

Construction Leadership Forum
COVID-19: Recovery Planning Group
Meeting 08
16 July 2020
Telephone Conference Call
10:00 – 11:30

Note of meeting

Present:

Kevin Stewart MSP, Minister for Local Government, Housing and Planning

Construction Industry

Grahame Barn – Industry Leadership Group member, Construction Scotland
Jim Blair - Balfour Beatty Scotland
Bruce Dickson – Industry Leadership Group Member, Construction Scotland
Steven Dillon – Scottish Trade Unions Congress
Ron Fraser – Executive Director, Construction Scotland
Stephen Good, Chief Executive, Construction Scotland Innovation Centre
Elliot Robertson – CEO Robertson Group
Alan Wilson – Managing Director, Select

Scottish Government and Associated Agencies

Scott Bell – Deputy Director, PDCRD, SG
Jane Duffy - Apprenticeship Policy Team Leader, SG
Ian Gilzean – Chief Architect, SG
Alasdair Graham – Acting Director of Major Projects, Transport Scotland
Sharon Miller, Manufacturing and Construction, SG
Graham Porteous – Head of Construction Procurement Policy Unit, SG
Colin Proctor – Director, Construction Industry and Delivery, SFT
Peter Reekie – Chief Executive, SFT
Stephen Scott – Building Standards Division, SG
Elisabeth Stark – Head of Manufacturing and Construction, SG
Mark Turley, More Homes Division, SG
John McLean - Construction Procurement Policy Unit, SG

Apologies:

Bruce Clark - Joint Managing Director, RJ McLeod
Joe Dowd – Team Leader, Construction Team, SG
Elaine Ellis – Skills Development Scotland
Dr Stephen Garvin, Head of Building Standards
Ken Gillespie – Chair, Construction Scotland
Hector MacAulay – Managing Director, Balfour Beatty Scotland
Alan Morrison – Health Finance and Infrastructure, SG

		Action
1	Introduction and Apologies	
1.1	The meeting commenced at 10:00.	
1.2	The Minister welcomed the delegates to the meeting and noted that there was a new look agenda, in reflection of the fact that work is moving to the recovery phase. As such the focus of the meeting would be to develop planning for the recovery of the construction industry as we come out of the COVID-19 pandemic.	
2	Minute of Previous Meeting	
2.1	The Group accepted the note of the meeting of 30 June as a true record.	
3	Actions	
3.1	At the Minister's request, Scott Bell read through the actions of the previous meeting, giving a progress update on each. These will be reflected in the updated Actions Register, which will be distributed to the members.	
3.2	It was noted that, as some of the outstanding issues now fall within the scope of the recovery sub-groups, these would be rationalised. These comprise the new actions 064 and 065.	
4.	Update on Restart and Site Opening	
4.1	<p>At the Minister's invite, Graham Porteous provided the update. The Re-start Group last meet on 10 July. The main topics of discussion were :</p> <ul style="list-style-type: none"> • The group raised concerns over disputes arising on various contracts in relation to issues pertaining to Covid-19 (damages and additional costs). • Sites are working well and taking cognisance of restrictions on working practices. • The group were advised that the CICV Forum are about to launch a campaign to remind householders to maintain physical distancing from workers in their home. 	

4.2	<ul style="list-style-type: none"> • The Construction Scotland paper on PPE Usage is to be enhanced to reflect how multi-use (by same person) respiratory equipment is to be cleaned after use. • It was suggested that the Health and Safety Executive (HSE) be asked to participate in either the Restart Group or the actual Leadership Forum. Officials are currently are connecting with HSE on this. • The next meeting is scheduled for the 24th July. <p>Elisabeth Stark provided a further update noting that revised guidance had been issued the previous day. This guidance allowed the use of close working on site. She thanked Ron Fraser with his help on the PPE aspects and noted that health colleagues had advised that there would be no detrimental effects on their access to PPE.</p>	
4.3	The Minister thanked Ron for his assistance and invited questions from the group	
4.4	The Group discussed the continued need for the Restart sub-group, given that the focus was moving to recovery. It was agreed that the group would be wound up, with all outstanding actions to be subsumed into this group. It was also agreed that a note would be put around relevant parties regarding the closing of the group, giving them a chance to comment.	Action Action
4.5	Steven Dillon noted that many of the pictures in the updated guidance appeared to be stock ones and that as such, he would like to see actual evidence of the implementation of close working on-site. He noted that this led into a wider point that the usage of PPE in close working should always be a 'last resort' and that any safer alternative should be identified. To this end, innovative solutions should be considered to aid productivity. He also added any rule breaking must be reported.	
4.6	The Minister agreed that innovative solutions to close working should be considered, but that not all of the ones being proposed were necessarily immediately available. Whilst it is important to ensure the protection of the workforce, he did not want a situation whereby work was brought to standstill waiting on alternatives. He asked that officials look into what innovation exists, what is available, what is the situation in terms of training, etc.	
4.7	Scott Bell suggested that this could be picked up by the Transformation and Workforce and Skills Sub-groups.	Action
4.8	The Minister agreed with this approach, but noted that there is a need to be realistic as to the practicality of any proposed innovations.	

4.9	<p>Actions:</p> <ul style="list-style-type: none"> • A Note to be sent around advising that the Restart Sub-group will end, with the remaining actions being taken forward by this group, inviting any comments/objections • Any outstanding actions of the Restart Group to be subsumed into the Action Register of this group. • The Transformation and Work Force and Skills sub-groups to consider, as potential alternatives to PPE: What innovation is exists, what is available and what is the situation in terms of training, etc. 	<p>SM</p> <p>SM, Secretariat</p> <p>RF, CP, JD</p>
5.	Update on Editorial Sub Group	
5.1	<p>Scott Bell provided the update. The sub-group has meet on three occasions and has made progress on commissioning further detail and sharing good work across work streams. The group will meet twice weekly, once as sub group & once as co-ordinator across the works streams.</p>	
5.2	<p>Peter Reekie informed the group that the August deadline that all the sub-groups are working to represented a point in time to update on progress made, rather than a date for completion.</p>	
5.3	<p>The Minister invited questions from the group, but none were forthcoming.</p>	
6.	Update on Pipeline/ Commercial Sub-Group	
6.1	<p>Graham Porteous provided the members with an update on the sub-group, which he co-chairs with Bruce Dickson and which has been tasked with looking into various construction sector aspects such as contractual issues, sustainable pricing, pipeline of work, cash flow and such like.</p>	
6.2	<p>There are some 24 participants on the group with a range of representation from contractors, RIAS, RICS, CECA, SBF, SPF, SGC, Construction Scotland, Housing, Scottish Government, Local Government, NHS Boards, Scottish Prison Service, Transport Scotland, Scottish Futures Trust, and Universities. The intention is to focus on immediate and short term issues but also to produce a longer term plan, with the initial meeting due later that day.</p>	
6.3	<p>Bruce Dickson, in reference to the paper circulated, added that he and Graham were prioritising the top three issues by August, with the further seven significant ones due to be</p>	

	addressed by the end of Quarter three. He noted that there had been good buy-in from industry and that it was now a case of getting meetings done and creating outputs.	
	The Minister invited questions.	
6.4	Elliot Robertson requested that “Covid Costs” are added to the agenda of the sub group, along with 'fast track procurement' to the agenda item on delivery models.	Action
6.5	The Minister assured him that this was progressing, and confirmed with Graham Porteous and Bruce Dickson that this would be actioned.	
	<p>Action:</p> <ul style="list-style-type: none"> • Elliot Robertson requested that Covid Cost is added to the agenda of Pipeline and Commercials sub group, along with 'fast track procurement' to the item on delivery models. 	GP, BP
7	Update on Supply Chain Sub-Group	
7.1	Sharon Miller advised the group had been newly set up with Dermott Rhatigan and Andrew Richards as co-chairs. The group had invited around 20 members from the client side to participate. A draft remit is being prepared, with the intent of canvassing members on their 'top five' issues, to develop themes.	
7.2	The Minister asked if looking at a possible no-deal Brexit had been factored into the remit. Sharon Miller confirmed that it had. The Minister further asked if, that as part of this work, the group would look creating a register of Scottish suppliers, and identify any gaps in supply chains needing filled. Sharon Miller confirmed that some work on this this had already been undertaken by Scottish Enterprise. The Minister asked if he could see details of the work by Scottish Enterprise, noting that he was keen to see how the Scottish Supply chain could be further increased.	Action
	<p>Action:</p> <ul style="list-style-type: none"> • Details of work carried out by Scottish Enterprise in relation to the Supply Chain Sub-Group to be sent to the Minister. 	SM
8	Update on Transformation Sub-Group	

8.1	<p>Ron Fraser, providing the update, noted that as the term ‘transformation’ could potentially be all-encompassing, clear focus was required. The first meeting had taken place the previous day, and the group’s membership is based around existing Quality Initiative membership with additional members to reflect the scope. The group had agreed that the key outputs are ‘quick wins’ to support recovery & lead to overall ambitions The sub-group had reviewed:</p> <ul style="list-style-type: none"> • What is happening already - with the intention that group does not duplicate work elsewhere. • Lessons that can be learnt from the last four months, including accelerating things such as digitalisation, remote inspections etc., and capturing these. • How best to view industry transformation needs. The big issues are holistic and links to other sub-groups. Five key ones were identified: <ul style="list-style-type: none"> 1. Process improvement 2. Quality achievement 3. Digitisation 4. Zero carbon and the circular economy 5. Building a sustainable industry • The intention is to look at each of these over the coming five weeks an look at ‘quick wins’ and longer term solutions for each. 	
	The Minister invited questions	
8.3	<p>Elliot Robertson noted that productivity is one of biggest issues to address in the industry and there was a resulting need to build quicker, safer, etc. As such, he noted that it would be good to have this considered as part of the group’s work.</p>	
8.4	<p>Alan Wilson raised the point that the majority of the industry works at the domestic level, which needs to be reflected in to this work.</p>	
8.5	<p>The Minister agreed that all of this work needs to be all encompassing - taking account of workers at all levels. In many cases, there will be a need to be flexible and adaptable to take account of this. He added that he was sure that Ron Fraser and Colin Proctor would take this on board.</p>	Action
8.6	Action:	

	<ul style="list-style-type: none"> Transformation Sub- group to ensure that consideration is given to workers at all levels 	CP, RF
9	Update on Skills and Workforce Sub-Group	
9.1	Jane Duffy updated the group on the sub-group, which she chairs with Emma Dickson. It was noted that whilst the group was relatively new, many of the members had been involved with other skills groups. The sub-group has around twenty members including members of trade federations, employers, professional bodies, Unite, SDS and SFT. The terms of reference are have been developed and there will be links into other groups.	
9.2	The group had met once, the previously Friday. The members had some concerns about the timescales, but would focus on the immediate and short term issues initially. The group is also considering the recommendations from the Enterprise and Skills sub-group, and the Recommendations from the Adviser's group on economic recovery to shape its thinking.	
9.3	As a starting point, the group has grouped actions into various headings, including: <ul style="list-style-type: none"> Workforce Planning Fair Work Talent Retraction 	
9.4	Some of the immediate concerns being considered are: workforce engagement, digital access, safe working and how employees can report on-site concerns. The group is also looking at support for fourth year apprentices. Additionally, the group intends to get clear data on redundancies, delayed start, recruitment, etc.	
9.5	Future work of the group will include access to trade unions, mental health and resilience. It was noted there had been one 'quick win' in that skills tests will be resuming in colleges from this week. The group will meet weekly and will also consider medium and longer term factors.	

9.6	The Minister asked if the group would be looking at any of the work previously done by Sean Smith. Jane Duffy confirmed that he was a member of the sub-group. The Minister noted major changes may need to be made to what is being taught at college, so that it reflects the changes in the industry and asked if this was being highlighted by the group. Jane Duffy confirmed that this and associated issues are being considered.	
9.7	The Minister asked if there was any representation by apprentices on the sub-group, as it could not be considered a complete exercise without them. Jane Duffy said she would take on this action. The Minister invited members of the group to put forward any suitable candidates. Steven Dillon noted that Unite would be able to assist, if required.	
9.8	<p>Action:</p> <ul style="list-style-type: none"> Jane Duffy to ensure that there is apprentice representation on the Skills and Workforce Sub-Group. 	JD
10.	Open Discussion	
10.1	The Minister noted that the meeting had covered a lot of ground and asked if there were any further points members wanted to raise. After a discussion with Steven Dillon on things that aren't going so well, such as reports of breaking the two metre rule, he noted that it was important that the messaging on compliance is re-enforced and that any instances of workers being asked to break rules be reported to the Government, as this is totally unacceptable.	
10.2	Alan Wilson noted that the CICV forum were launching a campaign today around reminding the workforce to stay safe in their social lives. Another campaign is due to launch next week reminding the public that that industry have restarted, with the approval of the Scottish Government and appropriate measures are in place.	
10.3	The Minister noted that he was grateful to Alan for his work on this and to let the Government know if there is anything that can be done to assist with highlighting these campaigns.	
10.4	Elliot Robertson noted that, Robertson's are producing a short LinkedIn video and internal campaign on compliance, and had rolled out proximity monitors and digital inductions on sites. The company has a number of measures in place to reassure people that compliance is being focused on.	
10.5	The Minister noted the importance of getting the messaging right as we move forward and that he was keen to see examples of approaches being taken to ensure that this resonated with people.	

10.6	Steven Good gave an update on data and intelligence, which is being undertaken in collaboration with SFT to support the various sub-groups. He announced that a link to a portal would be sent to each of the sub-group leads the following day. The portal would be similar to the previous SOP one, and will allow access to and sharing of data, such as reports, meeting minutes and related items. The sub-group leads will be able to decide what to upload and who has access, but he encouraged everyone used this as a central store.	
10.7	Elliot Robertson asked that in terms of the gaps in sub-groups, could a collaborative approach be looked at with the UK Government, as this could help to highlight common objectives and anything else that we might be unaware of.	
10.8	The Minister noted that the government will continue to look at what the UK government is doing, but that he was disappointed that there appeared to have been no further announcements on infrastructure spending. He noted that the Scottish government would pursue any co-operation that was possible.	
10.9	Ron Fraser suggested that sub-group co-chairs Andrew Richards and Emma Dickson to be invited to join the CLF Group, given that the focus had shifted to recovery. The Minister agreed that they would be asked to join the group	Action
10.10	Peter Reekie, on the wider elements of collaboration noted that links existed with the UK Construction Leadership Council, but not on pipelines, rather on wider collaboration across the industry	
10.11	Scott Bell, noted that there are official connections into the Crown Commercial Services and that officials are also looking at making contact with the Cabinet Office.	
10.12	The Minister stated that from the Scottish Government perspective, even though resource has not been forthcoming from the treasury, we are looking at all aspects as we move forward. He noted that he had engaged with other economy ministers in terms of responding to the report from the Economic Advisory Council, considering all options to allow Scotland's Capital program to boost the economy. Some of the monies allocates already have construction focus and moving forward, he believed that this will continue to be the case.	
10.13	Steven Good noted, picking up on the previous points of Elliot Robertson and Peter Reekie, that the Innovation Centre are quite well engaged with various aspects of the Construction Leadership Council, in terms of infrastructure. He noted that there is the opportunity to tap into wider UK funding, if we can mobilise to do so, and that he believed that this is something that should be taken advantage of in the medium to longer term.	

10.14	The Minister noted that the government would be as helpful as it can in doing what is necessary to mobilise to access to these funds.	
10.15	Action: <ul style="list-style-type: none"> Andrew Richards and Emma Dickson to be invited to join the CLF, given focus on recovery. 	Secretariat
11	Any other Business	
11.1	As there was no other business, the Minister thanked all of the group for their participation.	
12	Date of Next Meeting	
12.1	The next meeting will be on 30 July 2020 at 09:00. Details will be circulated prior to the meeting,	