

Construction Leadership Group Meeting
 Tuesday 14th January 2020

Date: Tuesday 14th January 2020 – Kilnbridge Construction, McDermott House, South Crescent, Cody Road Business Park, London, E16 4TL

Attendees: Steve Watson (*Willmott Dixon*) – Chair, Sophie Cannon (*Balfour Beatty*), Steve Poole (*John Sisk & Son*), Matt Nichols (*Reconomy*), Mark Gane (*NG Bailey*), Tom Finnegan (*Kilnbridge*), Sarah Ross (*Advanté*), Leila duToit (*Canary Wharf Group*), Sarah Chatfield, Kirsty Dunne (*Osborne*), Paul Reeve (*Electrical Contractors’ Association*), Andrew Rainbow (*Bouygues UK*), Trevor Harlock (*VINCI*), Michael Bootman (*HE Simm*), Emma-Jane Allen, Robyn Kelly and Beck Bryant (*Supply Chain School*)

Apologies: Cara Palmer – Maternity Leave (*Wates*), Adam Ritchie (*Morson*), Amelle Mestarie (*Bouygues E&S*), Alice Hands (*Sir Robert McAlpine*), Lucy Neville (*TfL*), Neil Mant (*VINCI*), Bob Wolstenholme (*Bovis Homes*), David Holmes (*Galliford Try*), Andy Fulterer (*Lendlease*), Emma Ward (*VolkerWessels UK*), Emer Murnaghan (*GRAHAM*)

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

- ✓ **Paul Reeve** was introduced to the Group as the representative from the **Electrical Contractor’s Association**, a new Partner (*and the first trade association*) with the School
- ✓ **Mark Gane** was introduced to the Group as the new representative from **NG Bailey**, who will be attending meetings in place of Natalie Wilkinson whilst she is on maternity leave

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:**
 - Consider signing up to the “People Matter Charter”. To do this, please login to your School account, and then view the charter [here](#), the corresponding roadmap [here](#) and contact helen@actionsustainability.com for more information.
 - Confirm if your organisation’s approach to supply chain engagement and the School is up to date. *Outstanding (BAM, Willmott Dixon, Skanska and Canary Wharf Group have commented to date).*
 - Confirm which School workshops you would like to be run for either your internal colleagues or supply chain. *Ongoing*

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- *Main Contractor Partners only:* Approach 2 – 3 end user clients to engage with the School and report progress – *Ongoing (BAM, John Sisk, Balfour Beatty, Willmott Dixon have done this to date).*
- Introduce your marketing / comms / PR lead to Emily McBride emily@supplychainschool.co.uk so that School and Partner comms can become more aligned. The School can also ensure they retweet / share your posts.
Outstanding

Emerging Actions:

- **School** to re-send Partners the workshop catalogue so that they can consider which workshops they would like to run

4. Operational Updates & Progress Against KPIs (from 1st April 2019)

The Group were provided with an update on the Construction School's current progress against the KPIs for this financial year. Full details are included in the operational report which was circulated in advance of the meeting.

Key Points:

- The School now has 95 Partners; welcoming Bellway Homes, ECA, BuildSpace UK and J McCann
- Overall the Construction School is delivering well against targets
- The City of London, SCSS & London's Responsible Procurement Network Air Quality event, followed by networking drinks, will now take place on Monday 9th March. Email invites have been sent to all Partners – [here is the booking link](#). Partners are encouraged to attend and hear about future local authority plans to introduce more stringent procurement rules and requirements to minimise air pollution. Attendees include City of London, Islington, Lambeth, Kensington & Chelsea, Camden, Harrow, Sutton, GLA, TfL and London Uni's. There will also be an opportunity to share views on barriers and constraints to these plans. Speakers include Client Earth, City of London, Costain, Flannery, Construction Plant Hire, Highways England, TfL and Kings College London.
- The School can show a significant increase in resources accessed and self-assessments completed since the launch of the new website – Partners are able to review these stats from their Partner Dashboards
- Partners websites are consistently in the top referrers of traffic to the website and Partners are encouraged to include the School's logo and link to the website where they can
- Partners would like similar updates on marketing performance to be included in the ops report for each future Construction leadership group meeting.

Emerging Actions:

- **School** to provide a marketing statistics update at all future Leadership Group Meetings
- **Partners** to consider registering for the [Air Quality event on 9th March](#) . Attendees will hear about future local authority plans to introduce more stringent procurement rules and requirements to minimise air pollution and have an opportunity to highlight barriers / constraints. Attendees include City of London, Islington, Lambeth, Kensington & Chelsea, Camden, Harrow, Sutton, GLA, TfL and London Uni's. Speakers include Client Earth, City of London, Costain, Flannery, Construction Plant Hire, Highways England, TfL and Kings College London.

- **Partners** to promote the School on their internal website / supply chain forums to drive traffic to the website. Contact Becky for suggested copy.
- **Partners** to follow the School on social media (either as an individual or as a company)

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

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

Business planning process



Key Points:

- The Group was provided with a draft business plan prior to Christmas with a request for feedback / comments and a final business plan is due to be submitted by the end of January 2020. The Construction Leadership Group can re-allocate budget / amend the business plan throughout the year should they wish to amend the focus, pending approval from the board
- The business plan will be reviewed / approved by the Board at their meeting on 11th February
- Emerging top themes from across all Leadership Groups include:
 - Drive supply chain engagement (7 groups)
 - Partner engagement (6 groups)
 - Carbon (5 groups)
 - Waste (5 groups)
 - Engaging clients (3 groups)
 - Raising the School's profile (3 groups)
- The Board's agreed strategic priorities include:
 - Academy / Upper School – a re-development of the Horizon Group that would be an advisory group to the board supported by best available research and expertise to industry. This group would challenge assumption and establish the thought leadership agenda. The Horizon group will no longer exist.

- Ambassador networks – following on from the success of the FIR model, this is about developing both School ambassadors, and sustainability topic specific ambassadors who can act as agents for change within their own business
- Certified qualifications – looking beyond CPD accreditation at learning that contributes to other professional qualifications
- Relationship management – ensuring that Partner do more to drive change, and continue to get value from partnership
- 50% of the School's outputs must link to the CITB requirements as part of the restricted funding agreement

The Group moved to discuss the strategic priorities for the Construction School and the specific outputs proposed in relation to these with a view to finalising the business plan.

Agreed Priorities:

1: Drive and capture impact in the supply chain

Agreed changes to KPIs:

- A final decision will be made by the group on target numbers for active members, number of assessments and bronze, silver, gold members by the end of February (once final analysis has been completed)
- Self-assessment and re-assessment targets will be set for both individual and company assessments

2: Maximise Partner value and engagement with the School

Agreed changes to KPIs:

- 100% of partners to have targets and corresponding action plans against the new Partner Maturity Matrix

3: Engage clients

Agreed changes to KPIs:

- No amendments were tabled

4: Raise the profile of the School in the construction industry

Agreed changes to KPIs:

- A final decision will be made on target numbers for followers on Twitter and LinkedIn in February based on advice from the marketing manager
- A final decision will be made on industry speaking slots for the School in February

Key Actions:

- **Partners to:**
 - Send any additional comments / requests for business plan amendments to EJ by end of January
 - Consider how the School can cut event costs (*e.g. could the School piggyback off existing supplier events? Do the Partners have access to locations / venues which they can utilise free of charge or at reduced costs?*)
 - Consider which industry events the School could speak at and provide contacts to approach for these (e.g. Constructionline MTBs, Construction News, Construction Expo)

- Look out for / recommend best practise examples for the School to include as exemplar case studies on the website

School to:

- Circulate an updated Business Plan to the Group when approved by the Board
- Create a timeline for the membership journey should Partners wish to circulate to their supply chains
- Look to include the Partner value monetisation infographic into Partner Dashboards as part of future web development
- Create a similar monetisation infographic for their priority supplier membership (e.g. £ of training received, £ e-learning undertaken)

6. AOB

Waste Category Group

A brief update of the priorities of the waste category group was provided including their current activities and Partners were encouraged to attend future meetings if they would like to participate.

Actions:

- **School** to share the link for the 2019 Impact Survey with Partners
- **School** to engage with Measom Dry Lining (Andrew Measom) who ran a CPD workshop for Balfour Beatty on waste innovations (**BB to provide contact details**)
- **Partners** to share the link for the 2019 Impact Survey with their supply chains and encourage them to complete it, using the suggested copy sent to you on 21st Jan
- **Partners** to confirm to Becky if you can host any of the upcoming Leadership Group meetings (room for approx. 20 people)

7. Close

Date of Next Meeting: Tuesday 28th April 2020 – 10.30am – 12.30pm

Location: TBC