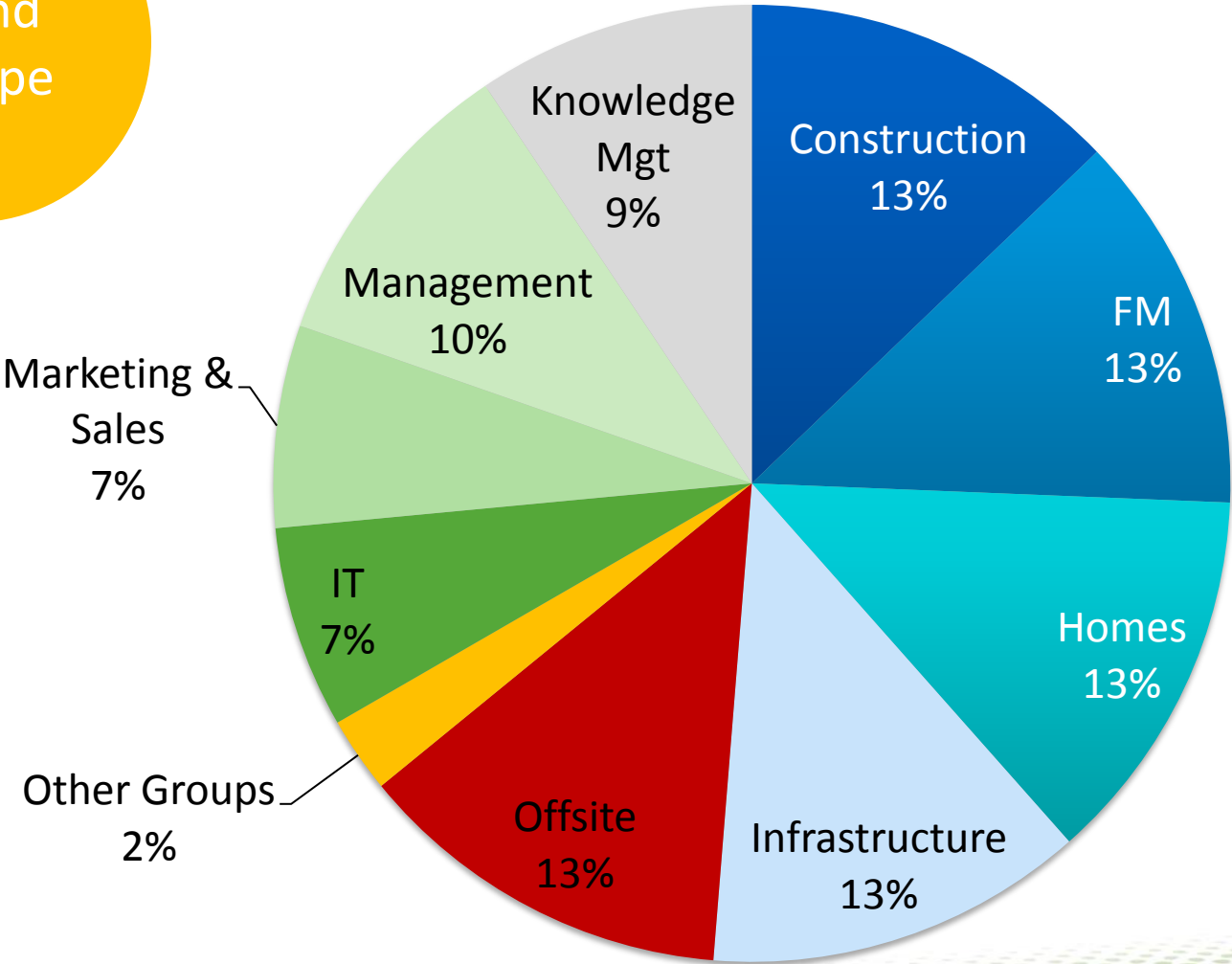
Income FY2016/17:

- £570k CITB
- £400k Partners (*42 at year end, 90% repeat = 40 start the year*)
- £45k Multi-School Partners (*See below*)
- £120k New Partners (*assumes sell 18 over the year @ c.2 per month*)
- £10k Australian licence fee

▪ Proposed Partner fees 2016/17

- Current fee is £10k for up to 3 groups and £5k extra for each additional group
- Offsite an extra £10k – need to simplify this in line with the One School approach
- For the coming year:
 - 8 groups to choose from: Construction, Infrastructure, Horizon, Homes, FM, Materials, Offsite, Scottish (?) Welsh (?)
 - £10k – up to 3 groups
 - £15k – up to 5 groups
 - £20k – all groups
 - £7k – for mid-sized contractors & suppliers with under £75m turnover

Spend
by type





Spend
by activity

Type	Detail	Amount	Totals
Training Delivery	Supplier days x 20 events @ £11,000	£220,000	
	Training – Supply Chain & Partners x 95	£118,750	£338,750
Training Development	E-learning development (x10)	£100,000	
	E-learning maintenance (x10)	£20,000	
	Video based toolbox talks	£50,000	£170,000
Knowledge Management	Secretariat x 6	£60,000	
	Special interest Groups x 3 @ £10k	£30,000	
	CPD accreditations	£10,000	
	Knowledge Manager and specialist advice	£30,000	
	Research budget	£20,000	
	Training Partner	£10,000	£160,000
IT Platform	Web developments	£30,000	
	Web maintenance and hosting	£37,350	
	Video content	£10,000	
	Learning Management System	£2,400	£79,750
Marketing & Sales	PR	£12,000	
	Marketing, stands, etc	£11,500	
	Awards etc	£6,000	
	Business development and funding	£50,000	£79,500
People & overhead	Sector group officers x 5 groups	£150,000	
	Management, Directors and Chair	£160,000	
	Travel & expenses	£7,000	£317,000
Total			£1,145,000

Measuring our performance

The following KPIs will be used by the board and each sector group to monitor performance across the School

1. KPI - Learning

- Quality
- Relevance
- Impact

2. KPI - Active Members

- Number of active members (companies)
- % of “Partner nominated” suppliers reached

3. KPI – Active Partners

- Number of Partners
- % of target as Partners in School
- Average score of Maturity of Partner engagement

Approval of business plan

The Partners are asked to approve the Business Plan as previously circulated and presented by Ian Heptonstall today

Vote:

1 = Approve

2 = Reject

3 = Abstain

Please note only 1 vote per Partner

7. Our values

Dale Turner

Principles

- **Supply chain first** – the School is primarily for our supply chains and free of charge to them
- **Collaborative** – we work together and put the interests of the School ahead of our own interests
- **Trust** – we empower an elected Board and working groups to speak and act in the best interests of all partners
- **Ethical** – we will lead by example in our ethical practices

Behaviours

- **Inspiring** – we lead and inspire change
- **Daring** – we are not afraid to fail
- **Dynamic** – we act and make decisions at pace
- **Delivery focused** – we deliver value, we are not a talking shop or lobby group
- **Innovative** – we seek new solutions and knowledge

Next steps

Consulting the partners and members

- We want to develop our School with people and organisations who share our values
- It is therefore important to define exactly what we mean by values and what we think they are
- This is a complex subject relating to organisational and personal values along with the way we express our values through our behaviour
- The previous slide is just a starting point
- We will develop and deliver a consultation process and present the results

Today

- Lets start today, over coffee, please use the Post-It notes to;
 - Tell us what you think our values are
 - Comment on the Principles and Behaviours

8. Any other business

Shaun McCarthy