

Date: 7th June 2018

Where: Lovell's offices - Tamworth

Attendees: Graham Edgell – Morgan Sindall (Chair), Cathy Berry – Action Sustainability, Helen Carter – Action Sustainability, Shaun McCarthy – Action Sustainability, Alan Webb – Morgan Sindall, Warren Edwards – Laing O'Rourke, Dan Whiteley – BAM Nuttall, Gareth Morson – Morson, Andy Lusher – Jackson Civils, Tony Houlihan – Sapphire, Anthony Steele – Skanska, Ciaran Alstowe – Hercules, Nathalie Ritchie – National Grid, Gary Dillon – J Coffey – Alex McFie-Hylowl – Elliot, Dominic Sidoli – Tarmac, Emma Hines – Tarmac, Scott Dutton – Hochtief, Manish Taylor – Vinci – Taylor, Sarah Jane Waith – Costain, James Callaghan – VGC, Phil Wright – WP Group, Mohammed Rickaby – Action Sustainability.

[Meeting Notes](#)

Operational Update and Questions

Notes:

- ✓ Graham Edgell confirmed that he was waiting for all partners to respond whether they would like to be included in the Infrastructure mailing programme.
- ✓ Note - due to no supplier days our assessment numbers are already down year on year – it is essential that we get this out and additional comms as we have no supplier day to promote and encourage additional assessments
- ✓ The operational pack will be sent out separately and there will be time for questions and answers in futures meetings however it is essential that this read by all partners
- ✓ A question was raised as to what a priority supplier is – discussion focused on suppliers that are important to the delivery of project and supply chain strategies. There is no definitive answer however the group were encouraged to discuss this with their procurement teams.
- ✓ A future leadership group should explore this and show case the partners approach to using the school
- ✓ There was a discussion relating to the new Timber e-learning module and whether there is an opportunity for other sustainable product e-learning modules. Tarmac would be interested in contributing to or developing a sustainable concrete module
- ✓ The group discussed the new Procurement SIG and the possibility to be involved. A number of partners expressed an interest in being part of that group

Actions:

- Graham to circulate the e-mails and plan for comms to the group. All partners to confirm involvement by end of June
- Graham to arrange for circulation and communicate to Rosie Watts in July
- Helen to review the possibility of including an activity around priority supplier definition in future leadership group
- Helen to take back to the business plan the need for a suite of sustainable product e-learning modules – initially sustainable concrete
- Helen to circulate details of the Procurement SIG with the minutes

The Role of Values in Sustainability Decision Making – Mohammed Rickaby

- ✓ Mohammed provided an overview of the values framework that could be applied to construction.

Infrastructure Leadership Group Meeting

Date: Thursday 7th June 2018 – 09:30am – 12:30pm

- ✓ There was some discussion over terminology but there was general agreement that the framework was useful and showcased some of industries good practice already.
- ✓ Mohammed encouraged partners to feedback to him comments on the tools and interventions to help make it more relevant to the industry

Actions:

- Partners to review the framework in more detail and e-mail any comments to Mohammed – mohammed@actionsustainability.com
- Helen to circulate the framework and slides from the presentation with the minutes of the meeting

Horizon:

- ✓ Cathy Berry provided an overview of the work the Horizon Group has been focusing on over the last few months.
- ✓ She also provided an insight into the potential areas where PHD research could support our industry. Highlighting opportunities for the Infrastructure group to take advantage of.

Action:

- Helen to circulate the slides presented by Cathy
- Helen to circulate the areas of focus for Horizon
- Helen to include the areas for Horizon and PHD research within the Infrastructure Sector Leadership Group in September

Waste Management in Infrastructure:

- ✓ The partners were tasked with working together to identify common challenges, requirements areas for collaboration in waste management.
- ✓ Each table looked at 3 specific areas Current Requirements, Challenges and Areas for Collaboration.
- ✓ The main output of this session is recorded below.

Main Workshop Output:

Current requirements

Corporate Commitments (including targets)	Project Commitments (including targets)	Supply Chain Commitments (including targets)
Zero waste to landfill by 2020 – Skanska	Ban on all non-recyclable cups and to support this all employees have been bought reusable cups – HS2 project	BES6001
Reduction of single use plastic – National Grid	100% renewable energy	Heavyweight materials sector is driven by resource efficiency
5 – 10% reduction year on year for waste generation	Sustainable design reviews on all projects	Reprocessing/reusing e.g. RAP
Increase use of recycled aggregate	Segregation of waste	
100% eco cabin usage	BREEAM	
100% renewable energy - Skanska	No differential between corporate & project	
80 – 90% Waste to landfill	Driven by client drivers	

Achieve bronze or above with the resource efficiency matrix	Depends on “at the time focus”	
5% reduction in non-operational carbon emissions, rising to 35% by 2020	< packaging waste	
95% Diversion from landfill (excludes as dug)	Recycled content %	
Water Management: Plans/Use & recycling		
<CO2 – Improving process		
Secondary materials from other sectors		

Challenges

Measurement	Supply Chain	Project process	Other
Meaningful measurement	Understand procurement measurement assumptions	Set measurement expectation & methodology at beginning of the projects	Feedback loops: win, learn change
Tendering requirements	Trust – waste carriers, tip facilities & traceability	Alternative material acceptance: by client v’s specification	Time constraints: decision making – less time benefit – Framework ECI Model needed
Lack of consistency and benchmarking	Incentives & recognition	Co-ordination across projects – to share resources e.g. site cabins Designing at waste practices not fully embedded	Design: determine purchasing in waste
Correct materials usage estimates leading to under-ordering or over ordering	Processes to change “normal process/supply chain”	Opportunities to standardise material use?	Capex v’s opex – lifecycle waste – use end of life
How can technology help us?	Can’t specify recycled content – more expensive, higher transport footprint & availability	Limited controls of suppliers	Clients won’t accept on-cost of recycled product
Design life versus actual (expected) lifespan discrepancies lead to waste	No product supplier waste measures	Conflicting priorities	Difficult to incentivise staff to change waste behaviours
Inconsistency across clients – one standard required	Identification of take back schemes & implementing greater producer responsibility – could assess entire supply base & identify target products		Proper maintenance & reconditioning schedules

Understanding GI reports	Educating supply chain to comply with material management plans		Standardisation on major infrastructure projects is not happening – client is not willing to drive collaboration & standardise design, materials and hubs
	The need for factual data		No sharing of best practice – front end
			Potential for specialist role – sustainable procurement

Opportunities for collaboration

Measures	Supply Chain Capability	Project planning & delivery	Other
Standardise/align tools of measurement	Re-use materials (PPE, aggregates) & Assets	Awareness down to site level	Opportunity to develop resource hubs
Minimise waste standards across Tier 1 = benchmark	Recycled Aggregates	Re-use of materials/assets on sites e.g. buildings/cabins – IT equipment etc	UKGBC – Pathfinder projects
Traceability: EDOC	Recycle/re-use IT Equipment (Laptops etc)	Demand planning - procurement	Re-use portals – Loop globe chain
Client measure & incentive	Collaborate – re-use across supply chain	Collaboration between projects to manage waste	Identify higher functional use for materials
	Drive & manage waste management through the contract (commercial & performance)		Training/Upskilling of transactional staff
			Plastic: as next focus area – processing waste streams
			Takeback hubs

- ✓ The group reviewed opportunities to collaborate and compiled a list of activities that could be developed.
- ✓ The output is provided below:

Waste Miminum Standards
Hubs and waste sharing initiatives (Geographical - Link to Pathfinder project)
Traceability methods (EDOC?)
Alliance & Partnering Opportunities
Lifecycle Waste
Plastic Waste - Single Use - Plastic Packaging?
Take Back Schemes
Demand Planning (in procurement? Costain) - Bring in Clients

Drive through waste management through the contract
Higher Functional Use of waste
Increased implementation of Designing out Waste/Resource Efficiency
What is the infrastructure for the controlling and storage of aggregate

- ✓ Upon discussion the group agreed that the following would be an opportunity for the Leadership Group to pursue:

Local Authority - discuss the route for waste within their geographical area - Study (Horizon Group)

- ✓ It was felt that this may be an area that the Horizon group could support in.

Action:

- Shaun, Cathy and Graham to review how this can be done and provide an update at the next leadership group meeting.

AOB:

- ✓ At November's meeting the group were asked if there would be value in all the partners reviewing requirements from clients in PQQ's and seeing if there was a way to influence commonality – this was agreed and therefore will be the focus of the meeting in November 2018.
- ✓ The next leadership group meeting is taking place on the 11th September 2018, SCS, Victoria House, Third floor, Room 3.7, 37 – 63 Southampton Row, London, WC1B 4DA – 9.30am – 12.30pm



SCS Victoria House.pdf