

Date: 13th November 2018

Where: Morson’s offices, Manchester

Attendees: Graham Edgell - Chair (Morgan Sindall), Daniel Whitley (BAM Nuttall), Sarah- Jane Waith (Costain), Rebecca Oxley (HRS), Suzanne Cunningham (J Murphy & Sons), Andrew Lusher (Jackson Civil Engineering), Warren Edwards (Laing O’Rourke), Kevin Raftery (Lundy Projects), Janet Hector (McGinley Group), Eibhlin Flynn (Danny Sullivan), Mandip Singh (Menfor Group), Jonathan Williams (Menfor Group), Gareth Morris (Morson), Nathalie Ritchie (National Grid), Amy Nicholls (Network Rail), Aodh McCormack (O’Neill & Brennan), Randal Ffrench (Sir Robert McAlpine), Helen Carter (Supply Chain School), Rosie Watts (Supply Chain School), Emma Hines (Tarmac),

Commercial Sustainability:

Emma Hines from Tarmac presented on Commercial Sustainability. Emma explained how Tarmac are required to provide extensive evidence regarding the sustainability of their business. The presentation focused on drivers for customer activity, client sustainability commitment and activities and design sustainability commitment and activities.

A key element of the presentation was focused on collaboration. Tarmac provided case studies on the benefits of early customer collaboration. One of the case studies was M6 Heysham Link where due to early engagement there was a 21% carbon saving, 88% reduction in part loads and standing time as well as a 23% reduction in concrete.

Challenges was also discussed during the presentation such as there being a wide range of broad issues to comply with and the fact that not all organisations or individuals have the same level of understanding regarding sustainability issues. Tarmac explained one of the challenges that they currently face is the measurement of Social Value due to their being many different approaches and monetisation for example.

The group was asked how, do we enable more intelligent client/contract approach to sustainability and decision making process. The group discussed the below:

- Legislation – clients will not make progress unless legislation drives it. It was suggested that this process should begin with suppliers and work its way up the supply chain.
- Focus areas – Heatmaps needed to be used and produced to see what areas of a project important and what areas involve collaboration
- Inconsistency – Inconsistent demands from clients – a common approach is required.
- Collaboration – A collaborative approach needs to be created regarding the skills shortage

Business Plan:

The group was shown the infrastructure school’s current performance:

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	FIR	Entire School (not FIR)
Active companies	1,963/(2,000)	388/(500)	614/(700)	572/(750)	597/(500)	759/(500)	202/(400)	2,372/3,000
Supplier days	2/2	1/2	n/a	0/1	2/3	1/4	n/a	6/12
Sub-contractor events	1/4	0/2	5/8	1/3	3/6	n/a	n/a	10/23
Learners @ training	345/400	280/300	440/400	169/500	327/300	317/(400)	783	1,878/2,200
Training Workshops	8/10	6/10	7/10	4/10	4/14	6/(10)	29/27	64/81
FIR Ambassadors	--	--	--	--	--	--	321/200	--
E-learning downloads	--	--	--	--	--	--	--	4,167/4,000
E-learning (new)	n/a	1/2	n/a	n/a	n/a	0/1	1/1	2/4
Assessments	666/(800)	174/(250)	303/(400)	253/(375)	82/(150) BIM: 21 Ment: 58	67/(200)	n/a	1,142/1,500

The table above shows that Infrastructure needs to increase re-assessments in order to meet the target of 174. It was mentioned during the meeting that this engagement could be achieved by creating an app where members can download content and complete assessments. Feedback from the group suggested that the weekly marketing campaigns are not affective, and an app would allow the Partners to drive content rather than the school just driving content.

Actions:

- Group to contact Rosie if they would like to run any workshops
- School to create an infrastructure page which contains all upcoming infrastructure events and meetings
- Rosie to contact Mandip from Menfor Group regarding setting up a Welcome to the School workshop
- School to investigate creating an infrastructure impact survey

The group was also informed of the groups current progress strategic objectives:

KPI	Target	Progress
Build on good foundations	Deliver 1 major supplier day for the Infrastructure reaching 400 supply chain members	3 mini supplier days now planned – 1 delivered
	Deliver 10 subject specific workshops with partners and their supply chains reaching a minimum of 225 members	4 delivered with 6 more in the pipeline
Increase the engagement of existing supply chain school Infrastructure members	5 partners to utilise supply chain school awards in their internal supply chain award schemes	None to date
	5 unique partners to run a workshop on a sustainability topic – either for their internal staff or supply chain	4 to date – Anglian Water, National Grid, J Murphy & J Coffey
Maximising Partner Value	All active Partners to have action plans in relation to the Maturity Matrix	12 out of 46 partners engaged (26%)
	At least 3 Partners to present case studies at Leadership group meetings on supply chain engagement and / or internal knowledge management	1 - Tarmac
Maximising Partner Value	Attract 3 new Infrastructure partners	McGinley's, Menfor & TFL
	98% of partners to repeat	98%
Deliver sustainability innovation and excellence in the Infrastructure sector	Development and implementation of social value red/green list	Work stream has now changed with Social Value Workshop scoping out next years SIG
	1 key priority for 2018 agreed, opportunities for innovation and delivery agreed and progressed	Carbon Engagement plan in place for last 5 months of 2018/19
Improve engagement with other sector groups	Offsite and/or resources to feature as part of the supplier day	Plant supplier day being run 2019
	Offsite and Infrastructure to run a joint engagement event	Joint Event – Jan 2019
	At least one presentation from Offsite Partner at Leadership Group meeting	Not currently achieved
	At least one presentation from Horizon Group at Leadership Group meeting	Last Leadership Group
	At least one presentation from Resources group at Leadership Group meeting	Not currently achieved
	Updates on Offsite, Resources and Horizon provided in the ops report	Not currently achieved
	Infrastructure Leadership Group consulted on the priorities for the Horizon Group	Last Leadership Group

Infrastructure Leadership Group Meeting

Date: Tuesday 13th November 2018 – 10:00am – 1:00pm

In regard to the objective above, Helen Carter mentioned to the group that they do not currently have a consistent representative from the Water industry at the Infrastructure leadership group meetings. This may be something to consider.

It was also discussed that this year the group did not chose to develop any new e-learning modules or toolbox talks. This may be something the group would like to focus on in the new financial year.

Due to the new financial year beginning in April the group was asked to rate where they believe their



organisation is currently within the school. The group rated how much the school met their needs by standing at one ended of the room to indicate 10 and the other end of the room to indicate 1. The group were widely spread.

Once this has taken place the group discussed why they

rated their organisation at a certain level which involved positive and negative impacts.

Positive:

- Various resources within the School
- Lots of good detailed information

Negative:

- Resources can be hard to find
- More work needs to be completed within the labour sector
- More collaboration is needed
- It needs improvement
- Level of recognition – it was suggested by the group that Partner's automatically receive Gold membership as they are already engaged.

As a result of this discussion Helen reminded the group of the Partner feedback session regarding the School and website on the 27th November.

Action:

- Helen to resend the invite to the group for the 27th November

The group was then split into four groups and were asked their thoughts on current activities creativity, opportunities and threats:

Current activities:

- More collaboration – creating more common approaches within the school such as collaborative events
- Common messaging – Consistent approach regarding terminology and requirements

- Marketing – increase in exposure of what the school is currently doing which will help to increase membership
- Continue to provide best practice

Difficulties and threats:

- Clients are not pushing the agenda down the supply chain
- Staying relevant – keeping resources up to date
- There is not enough client representation
- Value is not being demonstrated to board level in organisations due to the school not being promoted within organisations
- Skills shortage
- Funding for the School

Opportunities:

- Focusing on other sectors such as Water and Nuclear
- Website functionality – improving user journey
- Better communication within the school
- More support and commitment from Partners

Creativity:

- Use of IT – such as better profiling of users, ease of access and artificial intelligence
- Influence – clients, contractors and supplier's alignment and influencing legislation
- Awards – feedback, international focus and forums

Once this was discussed the group was then asked to prioritise the suggestions into actions:

1. Working better with clients – client influence, pushing the agenda down the supply chain
2. Supply Chain School awards – incorporating the school award into Partners award ceremonies – Network Rail, Skanska and Costain all hold award ceremonies
3. Industry best practice - utilising the school to keep supply chains up to date with legislation
4. Understanding and having advance knowledge on sustainability issues such as plastic
5. Collaboration with more tier 1 contractors to accommodate clients
6. Promoting the school within organisations to enable individuals to see the value
7. Skills shortage
8. Client alignment

The group was then asked to vote on where they believe the actions would be located on the ease and impact grid. Upon reviewing the actions, how easy they were and the impact they would make and any commonality between them the group identified the following 6 key priorities for the business plan for 2019/20

- ✓ Keep our supply chain legally compliant – (focus on Sustainability)
 - Highlight changes to legislation and find an innovative way to push out the information (app?)
- ✓ Client collaboration
 - Create a client specific group in order to identify and communicate a consistent message amongst the supply chain
- ✓ Demonstrate value of the supply chain school

- Build the business case and evidence for partners and members on the use of the school and the outcomes they can support – disseminate this out through the school and to partners boards
- Increase the exposure of the school within partner organisations
- ✓ Increase the instances of collaboration within the Infrastructure sector
 - Produce a strategic approach to collaboration and identify issues that will support this approach
- ✓ Get closer links to forums that allow the school to stay relevant
 - Sponsor Horizon masters project, review outcomes and agree ways to implement and embed within the supply chain
- ✓ Support labour group initiative on supply and demand to drive actions to address skills shortages
 - Consider IT platform to allow Infrastructure to share supply and demand information

The group would also like:

1) Social Value in Infrastructure Working Group

2) 1 x E-Learning module

3) 1 x tool box talk

4) The figures for the CITB will be as follows:

- ✓ Active Members – 750
- ✓ Assessments – 350
- ✓ Reassessments – 200
- ✓ Bronze/Silver & Gold members – 175
- ✓ Number of supplier days – 4
- ✓ Number of workshops – 10

AOB:

- ✓ Carbon engagement plan is underway – 8 partners are currently engaged. The school will be looking to take these organisation's suppliers through a carbon engagement plan. Please contact Rosie if you would like to be involved
- ✓ Next session is on the 30th January 2019 from 10am – 1:00pm. **Please contact Rosie if you have a room available to host this session.**