

Date: Tuesday 12th September 2017 – Carillion Offices, One Euston Square, London. 10.30am – 12.30pm

Attendees: Steve Watson – Chair (Willmott Dixon), Emma-Jane Allen and Becky Bryant (Supply Chain School), Simon Poulter (Balfour Beatty), Jesse Putzel (BAM), Anne Smales (Bouygues UK), Sara Tome (Bouygues E&S), Andy Hazlehurst (Carillion), Richard Thompson (Francis Flower), Richard Deaville (Interserve), Craig Murphy (John Sisk), Iain Casson (Kier), Andy Fulturer (Lendlease), Tom Brenchley (Lundy Projects), Steve Attfield (Marshalls), Adrian Shah-Cundy (VolkerWessels UK)

Apologies: Gerard Cantwell (Aggregate Industries), Ben Lever (CITB), Embelin Flynn (Danny Sullivan), Brian Handcock (John Sisk), Eddy Taylor (Laing O'Rourke), Mike Williams (Laing O'Rourke), Graham Edgell (Morgan Sindall), Wyn Prichard (NPTC Group), Nick Baker (Skanska), Danny Bavington (SRM), Cara Palmer (Wates), Susan Schnadhorst (Osborne)

[Please note these meeting notes are to be read in conjunction with the agenda and pre-read slides as circulated to all.](#)

1. Welcome and introductions

- ✓ **Steve Watson** was introduced to the Group as the interim chair for the Group in the absence of Nick Baker
- ✓ **Adrian Shah-Cundy** was introduced to the Group as the representative from VolkerWessels UK, a new Partner to the School
- ✓ **Sara Tome** was introduced to the Group as the representative from Bouygues Energies and Services, a new Partner to the School
- ✓ **Tim Ryan, Director and DfMA lead** attended the meeting as a guest presenter from Bryden Wood, a leading architectural and design practice

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:

- **Supply Chain School to:**
 - Conduct a survey of Partners to gauge satisfaction levels – *This is now with the operations group. This will link in to the impact / benefit survey due to happen before the end of this year.*
 - Make suggested improvements to the website following on from the feedback session at the previous meeting – *the quick fix issues have been addressed. The more complex issues are in progress. These are ongoing.*
 - Share anonymised feedback from Action Sustainability Consultancy on the results from the ISO 20400 Gap Analysis sessions run with Partners – *end Oct.*

- Ensure that the Partner dashboards are up and running circulate a briefing on how the new dashboards work – *the primary functions of the Partner dashboards are now working and Partners can logon (using their existing usernames and passwords etc) and view statistics and information on those who have said they supply to them. Priority supplier information is still not yet fully functioning. The School team apologised for this, there are still ongoing issues with legacy data. This continues to be a top priority and IT providers assure us this will be done by 6th October. Ian Heptonstall continues to push this forward as a matter of priority*
- **Partners to:**
 - Send EJ suggestions for new Partners to engage with the School – *ongoing*
 - Contact EJ if they have a design consortium or framework within their business – *in progress, additional actions below.*

Additional / Emerging Actions:

- **Supply Chain School to:**
 - Re-upload all priority supplier lists to dashboards as soon as the new business unit function is working, and let the Group know when this is done – *IT providers reassure us this will be ready by 5th October*
 - Produce briefing paper on activity to date re. engaging designers / architects, and how the School would like to engage – *completed and circulated to all*
- **All Partners to:**
 - Contact Becky if you have lost your Partner dashboard log on details
 - Consider the opportunity for the School to engage with your design groups - *report back at the next meeting so that this action can be closed off*

The Group requested that minuted actions included deadlines, to prevent open ended actions running without resolution.

4. Operational update

Progress against KPIs and deliverables

The Group were invited to comment and raise questions regarding to the Construction School's performance and progress against deliverables for Q1 and Q2 to date.

Key points:

- Overall, the performance of the Construction School is very positive, and progressing well against all targets
- Effort needs to continue to drive more active engagement with a view to securing 2,000 active members by 31st March 2018
- Assessment and re-assessment figures have both increased from this time last year, from 250 assessments / 100 re-assessments in September 2016 to 571/168 this year. This increased engagement is reflective of:

- The new School website enables members to engage / assess in more than one market within the School
- The assessment process is now simpler / shorter with core assessments and top assessments
- Increased marketing activity

| | Q2 2017 | 2017/2018 Target |
|---|---------|------------------|
| Active members (this is unique companies) | 939 | 2,000 |
| Self-assessments (only corporate assessments, not individual learning accounts) | 571 | 600 |
| Re-assessments (only corporate assessments, not individual learning accounts) | 168 | 300 |
| Bronze, Silver, Gold members | 269 | 100 |

- There are now 64 Partners to the School (against a target of 70 for this financial year), the latest being Fortel, Hercules Site Services and Telford Homes – an increase from 45 at this time last year

Supplier Days

The Group were provided with an update on the remaining Supplier Days for this year, details of which are below. At the time of the meeting, the 15th September event had not taken place.

Remaining Supplier Days for 2017 / 2018:

| Quarter | Date | Region | Proposed Agenda / Theme | Partners who have confirmed support |
|---------|----------------------------|------------|---|--|
| Q2 | 15 th September | Birmingham | Offsite & Skills: Designer Perspective: HTA Skills Agenda: CITB Partner Perspective: Carillion | Partners in Attendance: Aggregate Industries, Balfour Beatty, Bouygues UK, Carillion, Fortel, Interserve, ISG, Saint Gobain, Travis Perkins, Wates |
| Q3 | 24 th October | York | Social Value & Skills: Skills – Wates Offsite – Carillion Recruitment – ISG Local Procurement – CHY and Willmott Dixon | Morgan Sindall, Willmott Dixon, Wates, Carillion, ISG, SRM, Aggregate Industries |
| Q4 | 6 th February | Manchester | Sustainability Performance Measurement: Regional Perspective: North West Construction Hub Partner Perspective: TBC | Willmott Dixon, Lendlease, Marshalls, BAM, Robertson, Kier, Wates, Laing O'Rourke, John Sisk |

Actions:

- **Partners to:**
 - Let Becky know if you / your regional colleagues would like to actively support the 24th October event (current Partners involved: Wates, Willmott Dixon, Carillion, ISG, CHY, Sir Robert McAlpine) by inviting your supply chain to attend, and providing representatives from your own organisation on the day – by 5 Oct
 - Volunteer regional colleagues / speakers for the Manchester Supplier Day to talk about sustainability performance measurement from a Partner perspective (Becky can provide a full briefing if required) – *end October*
 - Provide Becky with list of suppliers / sub-contractors to invite to the York and the Manchester supplier days, and invite colleagues to attend – *ongoing*

Workshops

The Construction School has budget to run 10 workshops this financial year, the majority of which are now planned. Partners should contact Becky should they be interested in running additional workshops.

The Group was provided with an overview of the feedback statistics from the workshops held to date, these can be reviewed in the slide deck distributed for the meeting.

Workshops for 2017 / 2018

Completed:

| | Date | Workshop | Partner / Public | Location |
|---|------------------------|---------------------------------|-----------------------|----------------|
| 1 | 26 th April | Introduction to the School | Partner - Wates | Basingstoke |
| 2 | 27 th April | ALG (Circular Economy) | Partner - BAM | London |
| 3 | 25 th May | ALG (Circular Economy) | Partner - BAM | London |
| 4 | 15 th June | ALG (Circular Economy) | Partner - BAM | London |
| 5 | 23 rd June | Introduction to the School | Partner – Bouygues UK | London |
| 6 | 13 th July | Fairness, Inclusion and Respect | Partner - Kier | Wyboston Lakes |

Upcoming:

| | Date | Workshop | Partner / Public | Location |
|---|--------------------------|--|------------------|-----------------|
| 7 | 10 th October | Introduction to the School | Partner - SRM | Hemel Hempstead |
| 8 | 19 th October | Introduction to Sustainable Construction | Public | Wales |

| | | | | |
|----|---------------------------|--|--------------------------------|----------|
| 9 | 8 th November | Modern Slavery | Partner – Aggregate Industries | Midlands |
| 10 | 15 th November | Embedding Sustainable Procurement | Public | Wales |
| 11 | 16 th November | Introduction to Sustainable Construction | Partner – Willmott Dixon | Wales |
| 12 | 23 rd November | Introduction to the School | Partner - Wates | London |

Workshops requested by Partners - to be organised:

| | Workshop | Partner / Public | Location |
|---|---------------------------------|-----------------------------------|-----------------|
| 1 | Introduction to the School | Kier Supply Chain | Tempesford |
| 2 | Responsible Sourcing | Lendlease Internal | London |
| 3 | Introduction to the School | Laing O'Rourke Supply Chain | Scotland |
| 4 | Circular Economy | Aggregate Industries Supply Chain | Midlands |
| 5 | Fairness, Inclusion and Respect | BAM Internal | Hemel Hempstead |
| 6 | Modern Slavery | BAM Supply Chain | Bristol |

Actions:

- **Partners to:**
 - Speak to Becky if they would like the School to host a workshop either for their internal staff members or their supply chain - *ongoing*
 - Speak to Becky if you have a regional office which could host a future workshop (20 pax capacity room) – *by next Leadership Group meeting in November*

5. Developing a DfMA Strategy and Adoption Scale – Bryden Wood

At the request of the Group, a short presentation was given by Tim Ryan, Director and DfMA lead at Bryden Wood www.brydenwood.co.uk, a leading architectural and design practice with regards to DfMA and Offsite Construction. The presentation was followed by a short Q&A session.

The complete presentation has been circulated with the minutes of the meeting.

Comments and discussion:

- Bryden Wood are a multi-disciplinary business, with capabilities stretching across the sector, but with particular expertise in Offsite and DfMA

- 50% of the world's landfill originally stems from the construction industry – a leaner sector is essential
- Early engagement of a design team and understanding of the building brief is of vital importance to drive sustainability benefits. Post applied solutions always involve compromise
- Offsite is often a solution to delivering a project within an extremely tight timeframe, where traditional construction methods may take longer than the time allowed
- Re-use of material at the end of the life span can be built into design in accordance with client wishes
- A pro-active approach to Offsite construction and manufacturing allows the supply chain to understand the potential sustainability implications of their construction at an earlier stage in the process – somewhat negating the performance gap issue facing the industry
- The industry is slowly changing to focus on alternative construction methods. Instead of being viewed as a last resort, people are now considering Offsite and DfMA as primary options for their build
- Early engagement is crucial. Future pipelines need to be considered, and relationships built with offsite manufacturers as early as possible. These relationships take time to come to fruition and need long term pipelines of work – factories are usually bought for a 3yr period.
- CITB have done a piece of research around the offsite and skills agenda – the resulting work being published in April 2017 entitled 'Faster, Smarter, More Efficient: Building Skills for Offsite Construction.
- Factories typically provide the ideal environment for collecting and reporting data – audit trails are simplified, with significant efficiency savings, especially in relation to waste.

Actions:

- **Supply Chain School** to:
 - Circulate information on the upcoming DfMA events taking place on rail, water, housing and education - *completed*
 - Request the source of the statistics used in the Bryden Wood presentation – *source included with the minutes*

6. Update on Special Interest Groups

The Group were provided with a short update on the progress of the Special Interest Groups which the School is running in the 2017-2018 financial year. Highlights of this session included:

Social Value by Design

This Group has now produced a draft of the "Social Value and Design of the Built Environment" document and it is currently with professional designers to be ready for publication at the end of September. The documents in themselves will be publicised during October.

Action:

- **Supply Chain School** to circulate link to Social Value by Design documentation when it is published – *draft version circulated, link to the final version to be circulated by Oct 5th*

BIM

The BIM Matrix is now finalised in terms of content and has been fed back to the members of the SIG. The final Matrix will be web enabled which will take the form of a self-assessment, broadly like that hosted on the main School site. The resource library for this is currently being reviewed and built, ready for publication.

The matrix is not something the Partners will send to their supply chain to complete - it will be hosted on the School website; however, Partners may want to encourage their supply chain to complete the confidential assessment on the School website. Partners will then be able to view anonymised BIM data on their Partner dashboard as soon as the functionality is uploaded into the website.

Action:

- **Supply Chain School** to:
 - Distribute the question set for the BIM matrix for consideration by the Group, to allay any concerns over the possibility of duplicate questions – *completed*
 - Let the Group know as soon as the matrix is live on the School website – *end October / early November*

Performance Measurement

Details in relation to the progress of this group can be found in the slides.

Action:

- **Supply Chain School** to email the Leadership Group with the next steps, as and when they have been agreed by the Operations Group and the Board

Supply Chain Mapping

This SIG has been completed and the output from the SIG (the supply chain mapping Protocol and the supply chain mapping results of hi vis vests, steel rebar, a plastic bag, and a floor cleaning product) has been circulated to the Group.

Lean Construction Institute

The Lean Construction School is being developed in partnership with the Lean Construction Institute and is being funded by CITB with additional contributions from Mace, BAM, Carillion, Costain and Skanska. The premise of the Lean School is to develop a website and online diagnostic to develop competence and skills in Lean Construction across benchmarks within the industry. The project is scheduled to last for 18 months.

Action:

- **Supply Chain School** to keep the Group updated on progress

7. Supply Chain Mapping SIG and School Category Groups

The Group were provided with a presentation on the progress from the Supply Chain Mapping Special Interest Group, following on from the discussion at June's Leadership Group Meeting.

The Supply Chain Mapping SIG has led to a proposed reformation in the primary function of the Materials Group; full details of which can be found in the slide deck which was circulated prior to the meeting.

Brief Overview of Proposed Changes:

- Use the remaining Materials Group budget for the 2017/2018 FY to pilot a new "category" approach to the Leadership Group, using two categories as samples (Plant and Labour)
- It is believed that this will enable further industry collaboration on the delivery of real innovation and change with all players within the value chain of a certain category
- The category groups will ultimately develop content and deliver outcomes that are important to addressing the key sustainability issues specific to them
- The Groups will do this by:
 - Undertaking a materiality assessment
 - Produce and facilitate the implementation of annual "category plans"
 - Provide category leadership in areas of common concern
 - Provide guidance for both procurers and suppliers
 - Creating a category based best practice library
- Offering best practice CPD accredited sessions to contractors and designers
- All existing Partners will be invited to take part in the two-pilot category schemes this financial year free of charge. From 2018, product Partners will be required to pay £6,000 +VAT to become a Partner of the School with access to only one Group. Main Partners will have the choice of sitting on one of these groups as part of their typical Partner invoice

The Category Group approach is due for submission and discussion at the Board Meeting on 19th September 2017 and the results of their consultation will be circulated to all Partners for consideration.

8. AOB

Business planning

- A key focus for the next Leadership Group meeting on 15th November will be to start the business planning process and look at developing the strategic objectives for the Construction Group for 2018-2019 from 1st April onwards. Partners are encouraged to attend to ensure all can feed into this.

Marshalls

- Marshalls have recently launched their “Ethical Risk Index” which has been produced for all their natural stone products and sources. It is an independently audited product and spans across the key sustainability areas for the supply chain.
- For more information on the Ethical Risk Index see <https://www.marshalls.co.uk/commercial/ethical-risk-index-for-natural-stone-products>

Supply Chain School

- The Group were asked to consider inviting Bryden Wood to return to give another presentation which would follow on from the initial discussions held today, and provide the attendees with some more examples of best practise in the industry. It was felt that this would be an appropriate agenda item for 2018.

9. Close

Date of Next Meeting: Thursday 15th November 2017 – 10.30am – 12.30pm

Venue: Wates Offices, One Euston Square (it is possible the venue may change, but if so it will still be central London), London. NW1 2FD