

**Venue:** Construction Scotland Innovation Centre – Hamilton Technology Park

**Attending:**

Company	Name	Position
Balfour Beatty	Mark McCluskey	Procurement Manager, Scotland
VGC	Sean Dempsey	Manager, Scotland
Construction Scotland Innovation Centre	Ben Westland	Head of Strategic and Commercial Operations
ISG	Jim Murray	Supply Chain Manager
Robertson	Martin Dick	Group Central Service Director
Morgan Sindall	Edward Carr	Construction Director, Scotland
Danny Sullivan Group Ltd	Eibhlin Flynn	Corporate Social Responsibility Manager
Danny Sullivan Group Ltd	Maurice O'Mahoney	Operations Director
Supply Chain School	Andrew Wilson	Associate Director
Supply Chain School	Ian Heptonstall	Director

**Apologies:**

Martin Kiely, Malcolm Group  
Jim Brannan, Balfour Beatty  
Kevin Carmichael, Breedon  
Matt Connell, Marshalls  
Michael Shields, BAM  
Sean O'Callaghan, Kier  
David Kelly, BRE

**Notes / Actions**

**1. Notes from previous meeting / matters arising**

No matters arising, notes accepted.

**2. Welcome / Introduction to CSIC (Ben Westland)**

Ben gave a presentation to the meeting on the Construction Scotland Innovation Centre, in particular its collaborative research work with universities and the combined offer to construction companies in Scotland. Ben also gave information on upcoming events including a seminar on the grant funding available through the UK Government's Industrial Strategy, and on BIM.

**3. Terms of Reference – Agreement of final version (sent with previous mtg notes – see attached)**

The Terms of Reference were agreed by the meeting with a small amend on definition, as follows:

*“A strategy group consisting of Partners of the Supply Chain School, with a shared vision and approach to delivering solutions that measurably improve sustainability and supply chain performance within the Scottish construction industry.”*

#### **4. Supplier Engagement. Results of supplier research, and discussion on supplier engagement strategy and tactics.**

##### **Business Plan 2018/2019 (including themes, priorities, KPIs) and Events Plan 2018/2019**

NB – Please also refer to separate slide deck for strategy overview, targets, training and business plans.

Andrew presented the results of desk research, compared with the supplier base used by 5 key contractors in Scotland (Kier, Morgan Sindall, Balfour Beatty, Robertson, ISG).

This led to discussion on supplier engagement strategy, broad business plan objective, and training plan scope.

##### Desk Research

8,921 companies in total

1,820 companies with 21-200 employees (target company size)

Therefore 20% of the total supplier universe in Scotland are in our target size bracket

##### Supplier Engagement – Current Baselines and March 2019 Targets

As a baseline in June 2018, the School currently has:

**679 company users – with registrations and user accounts**

**1,350 individual users - with registrations and user accounts**

**172 corporate “members” – actively using the School content in last 12 months**

**566 individual “members” - actively using the School content in last 12 months**

Against these baselines, targets were proposed for March 2019 as:

**300 corporate “members” – actively using the School content in last 12 months**

**750 individual “members” - actively using the School content in last 12 months**

The emphasis will be on quality of intervention and engaging the most relevant suppliers – rather than purely a chase for numbers. The meeting discussed which organisations to engage in order to achieve these targets.

Rather than relying on third party data (with no guarantee they are the most relevant companies) the meeting agreed that the most important engagement work was through their direct supply chains. 1,923 individual organisations were identified across Scotland as being suppliers to five key partners of the Strategy Group:

Robertson  
Kier  
Balfour Beatty

ISG  
Morgan Sindall

This compared well with the approx. 2,000 companies identified through desk research within the target size profile.

**The meeting agreed that the key 300 corporate member target should be achieved primarily through direct engagement of known supplier companies.**

Action: Andrew would find out how many known supplier companies are current members (ie active in the last 12 months) and how many were users (ie with registered accounts).

#### Supplier Engagement Plan

Agreed actions to achieve our target of 300 known suppliers becoming School members by March 2019:

- a. Agree and send a combined and shared communication to the industry in Scotland. A signed letter, to include description of School's work, strong partnership ethos, known impacts of the School. This would be sent by partners to their supplier lists. (ACTION: ALL)
- b. Regular strategic communications and updates to the target audience of key suppliers to our partners (ACTION: Andrew)
- c. Broader awareness campaign – social media, third party events, media articles and news. (ACTION: Andrew)
- d. Continuing to attend and speak at industry exhibitions and other third party events - eg Scotland Build and Education Scotland. (ACTION: Andrew)
- e. Develop and deliver a strategic Training Plan of School events and workshops in Scotland (ACTION: Andrew – see below)

#### Events / Training Plan

As part of a broader communication and supplier engagement plan, the meeting agreed core themes for a Training Plan to run until end March 2019.

It was agreed that main subject areas for this would be consistent with CCS – which all industry supports and recognises as good practise.

**ACTION: Martin would put Andrew in touch with CCS at senior level, to develop closer relationship in Scotland.**

Five main topics agreed for Training Plan (**all are covered by CCS with the first three understood as CCS priorities**):

**Modern Slavery**

**Responsible / Ethical Sourcing**

**Fairness, Inclusion and Respect (FIR)**

**Carbon**

**Waste Management & Reduction**

The Training Plan would therefore include a series of Breakfast Briefing events to cover these areas, hosted by each Partner, to assist with engaging suppliers and selling the benefits of School membership. Each topic would also be handled in detail by higher level workshops, for companies to join according to their particular areas of interest. Dates and venues for these events would be agreed and circulated as part of the join industry communication.

**ACTION:** Ian/Andrew would devise and send to all partners the proposed Training Plan – incorporating Supplier Days, Breakfast Briefings and other directly delivered School events.

**ACTION:** Ian/Andrew would also send a proposed Business Plan and budget to include sufficient resources for effective delivery of Training Plan and Supplier Engagement.

#### 5. Client Engagement. Understanding and engaging clients.

The meeting decided that client engagement should be handled in due course, following delivery of effective action on supply chain engagement to drive positive change through the supply chain, which is the group's main priority and mission.

#### 6. Waste Management Supplier Day 21 June – maximising attendance and impact

65 companies were booked to attend. Expected final attendance would be 70+ unique organisations, and 90 delegates. Agenda for this event:

09:00	<b>Welcome and introduction</b> <i>Ian Heptonstall, Director, Supply Chain Sustainability School</i>
09:15	<b>Zero Waste – the resource challenges for construction</b> <i>Nick Ribbons, Project Manager, Zero Waste Scotland</i>
09:30	<b>Waste and operational efficiency – case study</b> <i>Gordon Reid, Bus Dev Manager, Kier &amp; Sean O'Callaghan, Operations Director, Scotland</i>
09:45	<b>SMARTwaste, measuring and tracking waste performance</b> <i>Matthew Bransby, BRE</i>
10:00	<b>Waste – how the Supply Chain School can help</b> <i>Andrew Wilson, Sector Manager, Supply Chain Sustainability School</i>
10:10	<b>Free support and funding – what is available</b> <i>Allan Sandilands, Resource Efficient Scotland Programme Manager – Construction</i>
10:30	<b>Tackling Waste</b> <i>Facilitated round table discussion and feedback – Ian Heptonstall, Director, Supply Chain Sustainability School</i>
11:20	<b>Circular economy – what does this mean for construction</b> <i>Tony Grundy, Sustainability Manager, Robertson</i>
11.30	<b>Circular economy – a supplier perspective</b> <i>Sarah Lakin, Bus Dev Manager, Hamilton Waste and Recycling</i>
11.40	<b>Circular economy – a supplier perspective</b> <i>Nick Burnett, Director, Macrebur</i>
11:50	<b>Circular economy – Business support and funding</b> <i>Allan Sandilands – Resource Futures</i>
12:10	<b>Circular economy – how can we adopt more circular ways</b> <i>Facilitated round table discussion and feedback</i>
12:30	<b>How the Supply Chain School can help – your sustainability skills assessment</b> <i>Ian Heptonstall, Supply Chain Sustainability School</i>
13:45	<b>Regional procurement pipeline and sustainability priorities</b> <i>Poul Wendhansen, Head of Environment, Balfour Beatty</i> <i>Jim Lewsley, QHSE Manager, ISG Scotland</i> <i>Peter Nichols, Environmental Manager, Murphy</i>
15:00	<b>Networking &amp; Close</b>

### **7. AOB and Date of Next Meeting**

Date of next meeting:

20 September 1400h – 1600h Morgan Sindall Offices, Eurocentral

Ian showed the meeting the infographics of impact / outcomes / outputs from the Supply Chain Sustainability School's work across the UK. Included below:

#### Special Interest Group

A Procurement Special Interest Group is being established by the School. At the latest meeting the UK School Board agreed to set up a Special Interest Group to enhance the School's engagement with procurement people by creating a suite of learning based on School content that will improve their capacity to understand the issues and in the longer term to ensure the School is influential with the professional institutions they belong to (e.g. CIPS, RICS, Procurement Leaders etc.). The Terms of Reference for the group have been sent to Scotland partners and.

Dale Turner (Skanska) and Shaun McCarthy (School Director) will lead the group together. Dale chairs the CIPS construction group which Shaun will join this group so the opportunity to engage CIPS is being established already.

Anyone wishing to join the group can contact Sara Gouveia at the School:  
[sara@supplychainschool.co.uk](mailto:sara@supplychainschool.co.uk)

### **8. Tour of CSIC facilities**

Ben Westland welcomed meeting delegates to a show-round of the Construction Scotland Innovation Centre's facilities.