

Date: Thursday 27th January 2017 – Marshalls Design Space, 4 Compton Courtyard, 40 Compton Street, London, EC1V 0BD – 10.30am – 12.30pm

Attendees: Ian Heptonstall (*Supply Chain School*) – Chair, Andy Fulturer (*Lendlease*), Ashley Swaby (*Laing O'Rourke*), Richard Deaville (*Interserve*), Tom Branchley (*Lundy Projects*), Nick Baker (*Skanska*), Steve Attfield (*Marshalls*), Jesse Putzel (*BAM*), Susan Schnadhorst (*Osborne*), EJ Allen and Becky Bryant (*Supply Chain School*)

Apologies: Chris Dyson (*Carillion*), Ben Lever (*CITB*), Gerard Cantwell (*Aggregate Industries*), Eibhlin Flynn (*Danny Sullivan*), Dianne Armstrong (*Heathrow Airport*), Brian Handcock (*John Sisk*), Iain Casson (*Kier*), Graham Edgell (*Morgan Sindall*), Ian Nicholson (*Responsible Solutions*), Martin Dick (*Robertson*), Danny Bavington (*Sir Robert McAlpine*), Cara Palmer (*Wates*)

Meeting Notes

1. Welcome and Introductions

- ✓ **Ian Heptonstall** conducted the meeting as interim chair due to Chris Dyson being unable to attend
- ✓ **Ashley Swaby** was introduced to the group as the representative from Laing O'Rourke on this occasion
- ✓ **Tom Branchley** was welcomed to the group as a new Partner, representing Lundy Projects

It was highlighted to the Group that points 1 – 3 on the agenda were primarily for the Group's information, and that most the meeting would focus on items 4 – 6. Please review the attached PDF for additional information on points 1 – 3.

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 provide an update on how they are using the Partner Maturity Matrix and any benefits that they have seen from it - *this is an ongoing action which will be achieved through the face-to-face Partner meetings which EJ is currently conducting.*
- **All Partners** to share the Life Cycle Costing e-learning module briefing documents with their 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 be progressed – *action remains the same for this. Should this module still be developed, it will be in the next financial year.*
- **All Partners** to contact EJ if they would like to know further information / order any awards for members of their supply chain (*ongoing*)

Agreed points:

- ✓ The Life Cycle Costing e-learning module delivery will be delayed until after 1st April 2017, to allow it to fall into the upcoming financial year

Actions:

- **Supply Chain School** to re-issue the Life Cycle Costing e-learning module briefing document to the Leadership Group, and consider how this can link to the new circular economy standard.

4. Operational Update

One School

The Group were provided with a short presentation regarding the progress of the web development of the new School. The launch date for the upgraded website is behind schedule, but all agreed time needs to be spent testing the new website and its functionalities to ensure that when it does launch, the user journey is as simple and intuitive as possible.

The new website will not look unfamiliar to its current members; however, it will be easier to use and will be multi-functional, with the Offsite School also being included within the main School website.

The user journey will now follow:

Country (*England, Scotland, or Wales*) – **Subject Area** – **Market Sector** – **Learning**

All users will select one of the above as their “primary” area; however, will be able to undertake learning in all areas by selecting the option which specifies they also trade in additional countries, areas, market sectors etc

NB: The Group were reminded that CITB do not cover Northern Ireland, and consequently the School does not focus delivery there

Special Interest Groups

The following Special Interest Groups will be introduced for the 2017 / 2018 financial year:

Supply Chain Mapping

This has proved to be an extremely popular Group with many Partners expressing an interest in attending. The main objectives of this Group are:

- Define “supply chain map” related to Modern Slavery
- Identify priority suppliers to be mapped out
- Develop a model policy that Partners can adopt / adapt
- Develop a costed-out programme of work and recommend funding options for the work

Social Value by Design

This Group fits into the strategic priority of “further engaging the design community” which has been a key element of the development of the School, and the Group will be updated with regards to progress throughout the year.

Performance Measurement

This Group was suggested at Board level, comprising of the following main objectives:

- Provide industry leadership with a common approach to sustainability measurement of suppliers
- Evidencing the School's impact

The Leadership Group commented on foreseen difficulties in delivering these objectives, primarily focussing around the availability of data, as all Partners have their own corporate approach and the direct comparison of companies may well prove to be complex.

Agreed points:

- ✓ This SIG will remain action orientated, as opposed to data orientated and focus on 5 key metrics as opposed to the entire spectrum of reporting capability

BIM

The Leadership Group were provided with an update with regards to the ongoing BIM Capability SIG, which has now "road tested" the suggested Matrix at an Offsite Supplier Day and the FM Leadership Group. The SIG is now due to "socialise" the Matrix with external stakeholders to ensure an industry wide approach is adopted.

New Content – Toolbox Talks and E-Learning Modules

As detailed in the slides, new toolbox talks and e-learning modules launched in January as below:

Toolbox talks:

- Mental Health and Wellbeing FIR (Fairness, Inclusion, and Respect)
- FIR Induction
- Modern Slavery – Can you spot the signs?
- Sustainability at Work
- Waste
- Energy NB: These toolbox talks are now aimed at all workers, as opposed to management level colleagues

E-learning modules:

- Sustainability in Groundworks
- Sustainability on Site
- Introduction to Carbon Management in Infrastructure

The Group was reminded that all learning within the School is now CPD accredited and members can claim appropriate CPD points for completion of online resources such as e-learning modules.

Progress against KPIs and Deliverables

The group reviewed the current performance of the Construction School against the 2016 – 2017 Deliverables with only two months of delivery remaining. Overall, the Construction School is performing well, seeing an overall increase in self-assessment score of 17.35% from assessment to re-assessment by its members.

The Group were informed that the figure of 51 Partners had increased to 52 Partners with the latest Partner to join the School being **Colas**. (*this has now increased to 53 with confirmation from Arnold Laver that they wish to become a Partner*).

Deliverables:

- **Active Members: 1,850/1,500** – target met
- **Supplier Days: 3/4** – one remaining, on 7th February (*at time of distribution, this event has been run and this target has now been met*)
- **Supplier Days Attendees: 362/400** – on target (*at time of distribution, thanks to the 7th February Supplier Day, this target has now been met*)
- **Workshops: 15/15** – target met
- **New E-Learning 0/1** – see update above
- **Toolbox Talks: 1/1** – target met
- **Assessments: 502/600** – on target
- **Re-Assessments: 267/200** – target met

Actions:

- **Lendlease** to send the Supply Chain School contact details for Great Portland Estates, who have expressed an interest in becoming a Partner

5. Agreeing the Business Plan

An overview of the proposed business plan for the Construction School for 2017/18 was presented, as circulated to all prior to the meeting.

Agreed points:

- ✓ All agreed the business plan as per the slides, with the following amendments:
 - The budget for toolbox talks is to be removed. It was agreed at Board level that this budget is to be set aside as a contingency for the School throughout the year.
 - A KPI needs to be added in for 'Greater engagement of current partners' – possibly for all Partners to have agreed action plans in relation to the Partner Maturity Matrix

Actions:

- **Supply Chain School** to:
 - Conduct a Partner survey to take place at the end of the year to understand satisfaction levels of current Partners, the benefits, and areas for improvement.
 - Review the suggested KPIs around 'Greater engagement of current partners'
 - Work with Partners to generate Partner Action Plans to assist in the development of business cases for partner organisations

- Consider the need for additional budget for “administrative support” to ensure adequate ongoing support for the growing number of partners within the School.
- **All Partners** to plot where they are on the Partner Maturity Matrix, and where they would like to be at the end of the year – at the next Leadership Group Meeting

6. Understanding regional priorities

The Group were invited to plot the 4 UK regions where they were most active, with a view to deciding the locations for the 4 x supplier days budgeted for 2017-18 for the construction school. The 4 regions agreed were South East, North West, North East, and the West Midlands.

Other potential key areas of interest were Scotland, South West and Wales.

The Group then worked through an exercise which focused on these 4 target regions, and looked at major projects, key clients, and regional priorities within these 4 regions, with a view to providing steer for the themes / content of the 4 supplier days and other School activity.

Feedback as below:

Region	South East
Major Projects	<ul style="list-style-type: none"> ● Nine Elms re-development ● Great Western Rail electrification ● Crossrail ● Student housing developments ● King’s Cross ● Battersea Power Station ● Barts Square ● Arundel Great Court ● Wembley
Key Clients	<ul style="list-style-type: none"> ● Specialist developers ● NHS trusts ● Crossrail ● NLE ● Thames Tideway ● Legal and General ● Local Authorities (<i>closely linked with NLE</i>) ● Argent ● Quintain ● Helical Bar ● Battersea Project Land ● British Land ● Great Portland Estates
Regional Priorities	<ul style="list-style-type: none"> ● Skills shortages ● Labour / resources ● Social value ● Air quality ● Local procurement

	<ul style="list-style-type: none"> • Sustainable delivery commitments • Ecosystems
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Region	North West
Major Projects	<ul style="list-style-type: none"> • Potato Wharf • Manchester commercial development • North Hub rail projects • Salford Quays
Key Clients	<ul style="list-style-type: none"> • Allied London • Peel • University of Manchester • Lendlease • ASK Property Developers • Select Property Group • Muse Developments • Network Rail • Local authorities
Regional Priorities	<ul style="list-style-type: none"> • North West Construction Hub • The “Northern Powerhouse” • Local authorities’ sustainability priorities • Surety of supply

Region	Leeds / Sheffield
Major Projects	<ul style="list-style-type: none"> • Private developments • University of Leeds • Park & Ride infrastructure • Schools • Large scale mixed use developments • Industrial developments
Key Clients	<ul style="list-style-type: none"> • Leeds University • Sheffield University • Lincoln University • Bradford University • Schools • Local authorities • Lendlease Developments • British Land
Regional Priorities	<ul style="list-style-type: none"> • YORBuild • LEPS • Skills shortage • Local procurement

Region	West Midlands
Major Projects	<ul style="list-style-type: none"> • Paradise Circus • Centenary Square • Midlands Metro Hospital

	<ul style="list-style-type: none"> • Arena Central • Touchwood Shopping Centre • HS2 • Schools • University of Birmingham
Key Clients	<ul style="list-style-type: none"> • Birmingham City Council • Argent • NHS • University of Birmingham • Land Securities • Local authorities • HS2
Regional Priorities	<ul style="list-style-type: none"> • Local authority engagement • Product specification and early engagement • Surety of supply

Agreed points:

- ✓ 4 x supplier days to run in South East, West Midlands, North East, and the North West

Actions:

- ✓ **Supply Chain School** to develop a briefing paper for the 4 supplier days based on the feedback from this exercise. This will include suggested timings, locations, key themes, client speakers to share with the Leadership group. This will also highlight action for Partners.

7. Engaging Partners' Priority Suppliers

The Supply Chain School presented the Leadership Group with statistics regarding the priority supplier lists provided by current Partners and the levels of engagement of same (*registered, self-assessed and viewing resources*). All figures provided at the meeting were anonymous; however, they have since been highlighted to the individual Partners within the Group to allow for Partner action planning meetings to take place, as discussed above.

The group took part in an exercise to look at what both the School and its Partners can do with a view to driving more engagement of its members. Feedback from the exercise is detailed below:

What can we do to better encourage initial engagement?

Partners	The School
<ul style="list-style-type: none"> • Ensure membership of the School is a requirement at PQQ stage • Ask for membership status (bronze, silver, gold etc) to be shared • Internal engagement with regards to regional supply chains • Measurement and monitoring of priority supplier engagement 	<ul style="list-style-type: none"> • Create new literature to outline; why they should become members, the benefits of same, the purpose of the School and what is expected of a member • Additional videos uploaded to You Tube to allow for easier sharing of content

<ul style="list-style-type: none"> • Train procurement teams to recognise School membership and understand its benefits to the supply chain 	
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Once engaged, how do we keep members active?

Partners	The School
<ul style="list-style-type: none"> • Create agenda item at relationship management meetings • Supply chain improvement agreements • Reward and recognise engagement • Discuss supply chain engagement at project level 	<ul style="list-style-type: none"> • Direct marketing / prompts to members • Track performance vs membership statistics • Creation of a supply chain maturity matrix

How can we encourage active members to re-assess regularly?

Partners	The School
<ul style="list-style-type: none"> • Reward and recognise active members • Raise engagement with the School within supply chain review meetings • Keep comms current • Automated feedback and reminder emails sent to internal staff and the supply chain • Performance scores related to supplier activity within the School 	<ul style="list-style-type: none"> • Benefit led case studies • Automated pop-ups on website • Automated emails

Agreed points:

- ✓ The School will build the feedback on the above into their communications plan to ensure ongoing engagement with priority suppliers

8. Any Other Business

No other business was raised

Next meeting: Wednesday 19th April 2017, Carillion’s Offices, One Euston Square, London – 10.30am – 12.30pm