

Venue: Morgan Sindall Offices – Eurocentral

Attending:

COMPANY	NAME	POSITION
Balfour Beatty	Jim Brannan	Head of Procurement Scotland
VGC	Sean Dempsey	Labour Manager Scotland
Morgan Sindall	Edward Carr	Operations Director
ISG	Jim Murray	Supply Chain Manager
ISG	Ross Wood	Head of Sustainability
Marshalls	Daniel Senior	Major Projects Manager
Robertson	Martin Dick	Group Central Service Director
Elliot Construction	Richard Dey	Business Development Director
Elliot Construction	Catherine Mcfadzean	Regional Key Account Manager
Supply Chain School	Ian Heptonstall	Director
Supply Chain School	Andrew Wilson	Regional Manager, Scotland
Hub West Scotland	Tracey-Leigh Findlay	Development and Commercial Director

Apologies:

COMPANY	NAME	POSITION
Kier	Gordon Reid	Regional Business Development
Kier	Sean O'Callaghan	Operations Director
BAM	Michael Shields	System and Environmental Manager
BAM	Jim Ward	Construction Director - Scotland
Construction Scotland Innovation Centre	Ben Westland	Head of Strategic & Commercial Operations
ISG	Jim Lewsley	QSHE Manager
BRE	Dr David Kelly	Group Director BRE Innovation Parks
Elliot Construction	Mark Jenkins	Director
Danny Sullivan	Shahbaz Mahmood	Scotland Area Manager
Danny Sullivan	Eibhlin Flynn	Corporate Social Responsibility Manager

Notes and Actions

1. Notes from previous meeting / matters arising

The notes were accepted and all matters arising would be dealt with during the other agenda items. The Strategic Group's Terms of Reference had now been accepted and confirmed.

2. Supplier Engagement Part 1 – Training Events

Partners were thanked for their continued support and input into the training events. During 2018/2019 financial year, the agreed plan is to run:

6 x Supplier Breakfast Briefings – general awareness raising events on the School’s work, collaboration of its Partners, and the free support available;

6 x Supplier Training Workshops – focussed training sessions on all 5 of the agreed core themes for the School in Scotland (Carbon, Waste, FIR, Responsible Sourcing and Modern Slavery). In addition, one further training workshop would be run in March 2019 on Sustainable Procurement.

The review of activity to date (from June 2018) and forward plan of training programme was shared with the meeting:

Training Event	Venue	Date	Subject \ issues	Partners Supporting	Numbers Attending
Supplier Clinics	Morgan Sindall	7&11 June	Awareness / Engagement	MS	65
Supplier Day - Construction	Murrayfield	21/06/18	Waste Resource Efficiency	ISG, R, BRE	60
CECA FIR	Palm Court, Aberdeen	29/08/2018	FIR - CECA Event	CECA Scotland	16
Briefing / Offsite *	CSIC	07/09/2018	Offsite + Sustainability	BB, R	51
Workshop	CSIC	1/10/18	Carbon	ISG	25 to date
Briefing / Homes *	Studio, Glasgow	16/10/18	Homes + Sustainability	M	26 to date
Briefing	Hilton, Dundee	22/11/2018	Sustainability	R, BAM	
Workshop	VGC - Glasgow	28/11/18	FIR	VGC	
Workshop	CSIC	5/12/18	Modern Slavery	DS	
Workshop	BB - Maxim	15 or 22 Jan	Waste	BB	
Briefing	CSIC	29/01/19	Sustainability	tbc	
Workshop	CSIC / Partner	6/2/19	Responsible Sourcing	tbc	
Briefing / Construction*	CSIC / Partner	28/02/2019	Sustainability	tbc	
Briefing	Aberdeenshire Council HQ	15/03/19	Sustainability	Kier	
Workshop	CSIC / Partner	13/03/19	Sustainable Procurement	tbc	

NB – 3 events marked * have also served as part of a nationwide sector group engagement strategy, for Homes, Offsite and Construction Sector Groups.

Supplier Clinics have been supported with Morgan Sindall in June. The School has also supported a pilot Circular Economy based project with Balfour Beatty, to build an extension to Kelvininside Academy.

Partners were invited to volunteer to support future events which were of particular interest to their organisation’s work / priorities. For example, Balfour Beatty have agreed to support the Workshop Event on Waste in January, and Danny Sullivan are supporting the Modern Slavery Workshop.

Numbers of companies attending had been pleasing, which was contributing well to the overall strategy of growing awareness and proactive engagement with the supply chain in Scotland.

Action: a summary of main agenda items for each training session will be circulated to Partners in advance of each training session, to ensure consistency of messages and any relevant input from Partners can be captured / reported on through the events.

3. Supplier Engagement Part 2 – Marketing and Communications (NB – includes any feedback received from Partner Joint Comms letter - summer 2018)

To coincide with the training events programme, a direct marketing campaign was now underway. This would systematically promote each of the 5 main themes across the remainder of the current financial year. Each theme would provide a focus for 4-5 weekly marketing messages, highlighting the importance of the topic (e.g. Carbon Reduction / Waste Management / FIT), and also pointing companies towards relevant training materials available free of charge through the School.

The marketing campaign began 18 September and is organised to link with timing of School training workshops.

Partners asked to be added to the marketing database to receive these emails and ensure they could pass on to internal colleagues / supplier contacts in their networks.

Some of the joint partner communication letters had been delayed. All had now been sent, with exception of ISG which was in process of being sent to senior level contacts in their supply chain.

The School reported solid progress against main engagement targets as follows:

Members are defined as a person or company who has registered on the School and have actively used the online resources or attended training over the last 12 months

Members	June 2018	Sept 2018	March 2019
Company	172	213	300
Individual	566	612	750

IN ADDITION

132 active member companies and 1,569 active member individuals located outside of Scotland but trading in Scotland

Overall the figures showed progress in terms of supplier engagement and levels of interaction with the School’s resources by both individuals and companies in Scotland.

Partners were shown the numbers of their key suppliers (as researched and provided earlier in the year to the School by Balfour Beatty, ISG, Kier, Morgan Sindall and Robertson) who were both “users” or “members” of the School:

PARTNER	Users (registered accounts)	Members (actively learning)
Robertson	68	48
Morgan Sindall	3	4
Kier	7	7
ISG	12	12
Balfour Beatty	7	6

There was a lot of potential to increase these numbers. Until now, the School had not been actively marketing to these contacts due to data usage concerns. The Partners agreed that their contacts – as supplied earlier in 2018 - should be kept up to date with School activity and actively reminded about the support available.

Action: The meeting agreed that key suppliers into should now become part of the regular marketing communications sent out by the School in Scotland. These contacts would be uploaded to the central marketing database.

Action: Andrew to provide each Partner with their individual lists showing which of their key suppliers are users/members.

Action: Each Partner would be provided with dashboard access to review how many of their suppliers were both users and members of the School.

It was expected that numbers of Partner suppliers becoming users/members would rapidly increase as a result of above actions.

Other marketing updates / news:

Ian reported that the School plans to increase its activity on LinkedIn, as well as continuing to use Twitter to engage current and new members.

World Quality Day takes place on 8 November.

Action: The School was asked to mark this day with some relevant social media and other marketing activity.

4. Business Plan Review

Current progress against the agreed Business Plan was shared:

Measure	Target March 2019	Sept 2018
Member companies (from Partner supplier lists)	300	213 (49)
Member individuals	750	612
Partners	10	10
Workshops	6	6 (planned)
Supplier days	1	1 (delivered)
Engagement Events – Breakfast Briefings	6	6 (1 delivered)
Quality rating of training (% rating as good or excellent)	90%	Tbc
Case studies of impact – by Dec 2019	5	

Action: Quality ratings from previous events would be researched and fed back to the Group.

5. Assessing Supply Chain Sustainability Knowledge – Discussion

The current self-assessment approach used by the School is under review. Ian explained to the rationale, timescales and the detail of planned changes to self-assessment:

- i) **Current assessment is based on a self rating of 1 to 5 against a series of questions**
- ii) **We currently have an assessment for**
 - a) Each Issue – Sustainability, Offsite, Lean, BIM and Management
 - b) Each Sector – FM, Homes, Infrastructure and Construction
 - c) Each country – England, Scotland Wales
 - d) At a corporate and individual
- iii) **Typical user feedback is:**
 - a) “This is just to confusing – how do I know which ones I should do”
 - b) “I can’t see the link between the questions you are asking me and what I need to do to be good at this”
 - c) “There are too many questions”
 - d) “I’m not sure whether it is for me or my organisation”
- iv) **Our BIM and Lean assessments have moved to maturity matrix approach**
 - a) 5 statements are presented to the user and they choose the one that most accurately reflects them
- v) **Our proposal** - is that we move to a maturity approach across the School and use the action planning process to select resources that are linked to issues, sector, countries and trade categories. This would all happen in the background based upon prioritisation of issues and the trade category of the user
 - a) This will address the issues in 3 above
 - b) Shorten the assessment process – for example in sustainability to 17 issues (rather than the current 77+ questions used on the self-assessment process)

- c) Increase our current number of issues to 17 from 10 allowing for great prominence to new and emerging issues

The Group agreed the planned changes would be an improvement and move the School to an easier to understand “competency based” approach to measuring sustainability knowledge and then accessing materials to address weaknesses and improve individual and corporate knowledge across organisations.

6. Industry Stakeholder Engagement

An update on current engagement and collaboration with industry stakeholders:

SEPA – met with David Harley – Head of Ecology. Shared information on the School’s activities and agreed to remain in contact particularly on legislative and regulatory drivers

CECA - working with senior staff Glenda Douglas and Graham Barn. School has set up and delivered a CECA specific workshops as part of the FIR programme. This took place in Aberdeen on 29 August with 16 attendees.

CCS – a meeting scheduled on 6/11 with Edward Hardy, CEO of Considerate Constructors. Keen to collaborate with the School in a lot of ways, eg:

Allocating points in CCS for gold/silver/bronze members of the School

Sharing best practice case studies from their best practice hub

Enhancing the learning content in the School about CCS

CCS joining as a knowledge partner in the School

The Group informed that CLOCS – Construction Logistics and Community Safety – was currently high on CCS agenda – but this was seen as more relevant to English marketplace.

Action: The School was asked to ensure a Partner with contractor experience attended the meeting, who could best represent the School’s work and industry benefits from a contractor perspective. Pete Johnson from Kier was suggested and would be invited to attend.

ZWS / RES – collaborate closely with Alan Sandilands (Resource Futures) and Nick Ribbons (ZWS). Now also arranging 22/11 Robertson event with Jamie Pitcairn (Ricardo)

CSIC – strategic partnership in place with the CSIC which enables many School events to be hosted free of charge.

CITB – the School will meet with John Keenan, Partnerships Manager to update CITB on work in Scotland

Action: Tracey-Leigh asked the School to consider engaging with Universities and Colleges to help inspire and educate the industry’s future workforce. Hub West Scotland would invite the School to speak at a forthcoming University event for young people considering entry into the construction industry.

Action: The School was asked to consider increasing engagement with clients in Scotland. Through 2018 this had not been an immediate priority -as the School was focussed initially on supply chain engagement. Now this work was progressing, client engagement could be considered as a future

Agenda item. The School was waiting to hear back on its offer to speak at Education Buildings Scotland – a public sector / client led conference taking place in November.

Action: The School can investigate opportunities to speak at client events / conferences – for example the Scottish Water annual conference.

Action: The School was also asked to consider ways to engage with professional body memberships in Scotland, such as CIPS, ICE, COIB, RICS. This would be discussed at next meeting.

7. School Update

Special Interest Group had been established for Procurement.

Plant and Labour Groups were now involved in some innovative new work on Air Quality and Minimum Standards.

New National Board Members were being elected currently. Shortlisted candidates were:

Julia Barrett, Willmott Dixon

Andrew Day, Telford Homes

Martin Gettings, Canary Wharf Group

Victoria Hughes, VINCI Facilities

Group Sustainability Director

Head of Sustainability

Head of Sustainability

Head of Sustainability

Voting closes on 5 October and results will be announced 12 October.

8. AOB

Morgan Sindall were thanked for hosting the meeting.

Next meeting date is confirmed as:

6 December 2018 2pm – 4pm

Balfour Beatty, Maxim Business Park
