

# Welcome

## SUPPLY CHAIN SUSTAINABILITY **SCHOOL**



57 Partners working together to  
inspire a more sustainable supply chain

# AGM – agenda

Agenda – Friday 24<sup>th</sup> March, 1pm – 4pm  
Grosvenor Offices, 5<sup>th</sup> Floor, 70 Grosvenor Street

1. Introduction – *Shaun McCarthy*
2. Approve the continued appointment of S. McCarthy as Chair for 2017/18 – *Nitesh Magdani*
3. Present Values work – *Dale Turner*
4. Approve updated School Constitution – *Anna Baker*
5. Receive report of performance and accounts - 2016/17 – *Hilary Hurrey and Ian Heptonstall*
6. Approve Business Plan for 2017/18 – *Ian Heptonstall*
7. Facilitated discussions on Special Interest Groups subjects:
  - a) Social Value by Design – *Liz Holford*
  - b) Supply Chain Mapping – *James Cadman*
  - c) Modern Slavery – *Helen Carter*
  - d) Apprenticeship Levy – *Sam Thomas*
  - e) BIM Maturity Matrix – *Neil Thompson*
  - f) Measurement – *Alex Giles*
  - g) Fairness, Inclusion & Respect – *Liz Holford*
8. Any other business

## 2. Re-appointment of Chair

*Nitesh Magdani*

# 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. School Values

*Dale Turner*

How do we define them and recognise them in partners

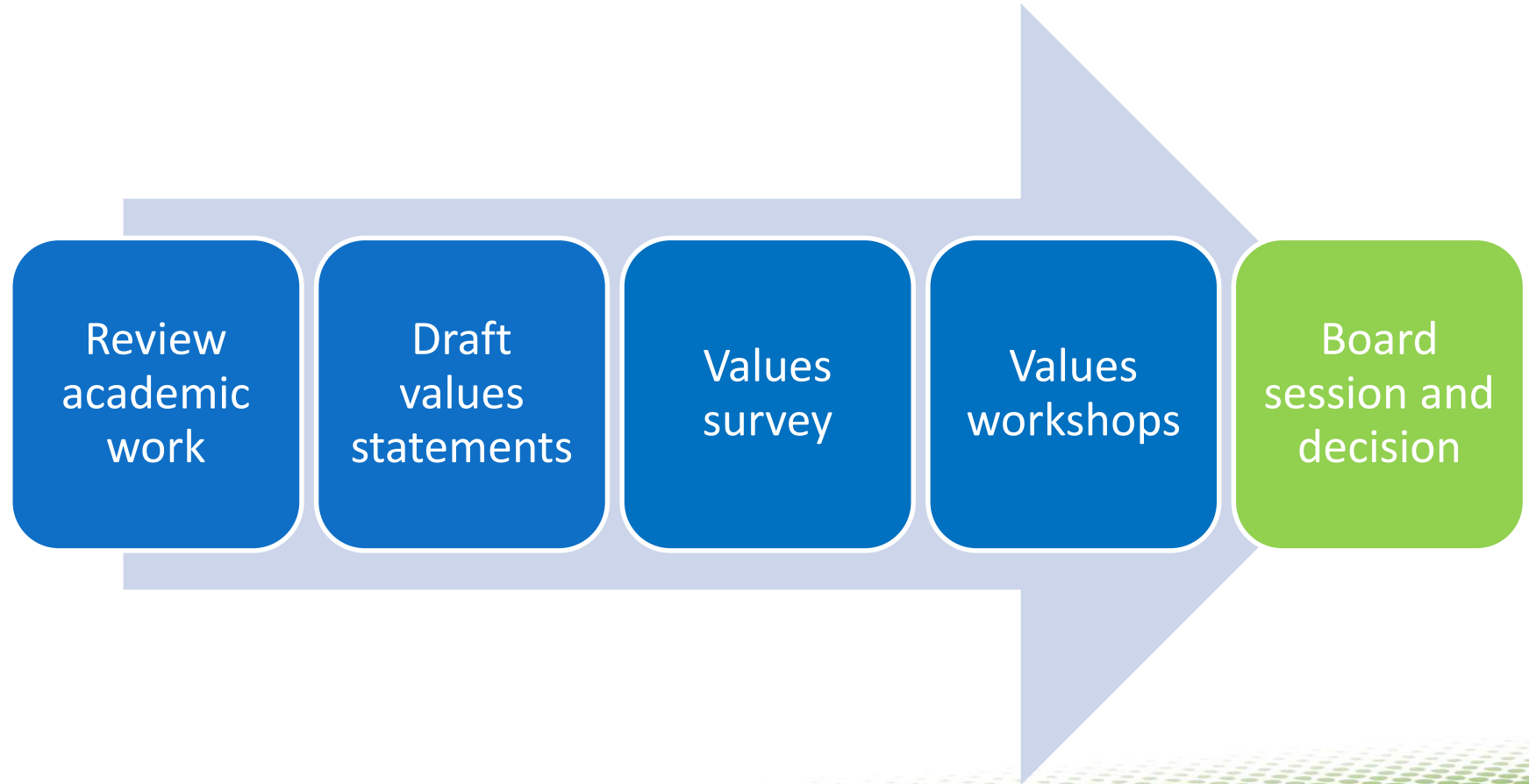
# Delivering our vision

## “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	<b>We will seek partners who share the values of the School</b> 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

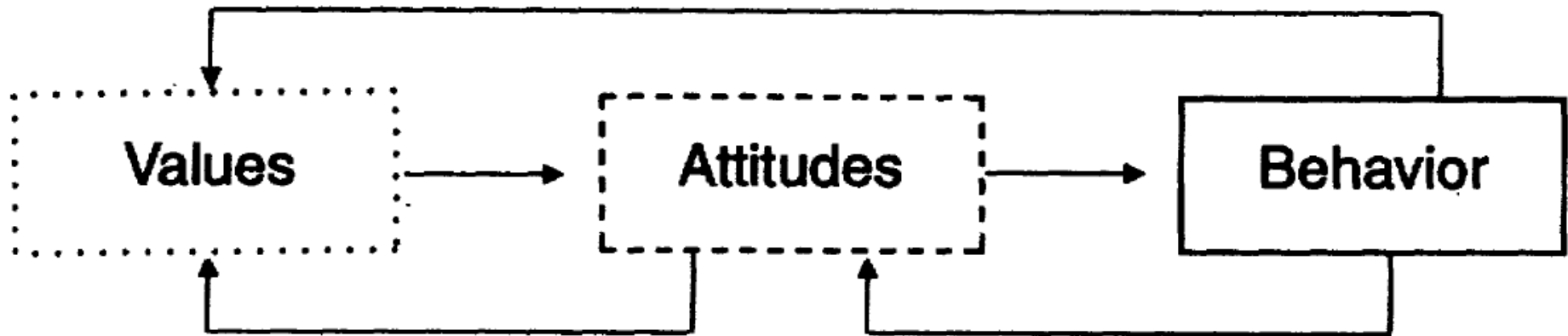
# What should our values be?

A process to consult members and partners



# Values





**Behaviour is the most readily observable  
Attitudes and values successively inferential!**

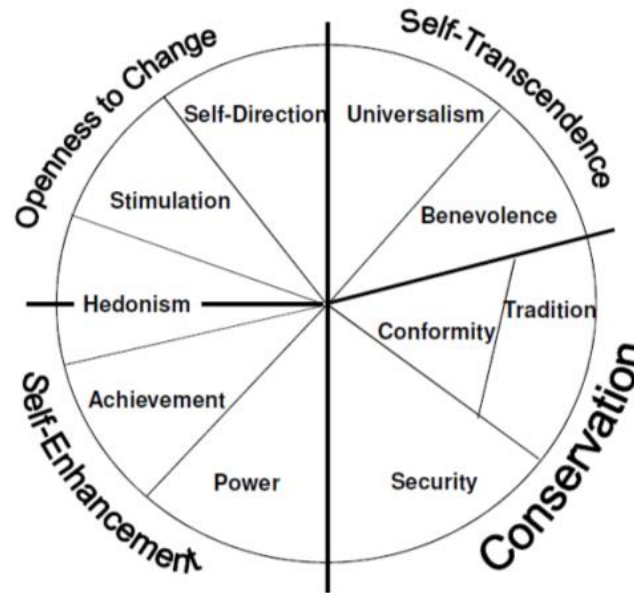
Connor, P. E., & Becker, B. W. (1994). Personal values and management: What do we know and why don't we know more?.  
*Journal of management Inquiry*, 3(1), 67-73.

## Survey results

We are using the School survey to inform the workshops

# Value Types & their Representative Values

Universalism	EQUALITY
	PEACE BETWEEN PEOPLE
	UNITY WITH NATURE
	WISE ISSUES OF ETHICS
	AESTHETIC BEAUTY
	SOCIAL JUSTICE
	BROADMINDED
	PROTECTING THE ENVIRONMENT
	INNER HARMONY
Others Oriented	LOYAL
	HONEST
	HELPFUL
	RESPONSIBLE
	FORGIVING
	SPIRITUALITY
	TRUE FRIENDSHIP
	MEANING IN WORK
Tradition	RESPECT FOR TRADITION
	MODERATE
	HUMBLE
	ACCEPTING MY PORTION IN LIFE
Conformity	FAITHFUL
	POLITENESS
	SELF-DISCIPLINE
Security	HONOURING OLDER MORE EXPERIENCED OTHERS
	DUTIFUL AND PROFESSIONAL
	SOCIAL ORDER
	SOCIAL SECURITY
	RECIPROICATION OF FAVOURS
Self-Enhancement	SECURITY OF FRIENDS AND FAMILY
	CLEAN
	SENSE OF BELONGING
	HEALTHY



Power	SOCIAL POWER
	WEALTH
	AUTHORITY
	PRESERVING PUBLIC IMAGE
	SOCIAL RECOGNITION
Achievement	AMBITIOUS
	INFLUENTIAL
	CAPABLE
	SUCCESSFUL
Hedonism	INTELLIGENT
	LEARNING
Stimulating	PLEASURE
	ENJOYING WORK
Self-Direction	EXCITEMENT IN WORK
	INNOVATION
	DARING
	FREEDOM
	CREATIVITY
	INDEPENDENT
	CHOOSING OWN GOALS
CURIOUS	
Conservation	SELF-RESPECT
	PRIVACY

# Value Types and their Defining Goal

## ■ Self-Direction

- Independent thought and action--choosing, creating, exploring

## ■ Stimulation

- Excitement, novelty, and challenge in life

## ■ Hedonism

- Pleasure or sensuous gratification of oneself

## ■ Achievement

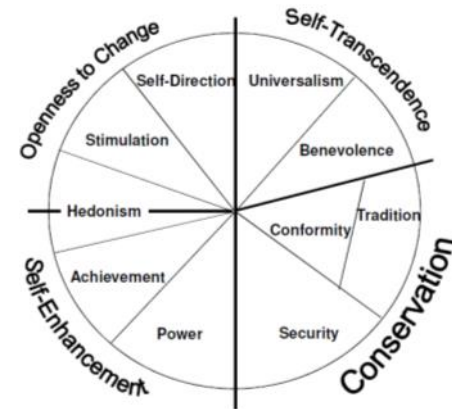
- Personal success through demonstrating competence according to social standards

## ■ Power

- Social status and prestige, control or dominance over people and resources

## ■ Security

- Safety, harmony, and stability of society, of relationships, and of self



# Value Types and their Defining Goal

## ■ Conformity

- restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms

## ■ Tradition

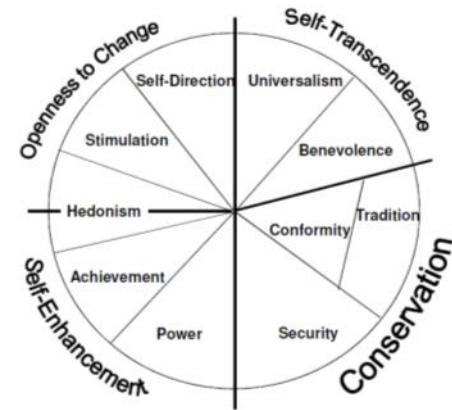
- respect, commitment, and acceptance of the customs and ideas that one's culture or religion provides

## ■ Benevolence

- preserving and enhancing the welfare of those with whom one is in frequent personal contact (the in-group)

## ■ Universalism

- understanding, appreciation, tolerance, and protection for the welfare of all



# Priorities per Group...

## Top 10 values

Partners
Meaning in work
Honest
Enjoying work
Healthy
Equality
Capable
Learning
Responsible
Broadminded
Innovation

Delivery Partners
Enjoying work
Healthy
Equality
Broadminded
Meaning in work
Security of friends and family
Capable
Honest
Responsible
Intelligent

Members
Healthy
Capable
Responsible
Social justice
Broadminded
Security of friends and family
Dutiful and professional
Protecting the environment
Learning
Social security

### Key Observations:

4 values common between three groups – *Healthy, Capable, Responsible, Broadminded*

4 values common between Partners and Delivery Partners – *Meaning in work, Honest, Enjoying work, equality*

Partners → Innovation

Members → Protecting the environment

# Establishing values for the School

# Overall survey results

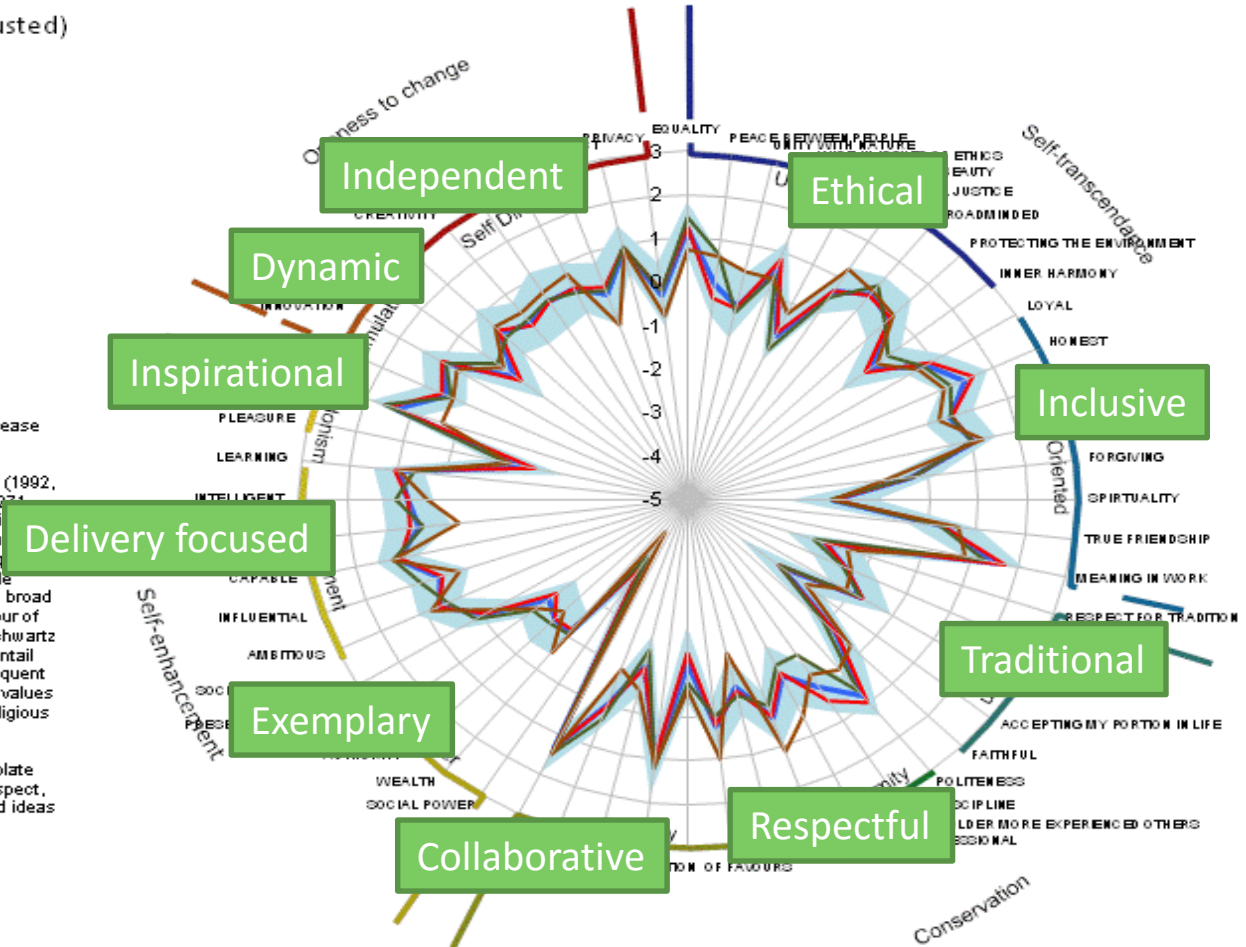
## Different Groups within School (Adjusted)

### KEY

- Standard Deviation
- Centered Organisational mean
- Partners
- Delivery Partners
- Members

\* values item unrobustly situated in its region, please treat as unclassified.

This approach has been developed by Schwartz (1992, 2003, 2004) and empirically tested with over 64,271 people across 67 countries and statistically confirmed with 10,857 people over 27 countries. Theoretical Schwartz describes basic values forming into a circumplex structure, with tradition located outside conformity. This is because they share the same broad motivational goal (e.g. "subordinating self in favour of socially imposed expectations"). According to Schwartz what distinguishes them is: "Conformity values entail subordination to persons with whom one is in frequent interaction - parents teachers, bosses. Tradition values entail subordination to more abstract objects - religious and cultural customs and ideas. Tradition values emphasise restraint of actions, inclinations, and impulses that might upset or harm others and violate their expectations. Tradition values emphasis respect, commitment, and acceptance of the customs and ideas of one's culture or region".

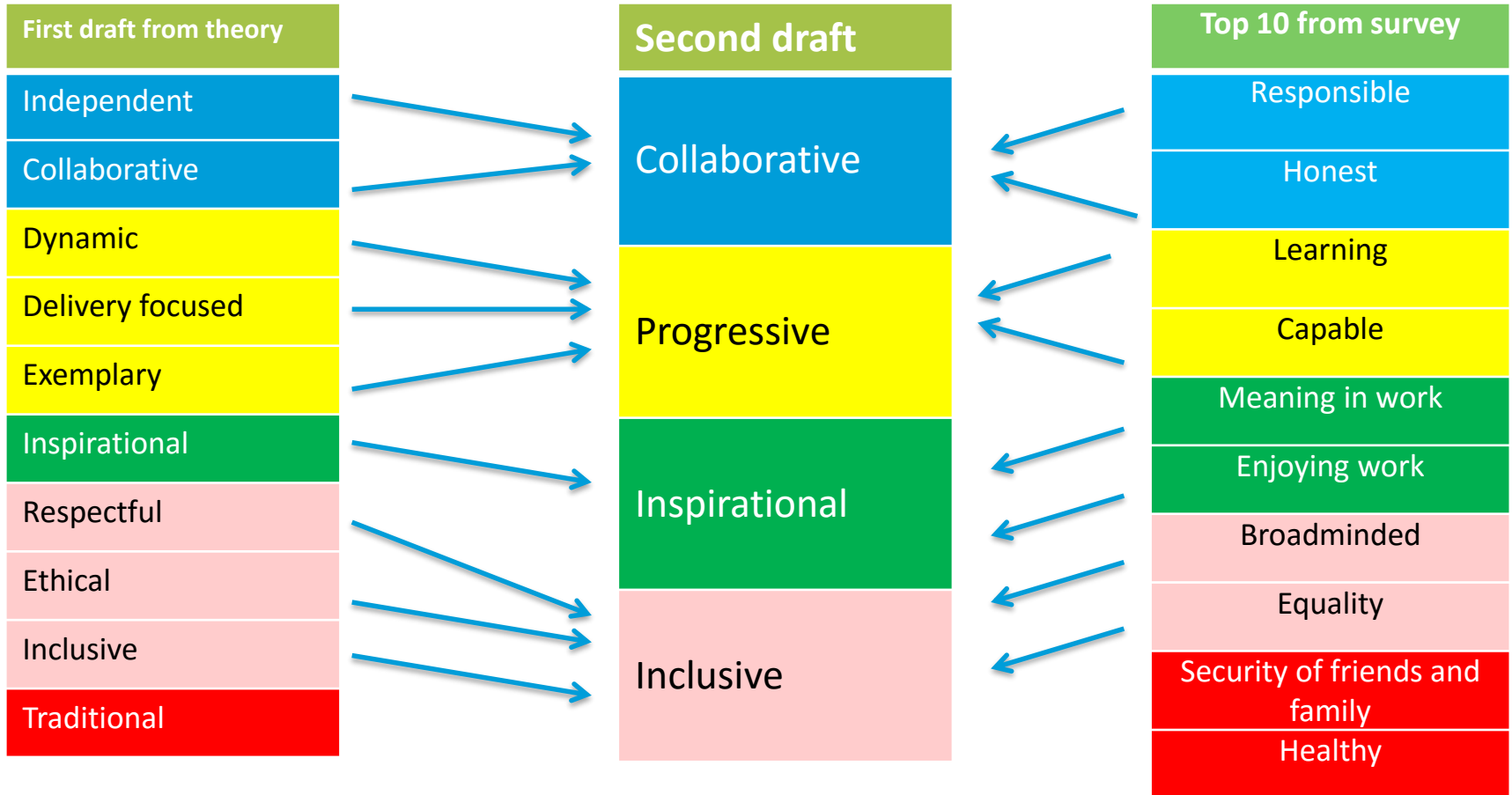




# First draft values statements

Independent	Dynamic	Inspirational	Delivery focused	Exemplary
The School is an independent collaboration and will set its own goals and priorities as directed by partners	We will offer dynamic leadership for change and innovation	We will offer an inspirational experience for members and partners	We will deliver outstanding, measurable results in ways that offer value for money for partners and free of charge to members	We will work collaboratively to promote the School as a world class collaboration
Collaborative	Respectful	Traditional	Inclusive	Ethical
We will share our knowledge and resources in a collaborative way to support the best long term interests of the School and the built environment sector	We value consensus and trust our representative groups to make decisions on behalf of the School	We will promote tried and tested practices and standards	We are an inclusive organisation and will actively engage under represented groups whilst respecting the views of all involved	We are advocates and exemplars for the highest ethical aspirations

# Sorting it all out – 2 workshops



# Second draft values statements

Collaborative	Progressive	Inspirational	Inclusive
We share knowledge and resources for mutual benefit. Our direction is led by our partners and members.	We deliver real measurable impact through dynamic leadership.	We inspire our members and partners to drive change.	We exemplify respect for the planet, our colleagues and the wider society we engage with.

This value is fundamental to what we do. We have used the word “Collaborative” rather than “Independent” in the title as the latter may sound a bit arrogant or insular. We have tried to express independence in the second sentence. When approaching new partners there is often an assumption that we are some sort of government QUANGO and that some unseen force is “in charge”. We try to dispel this myth here

# Second draft values statements

Collaborative	Progressive	Inspirational	Inclusive
We share knowledge and resources for mutual benefit. Our direction is led by our partners and members.	We deliver real measurable impact through dynamic leadership.	We inspire our members and partners to drive change.	We exemplify respect for the planet, our colleagues and the wider society we engage with.

This value is an attempt to capture the dynamism of the School and our desire to lead and make a difference. It captured the “capable” and “responsible” values that scored highly in the survey. During workshops we discussed “not being a talking shop”. This resonated well with the groups. The word “progressive” tries to capture the forward thinking and dynamic nature of the School expressed as the “broad minded” value in the survey

# Second draft values statements

Collaborative	Progressive	Inspirational	Inclusive
We share knowledge and resources for mutual benefit. Our direction is led by our partners and members.	We deliver real measurable impact through dynamic leadership.	We inspire our members and partners to drive change.	We exemplify respect for the planet, our colleagues and the wider society we engage with.

This value is an attempt to capture the values of “meaning in work” and “enjoying work” which scored very highly in the survey. We are trying to describe how people engage with the School emotionally. We played with words like “fun” but decided that sounded trivial so we settled for “inspirational”. We like the idea of inspiring our members and partners to drive change. It is something of a call to arms and mobilising a large number of people to make a difference

# Second draft values statements

Collaborative	Progressive	Inspirational	Inclusive
We share knowledge and resources for mutual benefit. Our direction is led by our partners and members.	We deliver real measurable impact through dynamic leadership.	We inspire our members and partners to drive change.	We exemplify respect for the planet, our colleagues and the wider society we engage with.

This value is trying to wrap up the concept of “Universalism” in the theory. It tries to describe how the School is trying to have a positive engagement with the world around it. It incorporates “equality, honest, “protecting the environment” and “social justice” from the survey. We decided not to use the word “ethics” because it tends to be associated with compliance i.e. “here is our code of conduct written by our legal department”. We are trying to tap into something much more fundamental here

# Second draft values statements

Collaborative	Progressive	Inspirational	Inclusive
We share knowledge and resources for mutual benefit. Our direction is led by our partners and members.	We deliver real measurable impact through dynamic leadership.	We inspire our members and partners to drive change.	We exemplify respect for the planet, our colleagues and the wider society we engage with.

# Approved by the Board

Collaborative	Progressive	Inspirational	Inclusive
<b>We share</b> knowledge and resources. Our direction is led by our partners and members.	<b>We deliver</b> measurable impact through dynamic leadership.	<b>We inspire</b> our members and partners to drive positive change.	<b>We exemplify</b> respect for the planet, our colleagues and wider society.



# Our values in four words

- Collaborative
- Progressive
- Inspirational
- Inclusive

# What we do in four words

- We share
- We deliver
- We inspire
- We exemplify

# Milestones

Month	Milestone
Jan 17	Workshops
Feb 17	Workshops and board preparation
Mar 17	Board presentation (today)
Mar 17	AGM
Apr 17	Publish values

## 4. Approve updated School Constitution

*Anna Baker*

# Approve School Constitution

- **Proposed changes to the Constitution** – the Partner's agreement is sought for the proposed changes to the constitution and schedules (*full constitution sent prior to AGM*).
- These changes deal with;
  1. **School Vision** – aligned to the 2020 visioning process from last year
  2. **School Values** – have been added to the constitution
  3. **One School approach** - Alignment of the constitution to Sustainability and Offsite markets
  4. **Board member election process** – to allow for stability within the Board and to ensure the correct range of skills are on the Board.
  5. **Definition of Partner** – the current lack of clarity in the definition creates many questions from legal teams in the potential partners
  6. **Unlimited liability** – Removal of the clause that says Partners must pay what ever the School Board requests to fund the School
  7. **Partner Schedule** – allowing the School team to put in the scope of what a specific Partner can accept

# Board member election process

- 1. Board member election process** – to allow for stability within the Board and to ensure the correct range of skills are on the Board.

**Old:** When drafted in 2015 we said the following, but in reality we changed 5 members of the board last year, a year early. Natural turnover in Board members leaving their roles or changing companies means that Board positions come up for renewal on a regular basis.

“Elections to the School Board are to be bi-annual. In February 2017 only 4 members (and every odd year thereafter) will be up for re-election. In February 2017 these 4 members shall be drawn by straws to ensure fairness. In February 2018 (and every odd year thereafter) the remaining 5 members not appointed in April 2017 shall be up for re-election.”

**Now:**

“Once an elected Board Member has served 5 (five) years from the date at which they were elected, then that seat on the Board shall be available for re-election and the process set out in clause 6.5 shall be followed.”

# Definition of a Partner

1. **Definition of Partner** – the current lack of clarity in the definition creates many questions from legal teams in the potential partners

New definition is –

“Partners means all organisations which are participating in the School and who have signed up to and comply with the Partners Schedule and provide both cash and in-kind support for the School in alignment with the requirements of the Business Plan. Being a Partner in the School does not constitute a legal partnership.”

- We simply added the last sentence as it caused issues with legal teams or potential Partners reviewing the constitution.
2. **Unlimited liability** – Removal of the clause that says Partners must pay what ever the School Board requests to fund the School
    - It was never intended that the School could demand payments as required from Partners, but the phrase “provide both cash and in-kind support for the School in alignment with the requirements of the Business Plan”. Was seen by some as unlimited liability
  3. **Partner Schedule** – allowing the School team to put in the scope of what a specific Partner can accept. **This must be agreed by the School Director**

# Approve updated School Constitution

The Partners are asked to approve the updated School Constitution

Vote:

1 = Yes

2 = No

3 = Abstain

Please note only 1 vote per Partner



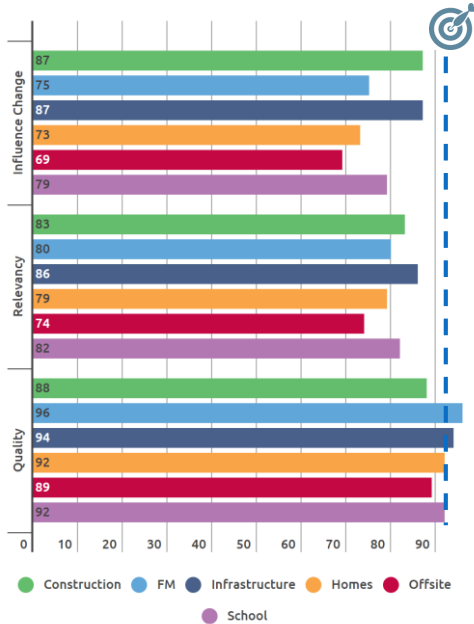
## 5. Receive report of performance and accounts

*Hilary Hurrey and Ian Heptonstall*

# Performance dashboard

● Construction ● FM ● Homes ● Infrastructure ● Offsite

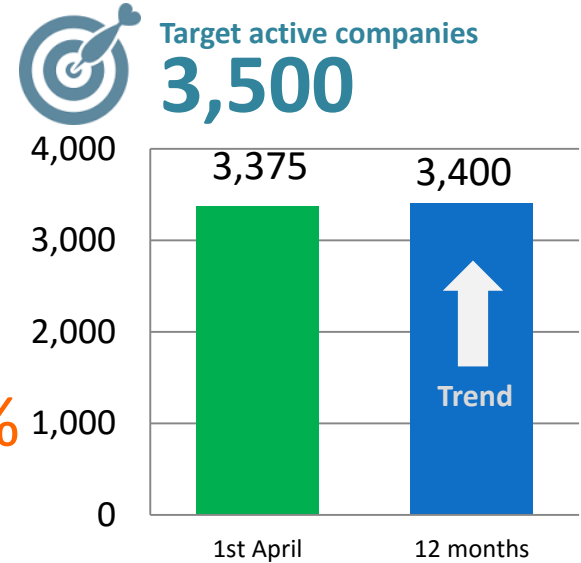
## Quality of Learning



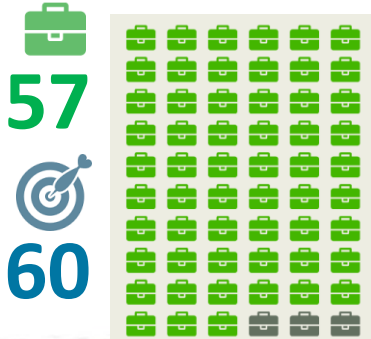
## Impact of Learning



## Active companies: 3,375



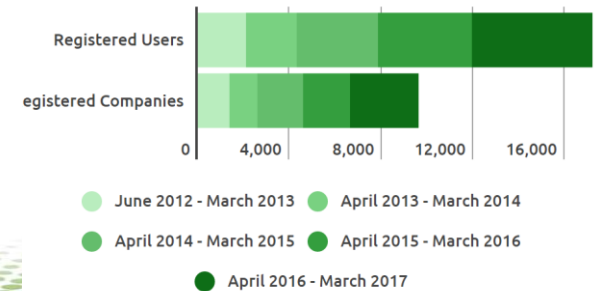
## Partners



## Engagement

	Const.	FM	Homes	Infra	Offsite
Priority Suppliers	6,125	8,005	1,053	1,850	244
% suppliers engaged					
Lists provided	20	7	9	8	1
% Partners providing lists	95%	54%	100%	37%	10%

## Registered users: 17,354



# 2016/17 Deliverables

	Const	FM	Homes	Infra	Offsite	Entire School	Monthly movement
Active companies	2,147/1,500	509/500	712/500	407/750	610/500	3,375/3,500	+127
Supplier days	4/4	4/4	4/4	4/4	4/4	19/20	+1
No. attending supplier days	472/400	360/400	429/400	419/400	366/400	2,046/2,000	+196
Workshops	15/15	9/10	13/15	14/12	10/10	61/60	+5
E-learning downloads	--	--	536/650	--	--	4,971/1,500	+377
E-learning (new)	1/1	1/1	2/2	1/1	1/1	10/10	0
Toolbox talks	1/1	1/1	1/1	1/1	n/a	4/4	0
Assessments	731/600	117/250	135/250	92/375	110/250	1,168/1675	+45
Re-assessments	353/200	25/100	45/100	35/100	18/100	476/600	+24

# Highlights

- Primary objective for was to engage more of our members make them more active at learning within the School and to make a difference to our members' knowledge levels.
  - 40% increase in active members (3,375 in 2017 vs 2,553 in 2016)
  - Over 8,000 individuals have learnt through the School in the last 12 months
  - 17.35% increase in knowledge against a target of 10%
  - 21% increase in self assessments and 50% increase in re-assessments
- Launched new look and functionality will enhance the user journey:
  - Offsite and Sustainability Schools joined together
  - Improve members access to the full range of resources available
  - More choice and not stuck in one 'School'
  - Improved member journeys between Welsh, Scottish and English Schools
  - Introduction of corporate and individual accounts; reduction of duplicate accounts and ability to assess which can go towards CPD learning
  - Develop web platform to enable to School to grow in other countries and sectors
- Moving towards a self-funding School:
  - New Partners – Over 55 partners
  - A successful first year of the strategic relationship with CITB; everything delivered to budget and on time.

# Highlights

- The School is now a CPD accredited training centre and all School delivered training workshops and elearning modules are now CPD accredited.
- Successful growth and launch of the Welsh School
  - 21<sup>st</sup> March launch with 100 attendees
  - Active leadership group driving forward the School agenda in Wales
  - Refreshed School content and resource library
  - Welsh focused diagnostic developed and launched
- Special Interest Groups continue to provide new thought-leading knowledge.
- The School has been instrumental in developing the Fairness, Inclusion and Respect agenda
  - Separately funded but hosted through the School
  - 781 individual have been trained against a target of 400
  - Drawn from 477 employers against a target of 300
  - 16,813 FIR web page views

## Actual Budget 2016/17

# Income 2016/17

Actual income	Amount
CITB grant	570,000
Existing Partners – joined prior to 1st April 2016	480,332
New Partners recruited in 2016/17	45,416
Wales - funders (NPTC part 1)	15,000
Wales - funders (NPTC part 2, due in May)	15,000
Australia licence (estimate, due to invoice in March)	5,000
<b>Total income</b>	<b>£1,130,748</b>
<b>Total costs</b>	<b>£1,128,150</b>
<b>Surplus to c/f</b>	<b>£2,598</b>

# Spend by activity 2016/17

## Variance against budget:

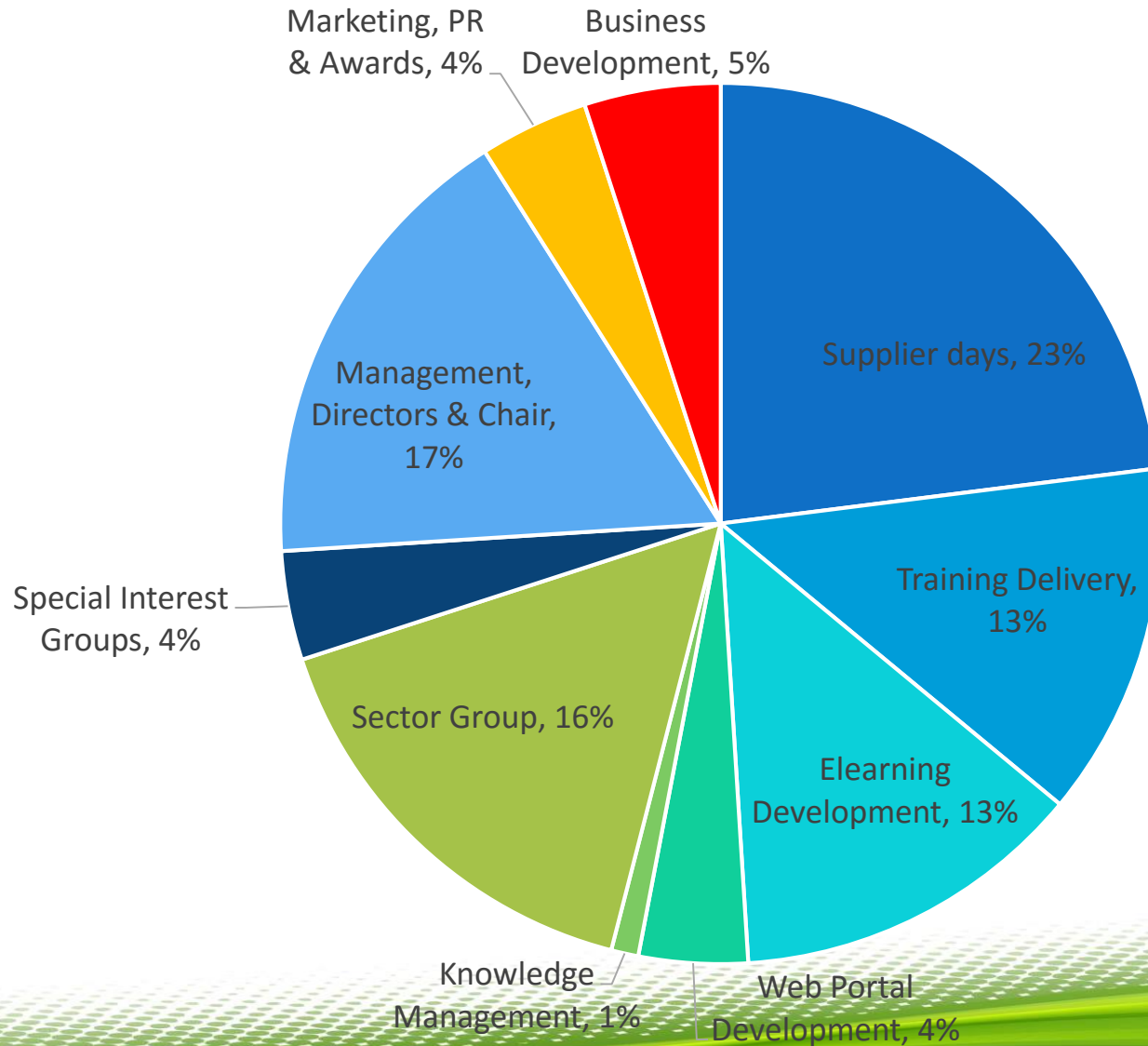
Under spend of £2,598

The Welsh School has costs of £30,000 but income to match this from NPTC

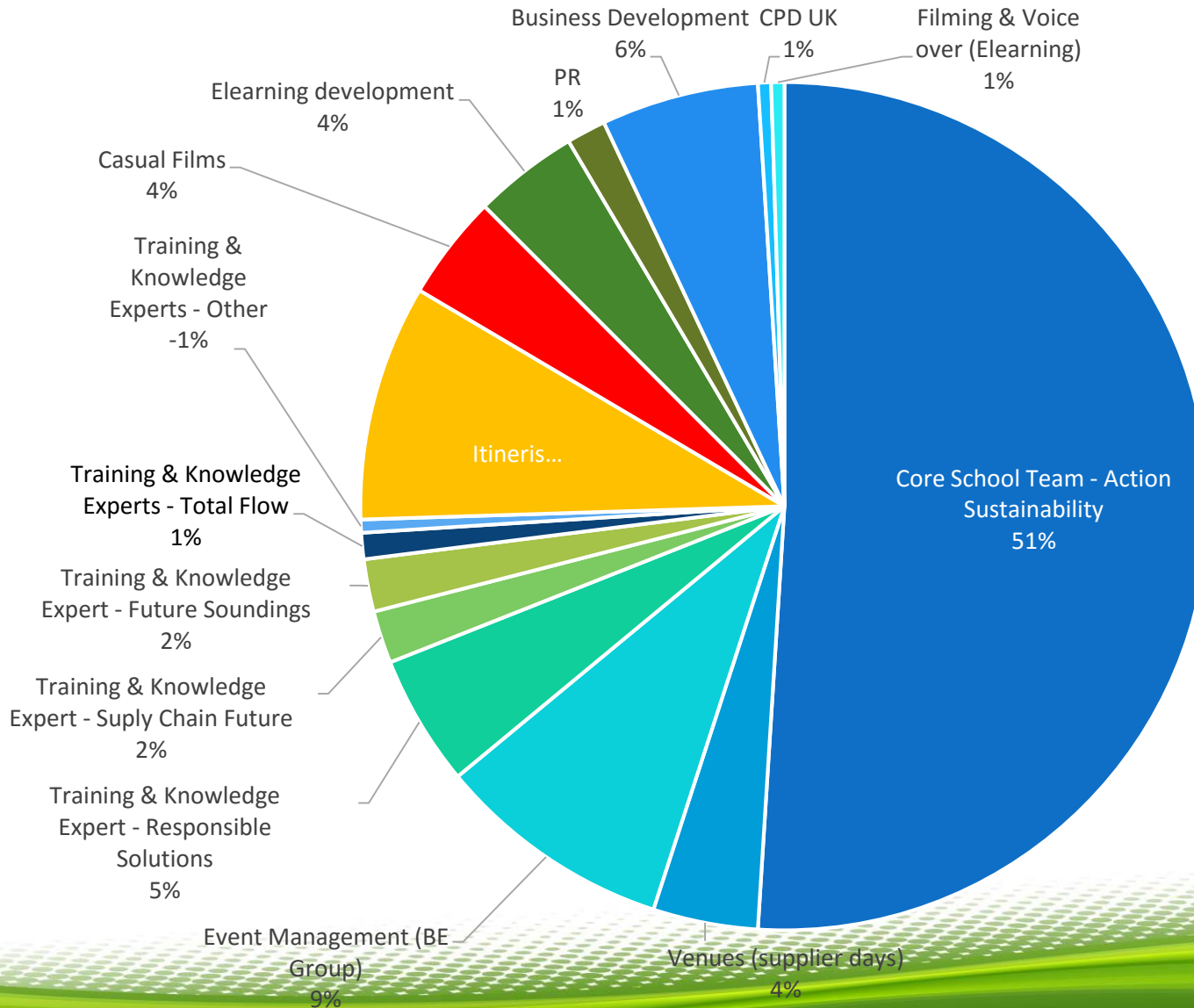
Type	Detail	Budget	Actual
Training Delivery	Supplier days x 20 events @ £11,000	£220,000	£220,000
	Training – Supply Chain & Partners x 60 @ £1,250	£118,750	£118,750
Training Development	E-learning development (x10)	£100,000	£100,000
	E-learning maintenance (x10)	£20,000	£20,000
	Video based toolbox talks	£50,000	£50,000
Knowledge Management	Secretariat x 6	£60,000	£60,000
	Special interest Groups x 3 @ £10k	£30,000	£30,000
	CPD accreditations	£5,000	£5,000
	Knowledge Manager and specialist advice	£30,000	£30,000
	Research budget	£15,000	£15,000
	Training Partner	£10,000	£10,000
IT Platform	Web developments	--	--
	Web maintenance and hosting	£27,350	£27,350
	Video content ( <i>replaced by extra work conducted on FM resources</i> )	£10,000	£8,000
	Learning Management System	£2,400	£2,400
Marketing & Sales	PR	£12,000	£12,000
	Marketing, stands, etc	£11,500	£11,500
	Awards etc ( <i>overspent due to success on entries</i> )	£6,000	£11,150
	Business development and funding	£50,000	£50,000
People & overhead	Sector group officers x 5 groups	£150,000	£150,000
	Management, Directors and Chair	£160,000	£160,000
	Travel & expenses	£7,000	£7,000
Welsh School	2 x Launch events	£0	£30,000
	Elearning module, resource library	£0	
	Diagnostic tool	£0	
<b>Total</b>		<b>£1,095,000</b>	<b>£1,128,150</b>



# Spend by activity



# Spend by supplier

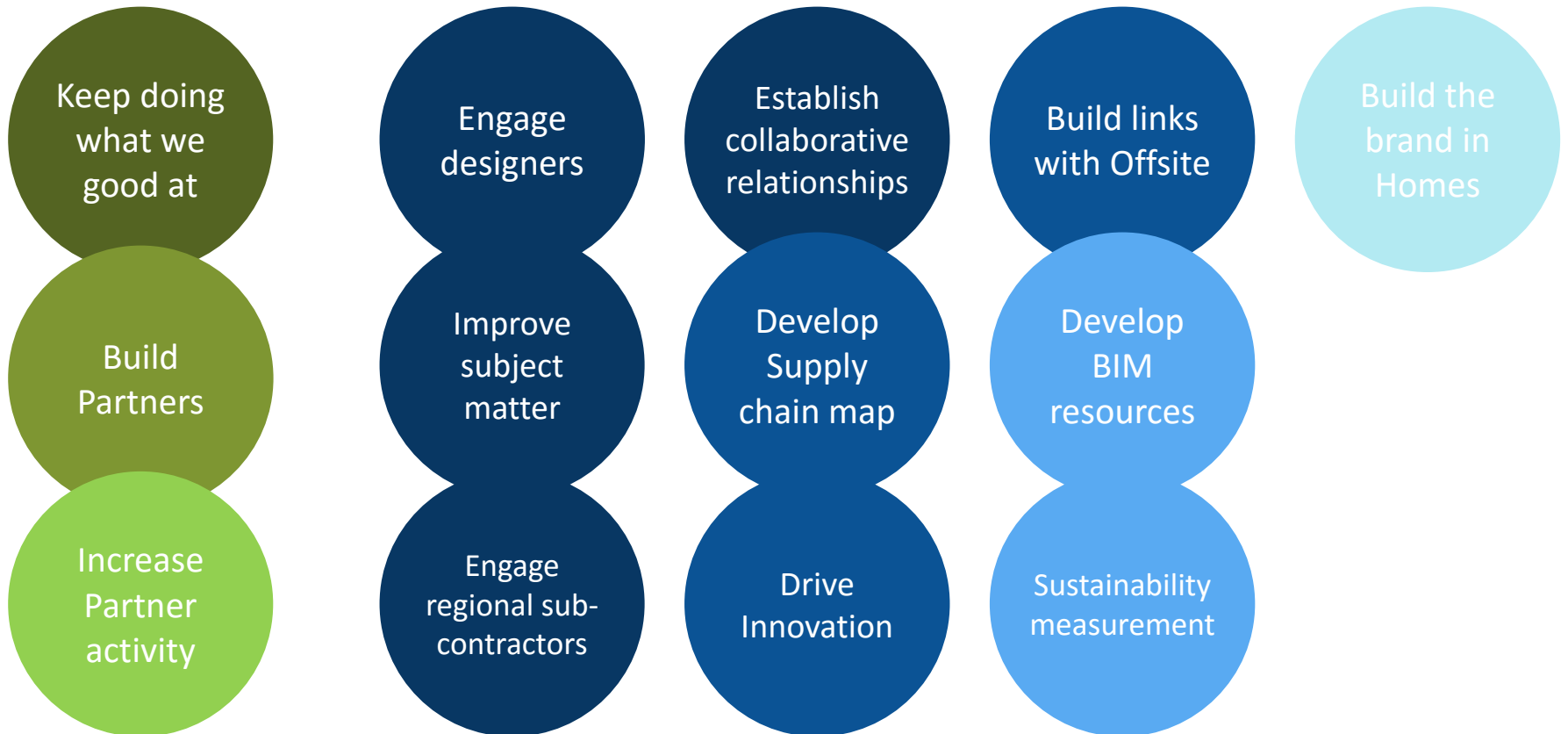


## 6. Approve Business Plan 2017/18

*Ian Heptonstall*

# High level objectives 2017

Green are common to all groups, blue relate to fewer groups



Decreasing number of groups rate as priority

# CITB deliverables 2017

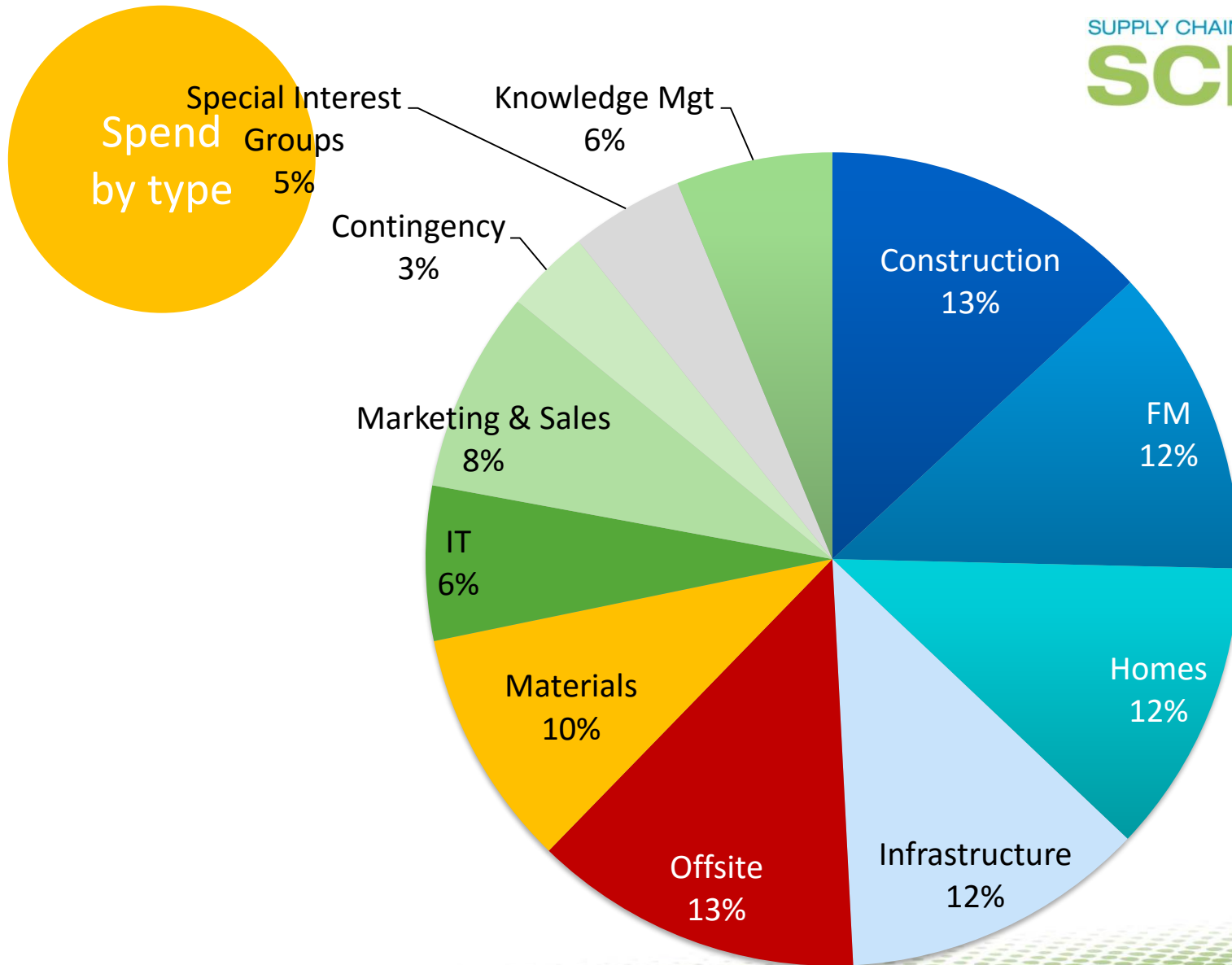
- 1,000 employers engaged (additional to 2016)
- 20 x supplier training day
- 50 x workshops 5 x e-learning development
- 10 x e-learning modules updated
- 8 x video toolbox talks
- Learning Portal Development
- Research with special interest groups
- 10 x Case Studies
- 1 x annual evaluation report

## Income 2017/18

Income Detail	Amount
CITB	500,000
Partner - single x £10k x 45	450,000
Multi School x £15K x 5	75,000
Multi School x £20K x 5	100,000
New partners - assume 12	60,000
Wales - funders (NPTC & University & others)	40,000
UU Horizon funding	30,000
Australia licence	5,000
<b>Total</b>	<b>£1,260,000</b>
<b>Costs</b>	<b>£1,260,000</b>
<i>Includes contingency of</i>	<i>£41,250</i>

# Budget: High level *by activity*

Type	Detail	Unit	Cost	Amount	Totals
Training Delivery	Supplier days	17	11,750	£199,750	
	Training – Supply Chain & Partners	57	1,500	£85,500	
	8 x regional Homes events	8	5,000	£40,000	
	Green Dragons programme	1	20,000	£20,000	<b>£345,250</b>
Training Development	E-learning development	5	10,000	£50,000	
	E-learning maintenance	1	10,000	£10,000	
	Video content development	1	10,000	£10,000	<b>£70,000</b>
Industry engagement	Sector group officers x 6 groups	6	30,000	£180,000	
	Secretariat x 7	7	15,000	£105,000	<b>£285,000</b>
Knowledge Management	Special interest Groups - Mapping	1	10,000	£10,000	
	Special interest Groups - Measurement	1	10,000	£10,000	
	Special interest Groups - Social Value	1	10,000	£10,000	
	Special interest Groups – further development	1	25,000	£25,000	
	CPD accreditations	1	10,000	£10,000	
	Knowledge Manager and specialist advice	6	6,000	£36,000	
	Horizon Group & Research budget	1	50,000	£50,000	
	Training Partner	1	10,000	£10,000	<b>£161,000</b>
IT	Web development costs School 3.0	1	20,000	£20,000	
	Additional web development	1	10,000	£10,000	
	BIM maturity matrix web tool	1	15,000	£15,000	
	Web maintenance and hosting	1	17,500	£17,500	
	Video content	1	10,000	£10,000	
	Learning Management System	1	3,000	£3,000	<b>£75,500</b>
Sales and Marketing	PR	1	12,000	£12,000	
	Marketing, stands, etc	1	20,000	£20,000	
	Awards etc	2	3,000	£6,000	
	Business development and funding	6	10,000	£60,000	<b>£98,000</b>
People & overhead	Management, Directors and Chair	1	160,000	£160,000	
	Travel & expenses	12	2,000	£24,000	<b>£184,000</b>
	General contingency for new priorities	1	41,250	£41,250	<b>£41,250</b>
<b>Total</b>					<b>£1,260,000</b>





# Approve Business Plan

The Partners are asked to approve the Business Plan 2017/2018 as previously circulated and presented by Ian Heptonstall today

Vote:

1 = Yes

2 = No

3 = Abstain

Please note only 1 vote per Partner

## 7. Facilitated table discussions

Facilitated discussions on Special Interest Groups subjects:

- a) Social Value by Design – *Liz Holford*
- b) Supply Chain Mapping – *James Cadman*
- c) Modern Slavery – *Helen Carter*
- d) Apprenticeship Levy – *CITB*
- e) BIM Maturity Matrix – *Neil Thompson*
- f) Measurement – *Alex Giles*
- g) Fairness, Inclusion & Respect – *Liz Holford*

## 8. Any other business

*Shaun McCarthy*