

CASE STUDY: JACKSON CIVIL ENGINEERING

BACKGROUND

Jackson Civil Engineering is a regionally structured civil engineering firm, employing 300 people across six regional offices, with a head office in Ipswich. As early adoptors of the sustainable development agenda (they were the first contractor to get corporate certification to EMAS and timber chain of custody certification to both FSC and PEFC) they have developed a client base that is strongly biased to sustainable development; such as the Highways Agency, the Environment Agency, the National Trust, the Olympic Delivery Authority and a wide range of local authorities.

Taking into account the nature of their client base and the projects on which they work, it is not surprising to learn that Jackson Civil Engineering have been dedicating time and resource to the wider sustainability agenda for quite some time. Steve Livingstone is the company Environmental / Sustainability Manager, and is demonstrably passionate about and dedicated to the sustainability agenda. Steve reports directly to the group QSHE Director, and works alongside five other team members who are all cross trained on Health and Safety, Quality, the environment etc, with each person taking on different areas of particular expertise.

According to Steve, Jackson Civil Engineering does not experience the common frustration of receiving mixed messages from clients around the sustainability agenda – instead they believe the sustainability related communication from their client base is relatively clear and consistent. However a key challenge for them is understanding how to engage their supply chain on the sustainability agenda, and most importantly on how to develop their knowledge and skills in a way that will help the entire supply chain be better placed to meet client requirements.



INITIAL ENGAGEMENT

Steve first heard about the School in summer 2012 as a result of a discussion with the Environment Agency's SHE Team and consequently came along to the London based Lend Lease led Supplier Day in September. Steve admits to feeling slightly sceptical about the School, but left the event feeling very positive, and slightly envious that Jackson Civil Engineering had not been involved since the beginning. Steve comments, *"I was impressed by the structure of the School. It is evidently well thought out and cleverly put together, providing tiered information allowing organisations to grow their capability at a pace that suits them. The content is excellent and comprehensive. It covers the full spectrum of what constitutes sustainability, and most importantly is hosted on a user friendly website."*

SELF-ASSESSMENT & ACTION PLAN

Since attending the Supplier Day Jackson Civil Engineering have completed a self-assessment and reviewed their resulting Action Plan. In general the actions recommended were considered useful, although a couple of the resources were not felt to be entirely relevant or applicable to their organisation.

Their Head of Procurement attended a Sustainable Procurement training workshop in Leeds in January 2013 and found the session of great value. He spent several hours disseminating the learning and sharing the information gained from the day with his colleagues, and is now working with their team of quantity surveyors and other influencers to look at the many opportunities to embed sustainability considerations more effectively within the procurement process.

Jacksons Civil Engineering has used some of the e-learning modules, particularly that on Sustainable Procurement, and are hoping to use these 10 modules as a mechanism to develop sustainability knowledge internally over the coming months. Jackson Civil Engineering use the Flexible Framework for Sustainable Procurement as a development model. The School's resources have been a great help in advancing their maturity in this model.

IMPACT

As a result of engaging in the School, Jackson Civil Engineering has:

- ✓ **Actively promoted the School in writing to the top 20% of their supply chain** based on spend analysis and sustainability impact, thus targeting those suppliers where there is a potential to influence and a significant sustainability risk / opportunity. This was done as a result of having attended the workshop on sustainable procurement.
- ✓ **Plans to widen and formalise promotion of the School** to their supply chain beyond the above mentioned 20%. Steve expects their Chief Buyer to start this process by the end of June 2013.
- ✓ **Started to look at the e-learning modules as base material to be used for their own internal training packages**, ideally linking the modules to their intranet site part of which can also be accessed by their immediate supply chain.
- ✓ **At least 40 key suppliers already registered as School members.**
- ✓ **A keen interest to formalise its engagement in the School and understand how it can become a partner to the project.**

BENEFITS

More effective, efficient procurement. The School has contributed to the upskilling of the Jackson Civil Engineering' procurement team, particularly around how sustainability considerations can be embedded at all stages of the procurement cycle

Time and cost savings in educating the supply chain on sustainability. Educating and securing buy in from their supply chain on the sustainability agenda is a key challenge for Jackson Civil Engineering. According to Steve, *"The School is a simple and reliable learning environment that we can cascade to our own suppliers which not only introduces them to the whole concept of sustainability, but also provides a prioritisation tool supported by relevant, high quality resources to help them address those sustainability issues most appropriate for their business."*

Better placed to meet client requirements. Educating and upskilling their supply chain as referenced above ultimately results in Jackson Civil Engineering being better equipped to meet their clients' growing sustainability requirements.



THE FUTURE

In order to continue to engage Jackson Civil Engineering in the School it is important to:

- ✓ Continue to ensure that resources are updated on a regular basis and that all content is kept fresh and relevant.
- ✓ Continue to promote and advertise the School to the wider construction supply chain, ensuring continued growth in the number of School members.
- ✓ Secure buy-in from an ever increasing number of project partners.
- ✓ Provide more knowledge and advice on how to use the School's assessment and action planning tool.
- ✓ Consider how the School can be used as a mechanism to circulate regular news / bulletins from project partners such as Skanska, Balfour Beatty, Lend Lease etc.
- ✓ Consider how the School can be used as a portal on which to share case studies, ensuring a thorough moderation process is in place.