

Construction Leadership Group Meeting
 Thursday 15th November 2018

Date: Thursday 7th November 2019 – Balfour Beatty Offices, 9th Floor, 5 Churchill Place, Canary Wharf, E14 5HU

Attendees: Steve Watson (*Willmott Dixon*) - Chair, Sophie Cannon (*Balfour Beatty*), Jesse Putzel (*BAM*), Emer Murnaghan (*GRAHAM*), Natalie Wilkinson (*NG Bailey*), Michael Bootman (*HE Simm*), Steve Poole (*John Sisk & Son*), Steve Attfield (*Marshalls*), Janet Hector (*McGinley Support Services*), Adam Ritchie (*Morson*), Sarah Ross (*Advanté*), Leila duToit (*Canary Wharf Group*), Sarah Chatfield (*Osborne*), Emma-Jane Allen, Robyn Kelly and Beck Bryant (*Supply Chain School*)

Apologies: Cara Palmer – Maternity Leave (*Wates*), Nick Ratcliffe (*Arnold Laver*), Andrew Rainbow (*Bouygues UK*), Bob Wolstenholme (*Bovis Homes*), Kam Dale (*Fortel*), David Holmes (*Galliford Try*), Adrian Clamp (*J Coffey*), Iain Casson (*Kier*), Andy Fulterer (*Lendlease*), Graham Edgell (*Morgan Sindall*), Elliot Harrison (*Recycling Lives*), Matt Nichols (*Reconomy*), Lucy Neville (*Transport for London*), Trevor Harlock, Neil Mant and Manish Tailor (*VINCI*)

Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.

Meeting notes

1. Welcome and introductions

- ✓ **Sarah Chatfield** was introduced to the Group as the new representative from Osborne

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. For full details please review the updated action log:

Outstanding actions:

- **Partners to:**
 - Confirm if your organisation’s approach to supply chain engagement and the School is up to date. *The School will assume this is the case unless notified by the end of November.*
 - Confirm if you can invite a client, colleague or supplier to speak at the Glasgow Breakfast Briefing in February 2020. *Ongoing*
 - Confirm which School workshops you would like to be run for either your internal colleagues or supply chain. *Ongoing*
 - Introduce your marketing / comms / PR lead to Emily McBride so that School and Partner comms can become more aligned. *Due end of November.*

Emerging Actions / Comments:

- **Partners to** invite regional contacts and colleagues to attend the 9th January Breakfast Briefing in Manchester (*topic: Social Value*)
- **School to:**

- Issue copy for Partners to invite their local colleagues, contacts and supply chains to the upcoming Breakfast Briefings in Manchester (January) and Glasgow (February)

4. Business Planning for 2020 – 2021 (from 1st April 2020)

The remainder of the meeting was devoted to business planning for the forthcoming 2020 – 2021 financial year. The timeline of the business planning process is as follows:

Business planning process



A facilitated workshop aimed to capture what Construction Partners would like from the School in 2020-21, through open discussion and sharing of ideas of what has been undertaken well, challenges which they (and the School) are facing, and how the School can collaborate with their Partners to produce valuable results.

All feedback was captured.

Consideration 1: Current Activities

More:	Same amount:	Stop:
<ul style="list-style-type: none"> ● Involvement with designers ● Comms not via email ● Feedback on metrics ● Trade specific content / workshops ● Engaging clients ● Collaborative relationships with industry bodies ● “Purpose Reviews” – of the self-assessment/ action plan ● Webinar learning delivery ● Drive Partners to encourage / mandate membership to suppliers 	<ul style="list-style-type: none"> ● Regional events and breakfast briefings ● Capturing impact of the School ● Updated content and resources 	<ul style="list-style-type: none"> ● Creating new initiatives until closing out existing ones

Consideration 2: Opportunities

Sustainability Topics:	Key Audience:	How can the Supply Chain Respond?
<ul style="list-style-type: none"> Net Zero Carbon 	<ul style="list-style-type: none"> Industry as a whole 	<ul style="list-style-type: none"> Understand reporting objectives to avoid double reporting Measure their baseline
<ul style="list-style-type: none"> Offsite / Prefab / DfMA 	<ul style="list-style-type: none"> Client Commercial teams Procurement teams Project managers 	<ul style="list-style-type: none"> Understand current Government targets
<ul style="list-style-type: none"> Water diversity 	<ul style="list-style-type: none"> Groundworkers Demolition Industry as a whole 	<ul style="list-style-type: none"> Understand their impact Improve their technology Improve internal policies
<ul style="list-style-type: none"> Waste 	<ul style="list-style-type: none"> Site teams Designers Commercial teams Planners Procurement 	<ul style="list-style-type: none"> Design out waste Undertake additional CPD
<ul style="list-style-type: none"> Modern Slavery / Right to Work 	<ul style="list-style-type: none"> Industry as a whole 	
<ul style="list-style-type: none"> Material Traceability 	<ul style="list-style-type: none"> Industry as a whole 	
<ul style="list-style-type: none"> Social Value 	<ul style="list-style-type: none"> Client Designers Supply Chain 	<ul style="list-style-type: none"> Communication
<ul style="list-style-type: none"> SDGs 	<ul style="list-style-type: none"> Client Designers Supply Chain 	<ul style="list-style-type: none"> Communication
<ul style="list-style-type: none"> Air Quality 	<ul style="list-style-type: none"> Client Designers Supply Chain 	<ul style="list-style-type: none"> Communication

Consideration 3: Difficulties for the School

- Influencing others – cascading the School down
- “Sustainability” is still seen as a tick box exercise
- Lack of tangible results (success case studies)
- Non-engagement of Partners and members
- Keeping content in e-learning modules up to date
- Spreading ourselves too thinly
- Increasing use of technology for communications
- Overlap with other organisations (UKGBC etc)
- Lack of funding
- Costs of the School – demonstrating value for money to the Partners
- Brexit

Consideration 4: Creativity - New Activities

- Be a true industry leader and expert
- Link in with PQQ providers
- More external accreditations
- Speak at more events – thought leadership

- Contribute to industry publications
- Re-fresh comms methods
- Produce short podcasts
- Develop an App
- More case studies for best practise examples of where sustainability has produced outcomes - “best practice library”
- Host trade specific briefings
- Help train apprentices and trainees into the industry – influence the future – be more involved with colleges
- Assist Partners with their internal engagement
- Align with the SDGs
- Develop a 2030 vision
- Host / facilitate Client forums
- Work with Partners to set targets re: involvement, actions and activities
- Audit Tier 1 Partners against their action plans to demonstrate their engagement with the School
- Provide more “value” reporting, linked into what Partners could be doing (*that they are not currently*) and highlighting current value delivered

The Leadership Group fed back on the above discussions, and suggested actions to address key areas were agreed as below. Each representative organisation then highlighted their top 10 priority actions. Summary of priority actions, as voted by organisations, as below

Key Actions

1. **Consider new and alternative communications methods:** Such as increased use of social media, Skype for Business and Podcasts – **10 votes** – (*Ease of Impact Grid: 1*)
2. **Produce trade specific content and learning** – **10 votes** (*Ease of Impact Grid: 2*)
3. **Partner accountability and collaboration:** Partners to collaborate more, sharing examples of what has worked well to help each other – Create and set specific Partner targets and consider sharing target achievement within Leadership Group forums – **10 votes** (*Ease of Impact Grid: 5*)
4. **Raise School presence:** Through visibility at big events, sponsoring awards, speaking at trade shows etc – **10 votes** (*Ease of Impact Grid: 16*)
5. **Engage Clients:** Encourage Partners to liaise with clients – mandate the School throughout supply chains so that it becomes more recognised throughout industry and ultimately also by Clients – **9 votes** (*Ease of Impact Grid: 3*)
6. **Offsite:** Collaborate with the Offsite School to ensure industry is aware of targets and who drives these – never forgetting sustainability at the heart of all processes – **9 votes** (*Ease of Impact Grid: 7*)
7. **Best Practise Library and Case Studies** – **9 votes** (*Ease of Impact Grid: 12*)
8. **Focus on Existing Initiatives:** Measure the achievement of existing initiatives, progress and their impact and report back to Partners – **8 votes** (*Ease of Impact Grid: 4*)
9. **Certification / Accreditation** – **8 votes** (*Ease of Impact Grid: 15*)
10. **Self-Assessment and Action Plans:** Ensure these provide tangible targets for the supply chain and a maturity-based approach – encourage assessments for improvement, not as a tick box – **8 votes** (*Ease of Impact Grid: 17*)

The above actions were then plotted on the ease / impact grid as per the attachment circulated with the notes.

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Actions:

School to:

- Share feedback from the Board on the above priorities
- Produce high level draft business plan based on the outcomes of the discussions above, and send to Leadership Group before Christmas for initial comments and feedback

5. AOB

No AOB was raised

6. Close

Date of Next Meeting: Tuesday 14th January 2020 – 10.30am – 12.30pm

Location: Kilnbridge Construction, McDermott House, South Crescent, Cody Road Business Park, London, E16 4TL