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**Procurement and Productivity Thought Leadership Theme Group**

**Wednesday the 14th October 2020**

**12.30pm – 2.00pm**

**Online meeting hosted by Zoom and Microsoft Teams**

**NOTES FROM THE MEETING**

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|  | **P&P Theme Group Business Meeting** |  |
| 1.0 | **Attendees , Apologies and Introductions**  Attendees - Martyn Jones, Andrew Brown, Chris Meadows, Perwina Whitmore,  Mark Rosewarne, Richard Kochanski, Astrid Gower ( Part )  Apologises - Michael Chaney, Paul Richards, Andrew Carpenter, Mary Bennell |  |
| 2.0 | **Update on CESW, Links with Other Groups, Initiatives and Funding Opportunities**  **CESW Website** – Due for launch shortly with dedicated page.  **Meeting of Theme Group Chairs** – Took place to see how we can share learning and reduce duplication as lots of similar themes being explored.  **Case Study Format** – Nearing completion for 1 or 2 page format  Reminder of key links to other groups etc  [www.constructionleadershipcouncil.co.uk](http://www.constructionleadershipcouncil.co.uk) | All |
| 2.3 | **Actions carried forward from previous meetings**  It was agreed we would review current actions alongside current projects. |  |
| 3.1 | **Review of our Vision, Purpose and Specific Objectives**  **Our Vision**  An industry making more effective use of collaboration and best practice to deliver projects faster, at lower whole-life cost, more healthily and safely, with greater quality and reliability, with lower emissions, and with more sustainable outcomes and margins for all the parties involved    **Our Mission**  To provide clear leadership to support and encourage collaboration throughout the industry with a particular emphasis on improving Procurement processes and adopting digital technologies to raise Productivity  **Our Objectives**   1. To transform the performance of the SW construction industry through collaborative procurement approaches and using digital technologies to raise productivity 2. To understand and positively address the core issues that hinder efficiency, quality, innovation and productivity in the region’s supply systems 3. To encourage and support greater collaboration between the parties at pivotal points in the design, construct and operate cycle 4. To promote procurement routes and supply chain cultures and practices that best reflect CESW’s values   **Action** – Review June 2021 | AB |
| 4.0 | **Update on Projects** |  |
| 4.1 | **Project 1: Guide to Outcome Led Procurement: The Main Contractor’s View**  Martin Jones confirmed that he would look to pick this up to finish the good work done thus far by Martin Howe and the team, as he felt it was a worthwhile document. | MJ |
| 4.2 | **Project 2: The post-Covid-19 construction industry**  The following collated comments from the Group were previously issued to CLC on their Roadmap to Recovery Plan. These would remind us what people from the P&P Group suggested the industry needed. No further actions expected and time would tell if these became more of the norn.   1. By far the biggest comment from members is ensuring predictable workload across the industry. Not just allocation of projected schemes and budgets, but making sure that this work is delivered to an agreed timetable. Budget certainly gives project certainty. Project certainty gives employment certainty. 2. To maximise the benefit of this workload make sure the procurement route chosen is collaborative ie - not traditional Single Stage Tendering. Chose a template for different sectors and stick with it. 3. Remove and reduce the blockages to workload starting on time. Eg – Planning 4. Demand early appointment of contractors throughout the supply chain to encourage maximum offsite fabrication and collaboration. 5. Understand realistic margins are needed throughput the supply chain. Stop driving them down so margin gets hidden. 6. However don’t dumb down. Quality costs, but select on best value not cheapest cost. 7. Demand training opportunities are given for each £M of spend. Set Apprentice numbers linked to spend. 8. Bring together existing organisations to coordinate both local and regional objectives. 9. Introduce incentives for successful delivery and penalties for non- delivery 10. Demand improvements in Energy, Sustainability, Diversity etc. Set clear measureable requirements and timescales for these improvements. 11. Turn these good words into actual good deeds that make a lasting difference.   **Action:** Review in future | AB |
| 4.3 | **Project 3: Guide to Collaboration for Clients**  Midlands P&P Group currently producing a document entitled ”What makes a Good Client “ and  Client’s Group were currently producing a Legal Guide for Clients which would come from a different position.  **Action:** Distribute both documents when available | AB |
| 4.4 | **Project 4: Supplier Development ( Tier 1 & Tier 2 and Tier 2 & Tier 3 360 appraisals )**  Despite low response from members to survey Martyn Jones felt there was still lots to learnt from exploring what supplier development and appraisals are being undertaken. Previously Martin Chaney at Willmott Dixon was happy to showcase their work and the benefits etc .  **Action:** Chair to check this was still the case. See below | MJ, AB |
| 5.0 | **Discussion on Comments issued to CLC on Roadmap to Recovery Plan.** Peoples comments were  PW – Plenty of Restart & Reset, but not a lot of Reinvent going on  MR – Agreed with PW. We must champion more reinvention  AB – Certainly less calls to visit sites at 8am for meetings which is good  MJ – From his view less reinvent was going on  RK – After initial bounce back, not seen a significant drop of turnover but less certainly doing more  PW – People more focused on jobs not variations  AB – Agreed, certainly less people getting more done  RK – Good use of video aiding communications. Innovation is certainly happening with regards productivity, QS’s on site or not.  MJ – Good to see innovation closely linked to Technology  PW – Poor communications meant you needed to be there. This is no longer the case so better for all.  MJ – Benefits to quality too with video use becoming the norm to sort things. Better for all  All – Felt individual examples were crying out for Case Study demonstration.  **Action** - Chair to invite further discussions from those not available for this meeting and ask members to think of items they could share on a single page Case Study. | All &  AB |
| 6.00 | **Future Topics to Investigate post Holidays**  The below topics were discussed in detail with the following comments and leaders identified.  It was suggested we don’t try to update all at every meeting but rotate a couple for topics for those able to attend the meetings.  **Action** – Chair to invite all members to join one or more of the following. NB People reminded not to over commit. | AB & All |
| 6.1 | **Identify lessons learnt during Covid Pandemic to be ready for a 2nd Spike**   * Mike Rosewarne up for confirming good practice from Midas as starter for 10. * Chris Meadows happy to be involved | MR  CM |
| 6.2 | **Cost v Value to Bristol’s Nightingale Hospital**   * It was accepted that expected life was shorter, understanding the margin and costs would be really beneficial to see if to what extent costs were affected by this level of collaboration * AB wanted to know if supply chain had abused the opportunity or only received acceptable margins. * Michael Chaney had expressed wish to be involved | AB  MC |
| 6.3 | **Pro & Cons of Construction Management as a Procurement Method**   * John Hunter had suggested this and may be up for leading. * MJ stated he had been chasing MACE for involvement for some time but to no avail. AC was looking to contact. | JH  AB |
| 6.4 | **Supplier Development**   * To be incorporated with Project 4 above. Mike Chaney had previously lead this section and MJ was keen to join in. Willmott Dixon seen as strong on this. * Opportunity to explore what other industries do. | MC  MJ |
| 6.5 | **Is Procurement the Elephant in the Room ?**   * This came from Helen Baker from UWE. Some questioned what was actually meant. * Frameworks had been offered but not widely used. * Is there something to explore or not. | AB |
| 6.6 | **Standardisation of Inductions across the Industry**   * Suggested by Peter Everitt of Willmott Dixon who offered his H&S colleagues to assist. * Quality of Inductions being given on site is seen as haphazard to say the least. * There is clearly a real productivity improvement if delivered as would save time and effort for delivery and those attending. * Create Passport as used by Oil and Gas industry. | PE |
| 6.7 | **RIBA Plan of Work – Expanding Procurement advice within document**   * This previous action had not been delivered due to workload issues. * AB & Chris Meadows happy to get involved and see if this could fly. | AB  CM |
| 7.0 | **AOB**  **CESW Awards Dinner** – People supported CESW decision to do online as Virtual Awards Ceremony |  |
| 8.0 | **Date and form of next meeting:**  Suggested frequency of 6 per year felt appropriate, so early December. AB to coordinate with other meetings and confirm. | AB |
|  | **Forthcoming Dates**  **CESW AGM –** 25th Nov at which it was hoped to launch new Website. Details to follow.  **CESW Awards** – 4th Dec at 4pm online | All |