

Date: Thursday 24th November 2016 – Wates Offices, 14th Floor, One Euston Square, London, NW1 2FD. 10.30am – 12.30pm

Attendees: Chris Dyson – Chair (*Carillion*), Jesse Putzel (*BAM*), Andy Fulturer (*Lendlease*), Danny Bavington (*Sir Robert McAlpine*), Steve Attfield (*Marshalls*), Cara Palmer (*Wates*), Eddy Taylor (*Laing O'Rourke*), Mike Williams (*Laing O'Rourke*), Iain Casson (*Kier*), Alison Davis (*Skanska*), Mike Lindsay (*Colas*), Gordon Stollés (*Colas*), Susan Schnadhorst (*Osborne*), EJ Allen and Becky Bryant (*Supply Chain School*)

Apologies: Gerard Cantwell (*Aggregate Industries*), Pip Stone (*ISG*), Brian Handcock (*John Sisk*), Graham Edgell (*Morgan Sindall*), Ian Nicholson (*Responsible Solutions*), Martin Dick (*Robertson Group*), Paul Lacey (*Hanson*), Eibhlin Flynn (*Danny Sullivan*), Ben Lever (*CITB*)

These notes should be read in conjunction with the slides presented at the meeting, as circulated to all Partners.

Meeting Notes

1. Welcome and Introductions

- ✓ **Jesse Putzel**, BAM's Head of Sustainability was welcomed to the Group and confirmed he will attend future meetings in place of Nitesh
- ✓ **Alison Davis** attended in place of Nick Baker from Skanska
- ✓ **Susan Schnadhorst** was welcomed to the Group on behalf of Geoffrey Osborne, one of the latest Partners to join the Supply Chain School
- ✓ **Mike Lindsay and Gordon Stollés** were introduced to the Group on behalf of Colas, who attended the meeting as observers.

2. Agree Minutes of Last Meeting

Minutes from the last meeting were agreed.

3. Review Outstanding Actions

An update was provided to the Group with regards to outstanding actions as below:

Outstanding Actions:

- **All Partners to:**
 - Update on how they are using the Partner Maturity Matrix and any benefits that they have seen from it (*for 26th January Leadership Group Meeting*)
 - Contact EJ if they would like to know further information / order any awards for members of their supply chain (*ongoing*). Wates, Morgan Sindall and Skanska have all expressed an interest to date
 - Contact Becky with any meeting rooms / venue options for workshops at their offices in major UK cities (especially outside of London)

4. Operational Update – Year to Date

KPI Performance Dashboard

The performance dashboard was presented to the Group to highlight progress against key School targets as outlined in the business plan.

Key points:

- The Group were reminded that all data was aggregated and that it was reflective of this financial year (from 1st April 2016) up until 1st November
- The Construction School is performing strongly and is meeting or exceeding the majority of its targets
- There are now 49 Partners, the latest to join being Osborne, Danny Sullivan Group, Lundy Projects and Robertson Group

2016 / 2017 Deliverables

The group reviewed the current performance of the Construction School against the 2016 – 2017 Deliverables with one further quarter of delivery remaining.

Deliverables:

- **Active Members: 1,496/1,500** – on target
- **Supplier Days: 2/4** – two to take place on 7th December and 7th February
- **Supplier Days Attendees: 242/400** – 158 delegates need to be recruited to attend the remaining two suppliers days to hit target (*7th December currently has 240 registrations*)
- **Workshops: 10/15** – see update below
- **New E-Learning 0/1** – see update below
- **Toolbox Talks: 0/1** – on target
- **Assessments: 403/600** – a marketing campaign to drive more assessments and re-assessments will commence in December
- **Re-Assessments: 217/200** – target has been met

Agreed points:

- ✓ The focus for 2017 – 2018 should be on driving impact and more active engagement from existing School registered members and users. The Group would like to see those with Registered status to become active Members and active Members to progress to Bronze, Silver and Gold status

E-Learning Module: Life Cycle Costing

After the scoping meeting in September with a small working group from BAM, Interserve, Lendlease and ISG, a briefing document was circulated to the working group for comment. However there has been very little feedback to date and without more input / steer from partners no progress can be made.

Agreed points:

- ✓ Life Cycle Costing is an important topic and the Group wish to continue with its development

- ✓ Given the delay, the E-Learning Module release could be pushed back to March / April if necessary – the Group agreed that this is acceptable
- ✓ For the Module to be of practical use, it is imperative for it to contain knowledge from people with day-to-day experience of working on Life Cycle Costing – whilst the participants of the original scoping group were interested in the topic and keen to progress it, they were reliant on feedback from expert colleagues to comment on the brief
- ✓ Client input should be actively encouraged both in the form of preparatory input and talking heads to insert into the E-Learning Module itself
- ✓ Connectplus could be a useful contact for this E-Learning Module

Actions:

- **Supply Chain School** to circulate the briefing document for the E-Learning Module to the group, for it to be shared internally amongst teams for feedback
- **All Partners** to share the briefing document with relevant colleagues / contacts and encourage them to share feedback / steer, and suggestions of experts who could help write the module alongside Ross. Without further steer the module cannot progress.

Workshop & Supplier Day Feedback Statistics

The group was reminded that feedback for all events is measured in terms of “excellent / very relevant” or “very good / partly relevant”.

12th October Supplier Day Feedback (2 x half day events in one day):

Key points:

- The event was attended by 240 regional suppliers and a record 34 Partners (mainly regional representatives from the School’s Partners)
- Verbal feedback from all Partners and attendees on the day was extremely positive, and Partners were keen to replicate this model in other regions
- Online feedback instead of paper versions on the day were trialled, but the results were disappointing with less than 15 forms being completed. The feedback on quality and relevancy is therefore not an accurate representation of the success of the day
- A feedback meeting is taking place on 28th November with the lead Partner organisations involved on the day. Feedback will be shared with Partners before the next meeting.

Agreed points:

- ✓ Paper feedback forms will be used for future events
- ✓ Engaging Partners’ regional teams is key to promoting more active engagement of Partners’ priority suppliers and driving real impact

Workshops Feedback:

Key points:

- The relevancy and quality scores of the workshops have been consistently positive throughout the year. Partner specific workshops tend to get lower relevancy ratings than those public courses marketed through the School. Feedback suggests that attendees who come to a Partner specific events may feel obliged to come along because their customer has invited them (and they may not understand the relevancy), whereas those who attend public courses may be a more 'willing' audience who recognise the need for training.

Actions:

- **Partners** who choose to host workshops to:
 - Continue to give careful consideration over who to invite, and explain in any invitations WHY they are being invited
 - Begin each workshop with an overview of WHY this issue is important / relevant, and for this to be emphasised throughout by the trainer

Workshops

To date, the Construction School has run 11 workshops, and have four planned, and therefore will have delivered the 15 workshops for the year as outlined in the business plan.

Actions:

- **Supply Chain School** to continue to ensure that workshop marketing highlights the target audience for each course
- **Iain Casson (Kier)** to liaise with Becky in relation to the running of a sustainable procurement workshop in Q4 of this financial year
- **All Partners** to:
 - Contact Becky should they wish the School to run / facilitate any workshops on their behalf in this financial year. Although all workshops budgeted for will have been run, there may be an opportunity to run additional workshops.
 - Contact Becky if they already have an idea of workshops they would like to run (either issue specific or generic for internal teams or the supply chain) from 1st April 2017 onwards.

Supplier Days

7th December – Manchester:

The next Construction Supplier Day will be taking place at The Studio in Manchester on Wednesday 7th December, with 240 people booked to attend with Aggregate Industries and Peel Ports confirmed as speakers.

Actions:

- **All Partners** to encourage their colleagues in the NW to attend the event and confirm attendance with Becky, or book on to the event using the School website

7th February – Glasgow:

The final Construction Supplier Day of this financial year will be taking place at the Grand Central Hotel in Glasgow, and is being supported by BAM, linking in to the regional development of the new V&A project. Turner Townsend is also currently confirmed to speak.

Actions:

- **Jesse (BAM)** to confirm who from their organisation will be speaking at the event and to liaise with EJ in relation to agreeing a key theme for the day.
- **Supply Chain School to:**
 - Send all Partners suitable draft copy about the event for them to forward to their regional supply chain managers (if applicable) with a view to it then being emailed to suppliers / subcontractors to encourage attendance
 - Confirm to all which Partners have confirmed their attendance at the event
 - Liaise with BAM and TT to agree a key theme for the day
- **All Partners to:**
 - Promote the event to regional suppliers / sub-contractors who may benefit from attending using email copy provided by the School (to be a starting point for Partners to tailor accordingly)
 - Let Becky know once email invites have gone out so that Becky can follow up accordingly
 - Encourage colleagues to attend the event – calendar invites can be forwarded to the regional teams, or colleagues can simply book on to the event via the School website
 - Share other suggestions of speakers with Becky and EJ – this could be case studies, or linked to a local project

5. Business Planning – Review and Consideration of Strategic Objectives

The Group worked through an exercise which involved working in smaller groups and discussing and reviewing each strategic objective with notes / comments being shared on posters, after which feedback in relation to each priority was discussed. A summary of the key points in relation to each priority is detailed below.

Greater Engagement of Current Partners:

- The Maturity Matrix is a key tool to help further engage existing Partners. Partners should work with the School to develop targets in relation to the Maturity Matrix for March 2018, and review progress over the year with the School team
- The group were keen to see engagement of more people within the Partner organisations moving forwards, with ideas being shared of how information can be better cascaded internally.

- Running Partner workshops / events focusing on sharing best practise and case studies in relation to engaging with the School would be of value. This idea aligns with the collaborative nature of the School and would allow Partners to problem solve together, sharing examples of successes and challenges within their own organisation
- Lack of internal resource is a barrier to preventing Partner engagement, hence the need to engage stakeholders further up the management chain to get that senior level buy in across the organisation. It was agreed that more Construction Managers and Procurement / supply chain colleagues should be encouraged to engage.
- It is important to develop Partner case studies that showcase how a Partner has engaged in the School (both internally and in its supply chain) and the benefits of partnership.

Greater Engagement of Members:

- Rather than chasing more members all agreed the key focus needs to be on encouraging active members and partner priority suppliers so engage more deeply with the School with a view to driving impact. Setting targets in relation to bronze, silver and gold members is important.
- Suggestions in relation to who / how to target as below:
 - Partners' priority suppliers
 - Low self-assessment scorers
 - Members not yet B/s/g
 - Project specific by contractor / client
 - By trade category
- In terms of the methods used to engage the current members to reach the targets set, the group suggested:
 - Partners to issue communications / invitations to upcoming events or new resources
 - Project specific related workshops and promotion of specific related resources
 - Partner specific workshops for their supply chain, focusing on key priorities
 - Joint events to be held with UKGBC
 - Case studies to illustrate the benefits of engagement, to be promoted by the School and Partners
- What to train in / priority issues
 - Green infrastructure
 - Eco-systems services
 - Continuous improvement toolbox / plan for each company who completes a self-assessment
 - Project specific issues
 - Legislation
- Important to conduct a member survey to understand their training priorities, and continue to get feedback in relation to training needs at suppliers days and workshops
- Important to continue to focus on issues such as social value , circular economy and modern slavery.

Engaging Designers:

- Ideally the School would like Designers to become Partners, but the business case for a Partner to join is not as straightforward as that for contractors / clients. There is a need to develop a business case for designers to become more engaged in the School, and for the School's Construction market to work with Offsite and Infrastructure markets in developing the value proposition for Designers.
- Recommendations of who to target:
 - Specific organisations:
 - RIBA (the School already has a strategic relationship with RIBA after having worked with them on the DfMA overlay to the RIBA plan for Works, and the proposed plans around the social value overlay
 - ARUP
 - Hoare Lee
 - Hilson Moran
 - CBRE
 - Design institutions and associations, as well as the top 50; architects, landscape architects, structural engineers and sustainability advisors.
- Initial engagement with Designers could be in the form of a designer led supplier day linking in to topics such as BIM, Circular Economy, Offsite manufacture, Designing out Waste and responsible sourcing.

Engaging Clients:

- There is a need to further develop the business case for clients in relation to engaging in the School as a Partner. Suggestions in relation to the business case as below:
 - Better quality buildings
 - Better quality tenants / end users / buyers
 - Release of Government funding
 - Assistance in achieving CSR targets
 - Specific dashboards to enable them to monitor data and information on project performance
 - Alignment of targets and values
 - Use of e-learning on internal management systems
- Suggestions of who to target included:
 - Those enlightened clients who are already pushing the sustainability agenda, and who are already working closely with current School Partners.
 - Umbrella public sector organisations
 - Local authorities
 - TFL
 - Land Securities
 - Great Portland Estate
 - British Land
 - Argent
 - Stanhope
 - Legal & General

- Existing Partners could leverage existing client relationships to help secure more client Partners, and help with setting up meetings with the School
- There may be an opportunity for the FM School Partners to introduce their clients to the School

Greater Links with the Offsite School:

- There should be greater integration between the Offsite and Construction School as they are intrinsically linked. It was suggested that Offsite should actively feed into all other Schools, almost like a specialist working group
- It is important for the Offsite resources to be easily accessible to Construction School members, especially best practise and project case studies
- The group would like to see operational colleagues engaged on both the Offsite and Construction side
- In order to forge these greater links, the following suggestions were made by the group:
 - Combine the strategies, objectives and KPIs which are being produced for 2017/2018
 - Ensure that consistent messaging is being produced by both the Offsite and Construction Schools
 - Consider cross-pollination of the Leadership Groups, perhaps with representatives attending both and providing feedback
 - Produce joint case studies on specific projects and best practice ideas
 - One joint Supplier Day to be run between the Construction and Offsite Schools

Actions:

- **The School** to develop a first draft of a business plan for the Construction School based on the feedback from this Leadership group meeting, and circulate to all before xmas, with a deadline for feedback / comments for the first week in January
- **All Partners** to review the first draft of the business plan as circulated by EJ and share feedback by the 10th January. If the Partner believes they will be unavailable, a colleague is to be nominated to provide feedback accordingly

6. Any Other Business

Wates

Wates raised a suggestion for a Partner specific workshop in the New Year, which would allow Partners to share information and best practise with each other in an effort to increase collaboration.

Locations of future Leadership Group meetings

The Group were asked for their steer on the location of the Construction Leadership Group meetings in 2017. The consensus was that central London worked well, and both Wates and Carillion at One Euston Square would be the preferred locations due to their proximity to the Euston Station. The School relies on meeting rooms being provided at no cost, so Partners who have Board rooms in central London who would like to host Leadership group meetings were invited to contact Becky Bryant.

Next meeting: Thursday 26th January 2017, 10.30am – 12.30pm at– Marshalls Design Space, Clerkenwell