

Construction Leadership Group Meeting

Thursday 22nd April 2021

Date: Thursday 22nd April 2021

Attendees: Steve Watson (*Willmott Dixon*), Sarah Chatfield (*Osborne*), Tamsin Rusi and Olivia Phillips (*Balfour Beatty*), Christopher Davies (*HE Simm*), Warren Lynes and Damien Lynes (*Onsite Support*), Eric Kiernan (*John Sisk*), Nick Peate (*Recycling Lives*), Mark Griffiths (*Arnold Laver*), Emma Ward (*VolkerWessels*), Simon Richards (*Sir Robert McAlpine*), Monisha Gower (*Cadent Gas*), Jesse Putzel (*BAM*), Girvin Gill and Clare Hadfield (*Saint Gobain*), Emma-Jane Allen, Ian Heptonstall, Robyn Conway and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Michael Bootman (*HE Simm*), Iain Casson (*Kier*) and Mark Fox (*Bouygues*)

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 & introductions**
2. **2019-2020 Impact Survey highlights**

Sophie Coyle and EJ Allen gave an overview of the results from the impact survey for the financial year April 2020 - March 2021. Key points were:

- A clear message has come from the impact survey this year. The COVID enforced move to take all learning online has proved to be hugely popular with **12,026 (302% increase on last year) learners** participating in training; **101% increase in learning resources accessed** and 88% increase in e-learning downloads this year.
- An increase in both active companies and Bronze/Silver/Gold members, though this is less significant. This is largely because there are significant pressures on the supply chain due to COVID-19, and many Partners have not considered this the right time to set targets for their supply chain or encourage them to actively engage in the School.
- Big increase this year in members stating they have reduced their environmental impacts. This is more likely a result of different working patterns due to COVID (for example the carbon savings and improved air quality due to strict lockdowns), rather than the impact of the School's training. Therefore, the attribution rate of the School has gone down across all areas compared to last year.
- This year the impact survey will be run earlier, so it can feed into the business planning process. Partners to contact the School team if there are additional questions they believe should be included in the impact survey.
- The impact of the School on business performance has remained at a similar level to last year.
- More information on the impact survey results can be viewed [here](#).
- Popular resources and training are on the following topics: Waste and Resource Efficiency, Offsite, Biodiversity, Air Quality, Social Value, Modern Slavery, Carbon, Fairness, Inclusion and Respect and Sustainable Procurement.
- Sustainability short videos, e-learning modules and practical guidance are the most popular resource types.

ACTIONS:

- **Partners to:**
 - Contact [Sophie](#) to update priority supplier lists on their dashboard and agree priorities with EJ / Sophie around supply chain engagement (*Ongoing*)
 - Share feedback on how to improve the Impact Survey (*Ongoing*)

3. Operational update

Ian Heptonstall, Sophie Coyle and EJ Allen gave an update on the new topics, web features and resources in the School. Key points were:

a) New resources and web features:

- Radar charts on the company and individual dashboards have been launched to enable members to benchmark their assessment scores against others in the School and in their trade category through an interactive graph.
- A [Partner Pack](#) has been developed to support Partners to engage with the School. It contains a range of email copy, web demos and Partner material with the aim of helping to engage internal colleagues and the supply chain. **(Password: SCSS_Partner).**
- The School has developed 18 self-enrol topic specific learning pathways – a curriculum of resources - on topics such as waste, social value and modern slavery. These continue to be developed and there will be an official launch of the pathways this year.
- 94% of impact survey respondents said they wanted to continue with virtual training. This year, all training budgeted for in business plans is virtual.

b) Virtual training:

- The School has a [cross sectoral programme of training planned](#), with additional budget to run training specific to the Construction sector as detailed in the Construction business plan.
- Construction Partners can actively encourage their supply chain to book on to relevant public training events – Sophie can provide copy to help with this.
- The following were suggested as suitable topics for future Lunch n Learns: Golden thread/Hackitt report, collaboration to reduce embodied carbon and construction’s impact on air quality, linked to the recent report.
- The following potential Lunch n Learns were voted most popular by the group:

Lunch n Learns - rank the below

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- The School are planning a Social Value in Construction Business Bytes on 14 July – VolkerWessels, Onsite Support, BAM and Sir Robert McAlpine suggested they have suitable speakers from their organisations/clients.

ACTIONS:

- **Partners to:**
 - Send case studies demonstrating best practice from themselves or their supply chain to the School to be included in the resource library or to be featured at an upcoming event (*Ongoing*)
 - Send suggested speakers to EJ and Sophie for any of the future Lunch n Learn training activity (*Ongoing*)
 - VolkerWessels, Onsite Support, BAM and Sir Robert McAlpine to send speaker suggestions for the Social Value Business Bytes on 14 July (*ASAP*)
 - Send over suggested topics for Construction focused Business Bytes for this financial year (*ASAP*)

c) Partner update – what’s new in the School:

- The School has launched a new [Digital](#) topic area, looking at how digital enablers can help to deliver a more sustainable built environment. It includes a learning programme focusing on Digital Leadership, run by UCL, which is a blend of virtual training and e-learning delivery. The Digital group are looking for Partners who want to engage with their supply chain to accelerate digital adoption.
- The School has launched a new [Procurement](#) area in the School with Kings College London and CIPS. Quality of procurement is often highlighted as a barrier to being more sustainable by the supply chain. As part of this there are 11 supply chain improvement projects for Partners to be involved in which will receive consultancy support and workshops. Partners will be invited to submit their proposals for supply chain improvements very soon.
- There are various new modules available on the topic of [Offsite](#). The School are working with RIBA to update the RIBA plan of works on DfMA overlay and will go out for consultation in June.
- A new [Lean](#) group has started, and it has been agreed with CITB that the Lean courses developed can be funded by the CITB levy – contact the School if you want to find out more.
- The [FIR programme](#) is developing a supply chain diversity reporting tool, to be launched this summer. It is currently for infrastructure but could be adapted to other sectors if of interest. Also in development is a new self-assessment diversity tool.
- The School are developing a new group for the Finishes and Interiors Sector. There has been an initial scoping meeting with 10 organisations, working collaboratively with the Finishes & Interiors Sector Group. Next step will be to establish the group’s focus and then go out to Partners to get further engagement.
- All new areas of the School are aligned with the 5 key themes of the Construction Leadership Council; Digital adoption, Process and product innovation, building safety, Race to net zero, Skills and competence.

ACTIONS:

- **Partners to:**
 - Contact the School to find out more about the Digital, Lean, Procurement, Offsite or FIR programmes of work, or to get involved with the new Finishes & Interiors Sector Group (*Ongoing*)

4. Sustainability learning pathways for groundworks

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- As agreed in the Construction Business Plan 2021/22 the group will develop and embed tailored learning pathways for groundworks companies to help develop a common and consistent message to the supply chain.
- Learning pathways enable an allocation of a curriculum resources to specific individuals or companies. Badges can be provided upon completion.
- In the absence of Partner volunteers following on from initial discussions at the January leadership group meeting, EJ did some initial work on this, using the School's heatmap that sits behind the SMART sustainability maturity assessment and action planning tool. This maps out the high impact/high priority sustainability topics for groundworks (carbon and climate change, air quality, waste and resource efficiency, biodiversity, wellbeing, modern slavery).
- The initial proposal is that there are 2 learning pathways: Level 1 for beginners, mainly consisting of short, animated videos, Level 2 is more focused on Manager level and includes intermediate modules and e-learning.
- These 2 levels are merely proposals at this stage – it is up to Partners to steer the content of these pathways and agree who they are aimed at and what they focus on.
- The School does not have budget set aside to develop any new resources for inclusion. Existing resources that are available for free that may not already be listed in the School can be added.
- Engaging and consulting groundworkers in this process is crucial.
- The group participated in a workshop to feedback immediate initial thoughts on these learning pathways, the following comments were shared (view all [here](#)):

Level 1:

- Everything should be “required” as they are important, basic introductory level resources.
- Potentially too broad for a Groundworks company, especially as some could have already accessed the School's resources. However, if someone has already completed a resource, this will be acknowledged by the system, so they will not have to complete again.
- Timings are right.
- Importance of Groundworkers understanding legislation.
- Resource efficiency is important rather than waste management. This topic may need to be elaborated further than a 2-minute video.

Level 2:

- Include more resources about logistics to and from site and the delivery of materials.
- Important to ensure it is interactive as there is a longer time commitment for this pathway.
- Important to consider how this is presented to ensure suppliers are not overwhelmed by the timings or work involved; make it clear this is not a beginner level, confirm how this should be labelled to businesses and break it down into sections.



Level 1 – Sustainability for Groundworks

	Format	Duration (total 68 mins)	Include? Y/N /?	Required or optional? R/O	Are any topics missing? Are there any specific resources that should be included?
Sustainability & Groundworks	E-learning	30 mins	Y	R	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; background-color: #e0f0ff;">Perhaps it is too broad?</div> <div style="border: 1px solid black; padding: 5px; background-color: #fff9c4;">Variety would be ideal</div> <div style="border: 1px solid black; padding: 5px; background-color: #ffe0b2;">Helping them understand the art of the possible</div> </div>
Air Quality	Sust' Short	10 mins	Y	R	
Biodiversity	Sust' Short	10 mins	Legislation rather than enhancing? Link to managing conflict	R	
Energy Management Efficiency	Sust' Short	2 mins	Y	R	
Waste Management	Sust' Short	2 mins	Should be a Resource Efficiency base 2 minutes enough? Big issue	R	
Modern Slavery – Spot the Signs	Sust' Short	2 mins	Y		Target job roles? Other comments?
FIR: Wellbeing	Sust' Short	2 mins	Y		<div style="border: 1px solid black; padding: 5px; background-color: #c8e6c9;">Divide the sections up into 1a, 1b etc. so the content doesn't look so overwhelming</div> <div style="border: 1px solid black; padding: 5px; background-color: #c8e6c9;">Great that they are short and punchy</div>
Water	Sust' Short	5 mins	Y		
Community Liaison – Managing Conflict	Sust' Short	5 mins	PC responsibility?		



Level 2 – Sustainability for Groundworks

	Format	Duration (245 mins / 4 hrs)	Include? Y/N /?	Required or optional? R/O	Are any topics missing? Are there any specific resources that should be included?
Waste & Resource Efficiency	E-learning	45 mins			<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; background-color: #fff9c4;">Intro to Biodiversity, how does it relate to Level 1?</div> <div style="border: 1px solid black; padding: 5px; background-color: #e0f0ff;">Are there interactive elements (i.e. quizzes & questions)</div> </div>
Intro' to Biodiversity	E-learning	TBC			
Intro' to Climate Change & Carbon	E-learning	60 mins			
Sourcing Sustainable Plant for Construction Projects	E-learning	15 mins			
Air Quality for Plant & Equipment	E-learning	30 mins			<div style="border: 1px solid black; padding: 5px; background-color: #fff9c4;">Logistics to and from site</div>
Modern Slavery	E-learning	15 mins	Y		Target job roles? Other comments?
Concrete (Modern Slavery)	Video	15 mins			
Setting up your site to combat Modern Slavery	Document	20 mins			
Social Value: Part 1	E-learning	30 mins			
Science Based targets	Sust' Short	5 mins			<div style="border: 1px solid black; padding: 5px; background-color: #c8e6c9;">Change wording from beginner as this is more advanced. It is likely to be used as a mandatory requirement for certain individuals.</div>

ACTIONS:

- **Partners to:**
 - Volunteer to take part in a 1-1.5 hr meeting with EJ to continue the development of the learning pathways (ASAP)
 - Put EJ in contact with some Groundworks companies who could be part of this development process (ASAP)
 - Share suggestions of resources to help plug the gaps mentioned above – these must be freely available (in line with the School vision) (ASAP)

5. AOB

- SR (SRM) Can the School develop resources for C-Suite level around sustainability and its importance? There is currently no budget for this, but development can be explored when business planning for next year if this is considered a high priority issue across a critical mass of School Partners.
- Partners fed back on their priorities and drivers for being part of the School and how they can gain most value from the meetings. Key points and poll results below:
 - The School could make pre-read a prerequisite to ensure attendees come to the meeting prepared, but this could put some people off attending.
 - Suggest having a couple of key agenda items per meeting, with a reserve list of agenda items that attendees can vote on preference to include if time allows.
 - It would be useful for the Climate Action Group to run a session at the next meeting, alongside case studies of what has worked.

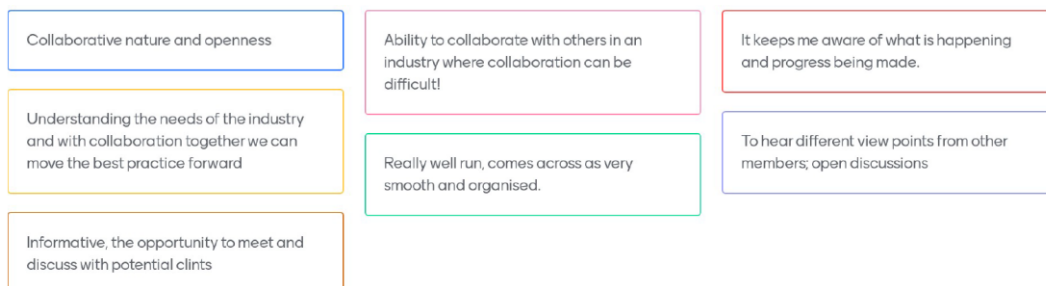
Why do you come to the Construction Leadership Group meeting?

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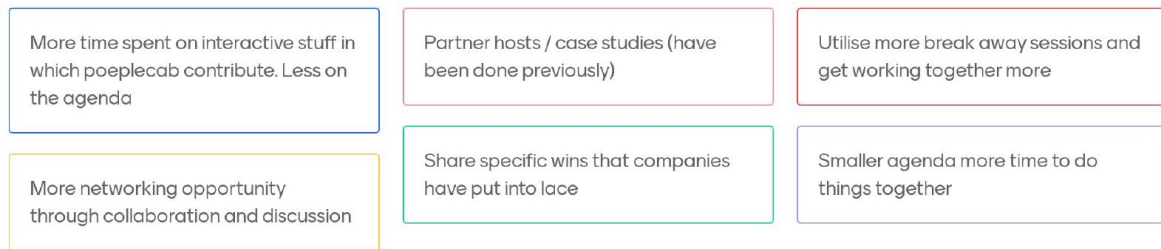
What do you like about the meetings?

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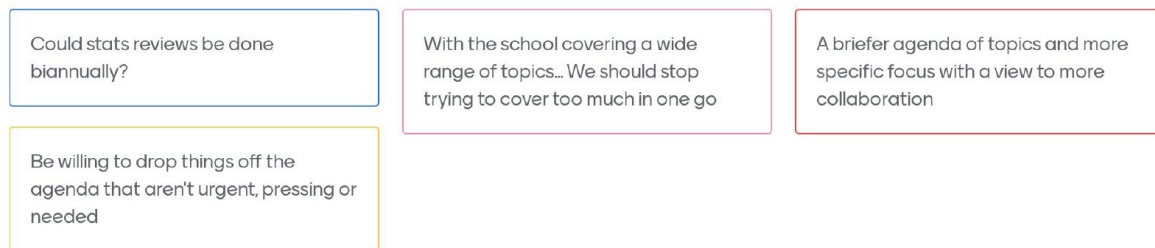
How could we improve the meetings?

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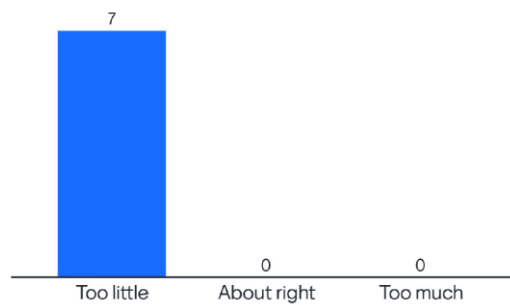


What should we stop doing?

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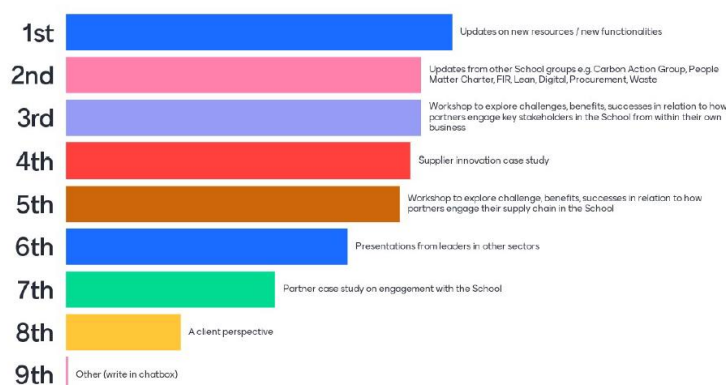


How do you rate the level of interactivity?



For future meetings, in addition to the usual review against targets in the business plan, what would you like to feature in the agendas? Rank top 5

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ACTIONS:

- **Partners to:**
 - Review circulated Action log and follow up on any outstanding actions (*ASAP*)
 - Feed back to Steve Watson and EJ on how Partners can ensure most value from School Construction Group meetings (*Ongoing*)
 - SR to email EJ with a brief on C-Suite sustainability resources so this can be explored further (*Ongoing*)
- **School to:**
 - Implement suggested changes into Construction Leadership Group meetings (*June onwards*)

The next Construction group meeting is on 17 June 2021, 10.00am – 12.00pm as a virtual meeting on Teams.