



CASE STUDY: LORNE STEWART GROUP

BACKGROUND

Lorne Stewart Group are one of the UK's leading independent building services companies with a turnover in excess of £200m, employing over 1,000 staff across the UK. The Group's businesses and services provide a range of specialist skills harnessed through their Contracting, Facilities and Offsite Modular Design and Construction capabilities. Their expertise spreads over a wide range of industry sectors, encompassing delivery of multi-million pound one off projects, to smaller specialised dedicated facilities contracts and minor works.

INITIAL ENGAGEMENT

Lorne Stewart Group first heard about the School after being invited by Lendlease to attend a supplier day in Birmingham in 2012, shortly after the School first launched. Having attended the event they immediately recognised the potential benefits of joining, and was impressed by the collaborative approach being taken by the School.

The initial supplier day in 2012 had a construction focus, however since then Lorne Stewart Group have been invited by a wide range of their clients to attend supplier days within the different markets covered by the School, including Facilities Management, Homes and Offsite.

SELF-ASSESSMENT & ACTION PLAN

Following the initial supplier day in 2012, Lorne Stewart Group registered with the School and became a member. The initial self-assessment was completed, creating an action plan tailored to their trade. Through use of the action plan and cascading knowledge throughout the wider Group, together with attendance at a wide range of face to face workshops delivered by the School, Lorne Stewart Group soon became a Silver member of the School.

Lorne Stewart Group value the self-assessment tool and over the following four years has continued to periodically reassess, with a further eight reassessments and action plans having been completed.

"The self-assessment tool highlights specific issues and learning materials relevant to our business and our customer base. It has helped improve our organisational knowledge and competence, which in turn helps us to be better placed to meet our customers' needs" Chris Humphries, Group Regional Safety Health and Environmental Manager

IMPACT

As a result of engaging in the School, Lorne Stewart have:

- ✓ **Improved organisational knowledge on a wide range of relevant social and ethical issues.** Prior to joining the School Lorne Stewart were already ISO14001 accredited, however the School has helped them to embrace the wider sustainability agenda, outside of just the environmental issues
- ✓ **Extended the scope of their Safety, Health, Environmental and Quality focus to encompass the wider Corporate Social Responsibility / Sustainability agenda.** In addition to their Health, Safety and Environmental (SHE) Policy and management systems, their Corporate Social Responsibility and Sustainability Policy has evolved and now has a five-point focus of:
 - Engaging with stakeholders, employees, and local communities to raise environmental awareness
 - Engaging with the Supply Chain Sustainability School
 - Fully embracing the ethos of 'Reduce, Reuse, Recycle'
 - Sourcing and promoting sustainable equipment and supplies; and
 - Reducing their carbon footprint across all operations and client sites.
- ✓ **A better understanding of what their customers want,** what the end user client wants, and the role of, and opportunity for Lorne Stewart in relation to helping meet these requirements
- ✓ **Developed a Sustainable and Socially Responsible Group Procurement Policy:** Lorne Stewart Group's procurement strategy has evolved into a sustainable and socially responsible Group Procurement Policy giving it a sustainable direction with a strong focus on ethical sourcing and guiding principles.



- ✓ **Formed a Sustainability Focus Group** consisting of champions from all business sectors. This Group provides a platform on which to share best practice, and continually improve as a sustainable business. The Group meet periodically to agree objectives, review progress against targets, develop action plans and focus on continuous improvement
- ✓ **Upskilled staff via face to face workshops, e-learning modules and use of School toolbox talks.** Some of the workshops attended and modules watched include Sustainable Construction, Waste, Building Information Modelling (BIM), Sustainable Procurement, Environmental Management, Water, Responsible Sourcing, Sustainable Timber and Chain of Custody, Materials, Engaging a Diverse Supply Chain, and Economy and Community.
- ✓ **Used the School's wide range of resources to supplement their SHE Training policy courses and toolbox talks.**
- ✓ **Attended multiple supplier days** within the specific sectors of the School including Construction, FM, Homes and Offsite. Lorne Stewart Group have become active participants at supplier days and enjoy sharing their knowledge and experience with other attendees through the group discussions and networking opportunities.
- ✓ **Re-assessed 8 times** over the last 4 years

BENEFITS

Cost and time savings – Lorne Stewart Group has seized the opportunity for free training through use of many of the School's online resources and face to face training workshops. Numerous employees have been upskilled, all at no direct cost to the business. The self-assessment has also resulted in savings in time, and ultimately money. It has cherry picked the issues and prioritised actions for their business, helping them to focus in on specific areas for maximum impact.

Better understanding of customer drivers and requirements / competitive advantage – Having attended many supplier days and listened to and discussed key issues with main contractors and clients, and used the School's bank of resources, Chris Humphries insists that the business has a much better understanding of their customers' requirements.

Improved market offering – The Group has a better understanding of client drivers and requirements as stated above, and now recognise why such a wide range of sustainability questions are asked throughout the tender process. Through the School, they have gained the knowledge and skills to improve their market offering to their customers, and understand the importance of demonstrating to customers what support they can offer to help their customers (and their clients) to meet their sustainability goals, using a collaborative approach.

LESSONS LEARNED

If sustainability questions are asked at PQQ stage, there is usually a good reason for this! It is important to understand a contractors' priorities and challenges, and the priorities of their clients higher up the value chain. If you can understand these, you can develop and frame your offering to help highlight how you will help your customers to deliver these requirements.

Social issues are becoming increasingly important. Sustainability encompasses a much broader remit than just environment. It is essential to understand which are the social issues that are most relevant or that are the biggest risk areas within your business.

THE FUTURE

In order for Lorne Stewart to continue benefiting from the School it is important to:

- ✓ Continue to develop and make available the workshop, e-learning, and web learning resources, particularly at the intermediate and advanced levels
- ✓ Widely promote the School's resources within the Partner organisations so that the School's learning resources are fully recognised as a qualification and can be utilised as evidence of learning and understanding. Certificates or CPD points linking to e-learning modules and attendance at training may assist with this as well as the Partners incorporating the School's workshops and modules into their recognised qualification criteria.