

## CASE STUDY: BRIGGSAMASCO

### BACKGROUND

BriggsAmasco Ltd is a national specialist flat roofing sub-contractor, employing 250 people with a turnover of £38m. With 10 branches throughout the UK, they have a broad customer base and have worked with many of the School's main contractor partners such as Sir Robert McAlpine, Lend Lease, Carillion, Willmott Dixon and Balfour Beatty. They also work directly with clients.

Janice Tyler was appointed to a newly created role, 'Environment and Supply Chain Manager' in 2013 (as a direct result of their engagement in the School) and now heads up sustainability for the company, both in relation to mainstreaming it in the business, as well as within the supply chain. BriggsAmasco set their first sustainability targets in 2013, mainly focusing on carbon reduction from fuel and energy usage. Targets in relation to apprenticeships have also been set as one of the biggest challenges they face is the shortage of skilled workers and an aging workforce.



### INITIAL ENGAGEMENT

BriggsAmasco has been a member of the School since its launch in 2012. Their Managing Director attended the very first supplier day in London, at a time when they were starting to look at how to best to embed sustainability within the business. They were impressed by the collaborative nature of the School, together with the wide range of resources available, and agreed that the School would provide an ideal framework and starting point for their sustainability journey.

### SELF-ASSESSMENT & ACTION PLAN

After attending the School launch in June 2012, David Maginnis, Managing Director, ran a self-assessment workshop with key staff including HR and Finance Director, SHE Adviser, Technical and Quality Manager, and Senior Commercial Officer. David recognised the importance of pooling company knowledge so as to get both an unbiased and accurate understanding of where the gaps in competence were, and a meaningful Action Plan.

Once the Action Plan had been created, responsibility for driving this forward was allocated to Janice, and she was appointed the new role of 'Environment and Supply Chain Manager'. Over the last 12 months Janice has embraced this opportunity, and has used the self-assessment and action planning tool as a mechanism to drive continuous improvement within the business and its supply chain. They retain the team approach in driving this forward, and meet formally once a year to review and monitor progress within the School. The company is now working its way through a third Action Plan and is encouraging its supply chain to use the tool.

As a result of the recommendations in the action plans, BriggsAmasco has participated in training workshops such as those on Waste and Environmental Management. The latter has been instrumental in helping them retain their ISO 14001 accreditation and the waste workshop provided a valuable insight into the business case for effective waste management. Janice also based a presentation delivered at their annual forum on the material used in the School's waste management workshop.

The e-learning modules have proved to be valuable and time efficient resources for the company and have been widely used for internal training purposes. They have also helped highlight some of the issues faced by customers, for example, BriggsAmasco do not need to be experts in BIM, but as this is relevant to many of their customers it makes sense to be familiar with the basics.

*"Personally, I have found the School a great source of information. It is my first port of call when I need to investigate something and I know it will be accurate and up to date."*

**Janice Tyler, Environment and Supply Chain Manager, BriggsAmasco**

### IMPACT

As a result of engaging in the School, BriggsAmasco has:

- ✓ **Appointed a dedicated 'Environment and Supply Chain Manager'** in 2013 who is responsible for driving the sustainability agenda within the business. Prior to this no employees had a specific remit in relation to sustainability.
- ✓ **Incorporated sustainability targets into personal objectives.** For example Janice Tyler has a personal objective for the company to be a Gold member of the School (which has now been achieved).
- ✓ **Taken a proactive partnership approach to encouraging existing suppliers and potential new suppliers to join the School and embrace the sustainability agenda.** Information about the School has been sent to key suppliers asking them to sign up, highlighting the business benefits of membership. Data is also collected from key and potential new suppliers to record if they are members of the School, and if they working towards Bronze, Silver or Gold.

- ✓ **Taken a proactive approach to communicating sustainability related issues internally** with a view to changing behaviours and cultures, and embedding sustainability into the core of the business. For example fact sheets are created on a regular basis and shared with the team and on the company intranet, and e-learning modules have been used for internal training.
- ✓ **ISO14001 - the learning gained from using the school's tools has helped to retain their ISO 14001 accreditation.**
- ✓ **Agreed to encourage local supply where feasible, and dedicate resource to creating apprenticeships** – The School has generated a greater awareness of the impact their operations can have, not just from an environmental angle, but also in relation to social issues. They have seven apprenticeships planned for January 2015 and also sponsor a local youth community football team.

## BENEFITS

**Reward and recognition** – BriggsAmasco have dedicated time and resource to developing their sustainability competence, and are now Gold members of the School. They plan to promote this in future pre-qualification questionnaires and tenders, and will use the Gold badge on email signatures and on the website, with a view to highlighting their commitment to continuous improvement in this area. They also plan to share their progress dashboards with their customers.

**Client retention and enhanced reputation** – As a Gold member of the School BriggsAmasco has talked about its experience with the School at School Supplier Days. The School's Contractor partners (all existing or potential clients), have been impressed by their case study and BriggsAmasco is now recognised amongst the School's 17+ main Contractor partners as being extremely committed to developing sustainability knowledge and competence.



**Better understanding of client requirements and priorities** – the resources available through the School, in particular the e-learning modules have helped BriggsAmasco understand what the emerging issues are which are important to their clients. This helps them to stay ahead of the game and to adjust and adapt practices and pre-empt client requirements.

**Cost reductions** – This is in early stages for BriggsAmasco but they are on the way to achieving cost reductions in fuel consumption on its vehicles, as it gradually changes company cars and vans to more eco models. It also has a target to reduce energy consumption in the workplace by 5% over three years and plans to achieve this by installation of more efficient heating, lighting and IT equipment when a renewal/replacement is required.

**Minimising risk** – The e-learning module on BES 6001 (responsible sourcing) provided BriggsAmasco with practical advice on how to check suppliers for non-conformities, ensuring that they are not putting their own brand at risk.

## LESSONS LEARNED

**Instigating changes in behaviours and working practices** is extremely challenging, particularly when no immediate benefits can be seen. BriggsAmasco have found the most effective way of encouraging people to change the way they do things is by communicating face to face - as a small group presentation, tool box talk, or discussion group.

**Just one dedicated person** in a large organisation, with personal objectives linking to this agenda can have a significant impact, resulting in real business benefits.

## THE FUTURE

In order for the School to continue to be of benefit to BriggsAmasco it is important to:

- ✓ Continue to update the School on a regular basis, ensuring it features the latest industry news and resources.
- ✓ Continue to deliver face to face training workshops as well as developing new e-learning modules.