

Supply Chain School Horizon Group Meeting

Date: Tuesday 19th June 2018; 10.30am- 1.30pm

Venue: Hanson Ketton Cement Works

Attendees: Laura Spence (*Royal Holloway, University of London – Chair*), Gareth Rondel (*Kier – Vice Chair*), Anthony Lavers (*Taylor Wimpey*), Cathy Berry, (*Action Sustainability (AS)-Horizon Group Manager*), Erica Russell (*University of Surrey*), David Rich (*Tarmac*) Iain Walpole and Martin Crow (*Hanson*), Sarah-Jane Holmes (*Sisk*), Ben Lever (*CITB*), Mohammad Rickaby (*University of Loughborough and Action Sustainability*), Kenneth Park (*Aston University*)

Apologies: Tony Parry (*University of Nottingham*), Alice Owen (*University of Leeds*), Alexander Trautrimis (*University of Nottingham*), Shaun McCarthy (*Action Sustainability*), Simon Tranter (*Willmott Dixon*), Kieran Brocklebank (*United Utilities*), Sophia Cox (*UK Green Building Council - UKGBC*), Maeve O’Loughlin (*Middlesex University*), Vicky Hutchinson and Lucy Barton (*ISG*), Donna Hunt (*Aggregate Industries*), Emma Hines (*Tarmac*), Katherine Adams (*University of Loughborough*) Alison Bettany (*EMCOR UK*), Wyn Pritchard (*Neath Port Talbot College*), Paul Wyton and Ray Nolan (*Sheffield Hallam University*), Stephanie Van De Pette (*Skanska*), Mark Gaterell (*University of Portsmouth*), Diego Vasquez-Brust (*University of Portsmouth*), Sophie Sharpe (*Costain*), James Douglas (*Lendlease*),

Minutes of the Meeting/ Workshop

1. Introductions

Martin Crow welcomed everyone to Ketton Cement Works. This is one of three Hanson cement works in the UK and is noted for the exceptional efforts to promote bio-diversity within the quarry.

Laura Spence welcomed everyone to the meeting especially our new member Kenneth Park from Aston University (Senior Lecturer in Construction and Undergraduate Construction Programme Director)

Actions from previous meeting

All actions completed except:

- Social sustainability and adaptive safety theory project report is still outstanding from Maeve O’Loughlin. **Action: Maeve to forward her completed report**
- University research impact requirements have not yet been issued. **Action:** Laura to forward once this is available
- Gareth Rondell updated the group on how the Kier innovation fund is being used to research client social impact requirements. This research aims to understand and communicate Kiers’ ‘social impact footprint’ at a regional level and brings together the impact of its different businesses. The intent is to use regional data to identify what communities really want and how Kier can best provide real value. This will help support section 106 obligations and identify both impactful and realistic social value commitments. Martin Crow noted that Constructing Excellence are trying to standardise social value metrics and suggested contacting Jacqui Glass for more information. Cathy Berry also noted that Action sustainability are working with Simetrica to develop a rail specific social value measurement framework for the RSSB. This framework could be transferable to other sectors. **Action:** Cathy to consider social value as a theme for a future meeting.

2. Brief School update

- Cathy Berry provided a brief update on School matters noting the new School members include A Plant, O’Neill & Brennan, Speedy Hire, Flannery Plant Hire, Anglian Water and the new membership annual target is 82 Partners which is an increase of 10 Partners from last year.
- A procurement special interest group (SIG) is being led by Dale Turner of Skanska and supported by Shaun McCarthy to ensure we are engaging with procurement as a route to driving change and implementing improvement initiatives. We currently have 94 people in procurement or commercial roles from 36 Partner organisations engaged in the School in some way but no specific engagement with the profession in the School. This SIG aims to create a specific library of resources relevant to procurement people which could be accessed through a landing page in the School, linked to CIPS and co-branded. **Action:** Horizon Group members to contact Shaun McCarthy if interested in participating in this SIG
- Research funding update: Slavery Free construction concept application submitted by Alex Trautrimis was unsuccessful and the **Simulating Middle Actor Reactions and Technology uses in Energy Retrofits (SMARTER)** application to EPSRC has been delayed from July to November meaning a realistic start date would be January 2019 if successful.
- **Action:** Erica Russell to forward details of a useful Circular Economy LinkedIn group

3. Focus Group- Defining the relationship between project sustainability performance and collective organisational values

Mohammad Rickaby facilitated a focus group discussion evaluating the industry applicability and value of his proposed values driven checklist derived from 4 years of research which explored the underlying role and relationship of ‘personal values’ with ‘sustainability performance’ of a large rail infrastructure project.

The checklist aims to provide practical guidance to help enhance the sustainability performance of construction projects. It presents six concepts, each of which is structured around two elements:

- The role of individual project actors- i.e. their attitudes and behaviours, and
- The corresponding organisational mechanisms –i.e. practical steps needed to support the attitudes and behaviours

Overall it was noted that this provided a useful framework for good practice.

- Each concept was discussed in turn, comments noted were:

- **Oneness:**

This could be more relevant for line managers with staff responsibilities. We need to recognise some people just adopt the right behaviours and use the right management skills.

How do you deal with integration of differing values of participating organisations?

Tarmac values align with the checklist and it is useful to have an external set of values to provide a cross check. This could be useful to SME’s.

A mechanism to buy-in to the project goal is missing

Consider using a charter upfront and the checklist should stress to the need to invest time at the project start

The concepts do not provide enough clarity to properly differentiate between them; they are not mutually exclusive and are interrelated

Concepts are not exclusive to sustainability and could be applied to general management performance

Hanson’s values adopt a team approach that are aligned to oneness. Behaviours are encouraged but not imposed. Hanson graduates are told the values that are expected of them and what values they should also identify from Hanson

- **Moral Obligation:**

Appreciated the more concise format and content of this concept as it makes it easier to assimilate and understand

Could benefit from reference to a culture of trust and clear procedures to raise issues anonymously, industry needs to ensure a 'speak up' culture is developed (which goes beyond H&S) and mechanisms must facilitate this.

○ **Creativity:**

Time and resource constraints limit opportunities to pursue alternative ways of working.

Need to set the right expectations but commercial pressures dominate

Need better sharing of best practice

Opportunities for creativity vary by role, in some roles creativity would not be welcome or beneficial!

Creativity and Change concepts seems quite similar (one is related to ideas the other implementation but this is not immediately obvious to the reader)

Kier have a weekly one hour call 'Forward thinking time' and use internal comms systems to post and discuss new ideas

Need to reward good ideas, however often just recognition is enough

Management style is an important consideration to promoting creativity; there is a fine line between leadership and an authoritarian style.

○ **Challenge:**

Management should help and support staff through the discomfort of the 'challenge'. Some organisations do not support individuals e.g. GE 'Rank and Yank' approach where the bottom 10% of performers every year are let go. (Some thrive in this culture; others fail...)

Need to accept that some people may fail

Where sustainability is client led it's easier to deliver than making change happen internally or upwards from the SC

There is a need to see sustainability as an opportunity not a challenge

What is the motivation for an individual to challenge and push themselves? Big clients are changing industry performance by setting demanding targets

○ **Change**

Recognition that there is significant inertia in the industry and it is difficult to achieve change

Change requires a multi dimensional approach- including both individual commitment and mechanisms to manage change

Wording in this section needs 'tightening up' as there is a significant overlap with creativity

Mechanisms need to reflect financial mechanisms

Realistically main contractors have limited opportunity to drive change as non-compliant bids are too time and resource intensive. Few opportunities to work with clients as delivery partners due to fragmented industry approach/ 'us and them' approach

Project 13- ICE are designing an enterprise model to facilitate early collaboration, limit prescriptive specs and embed and reward outcomes, including values and social impact. This may worth further investigation to ascertain if there is any alignment.

○ **Compliance**

Consider language here, compliance feels like a weak phrase.

Compliance is generally recognised within industry as doing 'the minimum'. Mechanisms proposed don't match the title and consider changing to 'beyond compliance'. (We recognise that some informed clients do set the compliance bar at a higher level though)

General queries and comments around the research included:

- Are aligned values being consistently implemented and achieved across industry joint ventures (JV)? This is considered to be the case if it is implemented sufficiently early in the project and reinforced consistently
- Did the concepts come from the fact the JV was very sustainable or staff values?
- There is a lack of clarity on how to use the checklist
- Good management behaviours underpin successful outcomes and there is a recognition that ownership needs to be taken at a management level

4. Horizon Project Learning

Cathy shared the learning following the completion of early Horizon Group funded research and the CE metrics project. This has given us a better understanding of how research is conducted and how we can enable academic independence and let research evolve, whilst ensuring results are interpreted in a way that resonates with industry, delivering both improved outcomes and meaningful content for the School

Erica queried how impact is assessed and relates to how relevance is assessed outside of academia. General impact measures include, inclusion of research in respected published outlets, testimonials and the ability to demonstrate the research has driven change at an industry level. Change considers two aspects; reach (breadth of change) and significance (extent of change)

We concluded that it is important to maintain an industry steer and involvement through the research: 'co-creation'. This will require funding for peoples' time.

5. Masters Project Proposal

Erica provided an overview of an industry presentation completed by a Masters research student related to EPD's to demonstrate the level of detail and insight that could be gained through this type of research. Requiring prospective students to provide a CV and a covering letter to help identify the keener students proved a successful approach. Additional business requirements included:

- Holding a joint briefing meeting at the start of the project to ensure parties were aligned and queries resolved.
- An ongoing 30min SKYPE call fortnightly to help students with queries and to facilitate access to contacts/data
- Regular contact between academic and industry supervisors was helpful.
- Requiring a final presentation to industry summarizing research findings, this proved useful for both the student and business sponsor

Cathy provided an update on the Masters research initiative. 6 projects have been provided to date, and two leadership groups have been informed of the initiative. The Infrastructure group has agreed to dedicate the next meeting to this topic. Prior to the meeting Simon Tranter suggested that it may be better to engage students based on mutual areas of interest and then to jointly agree project objectives and scope as it was proving difficult to get staff to identify relevant research themes. The group agreed that flexibility was key and that projects should be clearly positioned so students have freedom to input and develop proposals to ensure buy-in and ownership of the research.

Martin Crow suggested that recent graduates may be well placed to suggest relevant projects having both fresh perspectives and a recent link with academia. We also highlighted the need to recognise that the quality of masters projects can vary and no result is also meaningful from an academic perspective.

Sarah-Jane Holmes asked if group members would be willing to engage and provide wider industry input on the work/life balance proposal submitted. Members agreed to support this.

Reading and Surrey Universities will be added to the list of potential universities to be engaged

Laura thanked Cathy for her persistence in getting this project to this stage.

Action: Cathy to contact nominated Universities and share Masters proposals and discuss process to engage and manage students

6. AOB

Cathy suggested making Natural Capital Thinking in construction as the key topic for the next meeting. A new member Richard Smith (Vinci) is keen to engage on this subject and the School has agreed to act as a dissemination partner for Cambridge Institute of Sustainability (CISL) Built Environment Natural Capital Initiative. Martin Crow indicated that the Mineral Products Association has also been approached to support this research

Simon Tranter has also requested if a colleague who is writing a thesis for her MCIQB qualification (having gained a Sir Ian Dixon scholarship) could present to the group. The theme is: "Untapped talent pipeline: how the construction sector can better support and prevent young people from becoming NEAT (Not in Employment, Education and Training). Investigating the way the construction sector can be more inclusive and help to tackle youth unemployment". This links with our research priority theme related to resourcing and the changing nature of work.

Action: Cathy to contact Richard Smith and Simon Tranter to organize September meeting themes.

7. Actions

- Laura Spence to provide impact requirements once available
- Cathy Berry to consider a future Horizon Group meeting focused on social value.
- Horizon Group members to contact Shaun McCarthy if interested in participating in the Procurement /CIPS SIG
- Erica Russell to provide Circular economy LinkedIn Group details
- Cathy to contact nominated Universities and share Masters proposals and discuss process to engage and manage students
- All members to continue to identify possible Masters research proposals and forward to Cathy
- Cathy to contact Richard Smith and Simon Tranter to organize September meeting themes.

8. Next meeting

Date: Monday 17th September 2018- 10.00-13.00

Venue: Royal Holloway London Campus. Bloomsbury London (TBC)