

Leadership Group for Scotland

NOTES and ACTIONS

6 December 2023

14.00h to 16.00h

Morgan Sindall, Eurocentral

Attended

Andrew Wilson	Supply Chain School
Lorraine Sweeney	Supply Chain School
Jennifer Peat	SPEN (through Teams)
Tim Clement	Morgan Sindall
Hattie Fisher	Morgan Sindall
Lewis Quinn	Morgan Sindall
Kate Hamilton	Morgan Sindall
Elizabeth Halliday	Morgan Sindall
Carl Rushton	McLaughlin Harvey
Ian Watt	Scottish Water
Scott McLean	Certas Energy
Billy Bowie	Speedy Services
Graeme Hannah	Robertson Group
Abi McKinnon	Robertson Group
Kirsty Duncan	BE-ST
Alan Hendry	Mott MacDonald
Matt Connell	Marshalls
Rory O'Callaghan	SSE (through Teams)
Emma Thompson	Taziker (through Teams)

Apologies

SGN, Zero Waste Scotland, Multiplex, BAM, Balfour Beatty, Construct, Kier, Algeco, Keepmoat

Useful School Links for Scotland Partners:

[Scotland Leadership Market page](#) – this has links to recordings and presentations from all workshops and webinars in Scotland in 2023 to share with colleagues and your supply chain

[School Virtual Conferences 2024 Topics and Booking links](#)

[School Partner News microsite link](#) (live updates for partners on key news and collaboration)

[FIR culture impact report 2023](#) available to download

Partner Updates

McLaughlin Harvey – sustainability team now in place and strategic pathways with monitoring in place. Key challenges are cascading knowledge internally and lack of government clarity.

Scottish Water – involved in Supply Chain School around knowledge, how to accelerate learning. Have excellent research on materials such as concrete. Using own Carbon Calculator Tool.

Certas Energy – sales of HVO last year 1m litres sold this year expecting it to be 55million. Building out their import and distribution network to meet client demand.

Speedy Services – challenge is the condition of the market as many property energy efficiency D or E, challenge to retrofit Glasgow office with solar panels, ten year routemap, target to be rid of fossil

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fuels by 2030. Plant hire – circular economy now buying more advanced equipment, introduced world's first hydrogen scissor Lift, challenge is infrastructure

Robertson Group – analysing data and to allow more targeting, establishing a charitable trust, carbon calculator and engaging suppliers and providing targeted support to smaller suppliers

Morgan Sindall – main challenge is supply chain behaviour, reducing Scope 1 and 2 was focus, now the focus will be scope 3 and decarbonising their own operations and behaviour on site, have their own carbonica carbon tool, advancing from embodied carbon perspective, upskilling project teams, Saved 24k thousand tonnes of carbon ten years ago (including scope 3). NOTE/ACTION – can we have a presentation on Carbonica at a future meeting?

BE-ST – busy with BE-ST fest and awards and open learning academy and decarbonisation message and bringing it to citizens as well, supporting education across colleges, universities and schools for upskilling. Kirsty will be new contact for the School, as she is the Stakeholder Manager within BE-ST.

Mott MacDonald – delivering PAS 2080 clinics, partnership with Climate View, Switzerland and Catagen, Northern Ireland on innovative solutions around green hydrogen production and applications

Marshalls – EPDs for paving product group, cement replacements will scale from 2 products to more than 20, trialled carbon cure technology in facing bricks, products with negative carbon value for landscaping, looking at scope 3, sharing technologies / carbon cure

SSE – looking to set up learning pathways such as a sustainable procurement pathway which will be mandatory for all employees, using the School's sustainability pathway, Guidant session on social value and sustainability, scope 3 calculations in relation to spend, Eco Vadis gold rating and 190 suppliers on the platform who are sharing sustainability data (46pc of suppliers by spend), involved in School's HVO group – SSE likely to adopt for thermal, partnership with Scottish Water – low carbon concrete

SPEN – publishing net sustainability business strategy end Dec, working on next price control, working with the School on what SPEN's commitment should be challenge is how do we push for more from suppliers and complete the work

Taziker – work on railways/highways and infrastructure, steel fabrication arm, social value project dashboards to monitor frameworks, working towards PAS 2080, ISO5001?, aim to decarbonise by 2045 challenges – factoring in biodiversity, scope 3, decarbonising fleet, retrofitting equipment

Balfour Beatty – have funding from Scottish Government for the [first hydrogen construction hub, working with adaptation Scotland climate resilience agenda to retrofit vehicles](#)

Notes and Actions From Last Meeting

Retrofit – School now offers new programme of e-learning modules with NatWest funding, which can complement and provide added value to BE-ST's work on retrofit agenda

Ireland Supply Chain Sustainability School – launch in January 2024. Let Andrew know if Partners have any suppliers or customers who might be interested

HVO – School report due to in February 24

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Business Planning

The initial business planning session was delivered. Results shown below will be brought to the February meeting to finalise.

Learning Priorities:

LEARNING PRIORITIES	RANK (1- HIGH 5- LOW) for SCOTLAND MARKET
Sustainability	1
Procurement	2
Fairness Inclusion and Respect	3
People	4
Digital	5
Offsite	6
Management	7
Lean	8
Additional Key Issues for Scotland:	
Just Transition, Agile Working, Learning by Job Role - consider roles now and in future	

What learning format / resources should we focus on developing in Scotland in 2024?

Balance of Learning	Comments
Workshops	Useful for deep-dive and collaboration around the key/salient issues for Scotland wider sessions as well as Partner sessions for colleagues and/or their supply chain
Webinars	Be good to have good practise and practical examples embedded
Virtual Conference	How can attendees be engaged in two way – eg polling/posing questions during session
New Content	Podcasts/ Video Resources / Case Studies
Research Papers	Consider topics to focus develop for Scotland suggestions are Green Steel, Hydrogen.....
Talking Head Videos	Idea to use these to present new research report findings / results
Site Visits	The group is keen for the School to organise hands-on site visits: BE-ST factory Speedy's Net Zero Site set up Passivhaus Perth School Balfour Beatty Hydrogen Innovation Hubs (innovation activity, facilities to support skills and development) and development of technologies. Other ideas: Cruachan Hydropower Visitor Centre Apple Fuels – bio-diesel near Glasgow, just off M74 Scottish Power Renewables Whitelee Wind Farm Visitor Centre (20 mins from Glasgow, UKs largest onshore windfarm and hands on interactive experience for all)
Case Studies	Yes and showcase these
Learning Pathways	How can we create individual learning pathways and an understanding that learners now need to be multi-skilled around all sustainability topics. This is a key area to develop – as a better way to manage learning and upskilling
Other areas to develop	Comments
Decarbonisation	Eg build above ground, low concrete, green steel, the art of the possible
Debate and Discussion focus at training sessions	To enable discussion around more controversial areas and issues which need to be teased out
Budget	Is additional budget required for any of these eg. Research, Talking Head Videos

Key Sustainability Challenges for The Scottish Market:

Issue	Possible Solutions
Digital / AI /BIM / Carbon	
Circular Economy	Review/develop learning resources / standardisation of design / labour and skills
Adaptation and Resilience	
Low Carbon Heat	
Labour Shortage	
Skills-Future Workforce	Connect with Colleges and Schools – SCSS Future Workforce project
Engagement with other Innovation Centres eg Data Labs/Sensors	
Low Carbon Concrete – now with a relaunched BS HVO Embedment – Certas	Would make a good session to look at the new British Standard
Retrofit	EMA site manufacture and standardisation, differences offsite and pre-manufacture/design and disassembly eg simplification
Incentivisation of the Supply Chain	Procurement from the customer down
Finances/costs	Government – investment/money
PAS 2080	
Hydrogen	
Green Steel	
Fabric First Approach	
All jobs are green jobs	Needs a cultural shift
Actions from Learning plans	Whether individual or corporate what is the action going forward from the School learning plans?
Behaviour and culture change needed	Toolbox talks, sessions on-site, communications should not just be top down but the other way too, there should be accountability with decision-makers
Infrastructure / energy	Domestic production
Upskill Training	We need more of this

Summary of Actions from this meeting:

ACTION	RESPONSIBILITY
Draw up proposed Business Plan for Scotland based on ideas generated through this meeting. Share with Group before next meeting – to agree at next meeting in Feb/March 2024	Andrew / Loraine
Comparison and presentations on various Carbon Reporting Tools / Approaches being used by the industry – eg Carbonica developed & used by Morgan Sindall as well as Scottish Water’s own methodology and the Tool provided by the Supply Chain School (Action Sustainability)	Andrew / Elizabeth / Ian / Loraine
Retrofit training can link in and support the wider retrofit skills provision by BE-ST in Scotland	Loraine / Kirsty
Dates for all 4 meetings in 2024 to be circulated	Andrew
Programme of future training and learning activity to be developed by Loraine and circulated to Partners for comment, before we agree at next meeting as part of Business Planning	Andrew / Loraine
Partner supplier engagement events to continue to be supported by the School	Andrew / Loraine

AOB – Meeting Dates for 2024

Meeting Dates for 2024 (Proposed)

Venues are required for these meetings so Andrew / Loraine will be in touch to arrange and confirm.

February

Thursday 29 February 1400h-1600h

June

Thursday 6 June 1400h-1600h

September

Thursday 5 September 1400h-1600h

December

Thursday 5 December 1400h-1600h