

**Date:** Tuesday 13<sup>th</sup> February 2024

**Attendees:** Mark Turner (Supply Chain Sustainability School), Lucy Picken (School), Matt Nichols (Reconomy), Cromwell Tamakloe (TfL), Abigail Hughes (SSE), Aneta Szypula (VP Groundforce), Will Keer (Biffa), Nicholas Price (Vistry Group), Karl Fuller (Environment Agency), Ffion Baird (Robertson), Will Maginn (NG Bailey), Martina Silickis (Balfour Beatty), Dan Pearson (Biffa), Tobias Jones (Crest Nicholson), Samuel Baines (Severn Trent), Cathal Ward (Bouygues), Curtis Burton (Saint Gobain), Oliver Peat (Veolia), Leila du Toit (Canary Wharf Group), Paul Lippitt (HS2), Claire Murray (Multiplex), Jonathan Ayton (Willmott Dixon), Eleanor Horton-Smith (National Grid), Nicole Giglia (NG Bailey), Tom O'Reilly (Wates), Jennifer Peat (SP Energy Networks), Steven Barton (Amco Giffen), Amanda Porritt (Colas Rail), Lindsay Roberts (McCarthy and Stone), Sirio D'aleo (Berkeley Group), Amanda Wright (BAM), Olivia Parry (Redrow), Anastasios Skitzis (Lendlease), Oana Caltia (Kilnbridge), Adrian Hill (Bellway), Elaine Woodburn (Graham)

**Apologies:** Nick Ribbons (Zero Waste Scotland), Anthony Lavers (Taylor Wimpey), Lizzie Eyre (Taylor Wimpey), Craig Thom (SSE), Graham Edgell (Morgan Sindall), Jennifer Tuff (MWH Treatment), Monika Wojda (McLaughlin & Harvey)

**Summary of Actions and Notes from the Waste and Resource Use Category Group Meeting**

No	Notes	Actions	Owners
1	<p><b>Welcome and introductions</b></p> <ul style="list-style-type: none"> <li>Apologies noted and new group attendees welcomed from SP Energy Networks, Bouygues UK, Severn Trent, Environment Agency, Wates, Vistry Group.</li> </ul>		
2	<p><b>Details of the work of our group</b></p> <ul style="list-style-type: none"> <li>Work of our group and intervention points was outlined.</li> </ul> <p><b>Work programme and resource updates</b> Waste and Resource group page can be viewed <a href="#">here</a>. Subtopic webpage can be viewed <a href="#">here</a>. New resources on the school website – these can all be viewed <a href="#">here</a> – filtering by Waste and resource efficiency in subtopic.</p> <p>How do you get involved with the different workstreams?</p> <ul style="list-style-type: none"> <li>Some of the workstreams are work in progress (e.g. waste reporting and monitoring KPIs framework. More partner contributions are being sought for these, which will run throughout next FY. We also have ongoing work such as adding and reviewing resources on the landing page. We encourage you to get involved with these, <b>please let us know if you are interested in getting involved with any ongoing work.</b></li> </ul> <p><b>Continued development by the group:</b></p> <ul style="list-style-type: none"> <li>Overview of the work programme discussed – we have achieved or are going to achieve our development goals.</li> <li>Continuing to work around EPR, project lifecycle waste, the waste hierarchy, carbon impact of waste, digitalisation and packaging – we</li> </ul>	<p>Please introduce others to the group who may find it useful or can bring knowledge to the table (including suppliers)</p> <p>Please get in touch with MT if you are interested in getting involved with any work that has been discussed.</p>	<p>All</p> <p>All</p>

are working with partners to run webinars and add additional updated resources.

Development and partner suggestions for new resources have slowed down recently. We need to keep up the process of providing new relevant content for School users. One new resource has been added recently:

- [Extended Producer Responsibility with Biffa: Webinar Recording](#)
- Please send over anything you think would be valuable to share – this includes any case studies you may have (we can help create these). These can also help demonstrate what your business is doing to innovate in the marketplace.
- We also record webinars and upload these as resources such as the Biffa EPR webinar.
- Important to note that businesses that are using the School are at different levels with regard to sustainability. A case study you may have completed a year ago will be relevant to another company at a different level. We have resources for beginners all the way through to complex resources.

**MEP map**

- The MEP map is a platform for identifying organisations that will accept items and resources fit for waste that can be reused.
- We are currently seeing a modest upsurge in use but we would like to see it used more. We would also like to receive more examples of reuse via MEPs.
- The MEP map is a directory showing geographic locations in the UK where items can be donated. If facilities are particularly bad, we can remove them from the site.
- This allows for companies to find locations where they can take materials which would usually be treated as a waste. The companies on the MEP map take excess waste to be used further.
- A discussion point was raised that companies need to be careful whether using this adds or detracts from landfill conversion rate as there are different definitions of recycling e.g. if biomass / kindling is recycling. Individual responsibility to look at statistics to make sure they align with your own company reporting.
- Important to note that there are different types of organisations and different materials on the platform.
- **Jennifer Peat** – currently working on a case study on recycling PPE – will send this to the group once complete and pulled together.

**Learning Pathways**

We have two waste Learning Pathways. Members and partners of the school can create bespoke learning pathways using these as base content and, if they wish, add content of their own to complement that provided via the School.

Please think about relevant resources and case studies to submit, send to LP and MT

All

Please let us know thoughts on the MEP map including how you think we can improve this/. Also, please provide any examples of when you have successfully used the MEP map so we can publicise them

All

Please submit new MEPs you encounter through [this form](#) If you don't have time to complete the form, just send us a link or short description.

All

Send over completed PPE case study

Jennifer Peat

Please let us know if you have any recommendations on how learning pathways can be

All

There is a gap between assignments and completions – can we PLEASE improve uptake and completion?

If these LPs do not work for you, please do let us know so we can improve them.

**Questions:**

- Are the subjects not perceived to be the most relevant ones?
- Is the content or format not deemed correct?
- Is the method of assigning not working?
- What do we need to do to resolve this issue?

**Feedback summary:**

- Need to push on LPs - currently trying to get suppliers registered to the SCSS and need to push on this. There is a want to upskill supply chain, so first stage is getting them signed up, second is issuing the LPs.
- **Communication** - if you provide an explanation rather than assigning the learning pathway with no explanation, you are more likely to get teams to complete it. People are more likely to complete if it has been explained how you are going to benefit and how it will benefit your role.
- Is there a degree of **fear factor**? Do clients not want to push their subcontractors to do something outside of their day job in fear that they might lose them?
- **Fatigue** – subcontractors have many clients and many requests which means that reporting has become more complex. They are also receiving multiple requests to attend different training and webinars. There is an understanding of the importance but it leads to fatigue and it is time consuming.
- **Priorities** – Clients are asking their supply chain to do a lot of training. Clients are asking supply chain to do all this training at the same time on the same topic. Clients need to think at a holistic level. General feedback is that the resources are good, useful and add value but there is too much on top of doing their day job.
- **Overloading** subcontractors with work we are asking them to do – clients are not good at educating subcontractors as to why it would be beneficial to them and are just telling them to do it. Subcontractors would prefer to collectively do the training together rather than individually and in their own time. Quick 5 minute videos are good but it is important that they are short and consistent messages to make sure the message has sunk in and embedded.
- **Alignment of resources** – need to make sure that subcontractors are not being asked to complete similar modules. Also need to check other clients are not asking them to do the same thing.
- **Fatigue and alignment** – need to speak to suppliers from tender stage and mention SCSS. Competitors have a similar supply chain – if they

improved to increase uptake.

If you would like to volunteer with supporting on how we can improve our LPs, we will be looking at this next FY

All

	<p>have already done the LP and they can provide CPD evidence, the client can then test in other ways (e.g. can do an audit or inspection).</p> <ul style="list-style-type: none"> <li>• Since there are multiple working groups in the school – can we have a coordinated approach to have a collective coordination at a partner level?</li> </ul> <p><b>E-learning and sustainability shorts</b> Introduction waste and introduction to responsible waste management in FM have good uptake. Please do continue to use these. We will be refreshing these in the coming year to include Digital Waste Tracking.</p> <p><b>Construction lifecycle waste</b></p> <ul style="list-style-type: none"> <li>• The web feature can be found <a href="#">here</a> - please use and suggest additional resources for consideration.</li> </ul>		
<p>3</p>	<p><b>Training programme</b> What additional webinar topics would you like to see – summary:</p> <ul style="list-style-type: none"> <li>• Change management / education – how can we change behaviours with regard to waste and bring people on board with circular economy etc.</li> <li>• Changes to regulations and overview of governmental exemptions.</li> <li>• Digital waste / material passports, EPDs (including how to interpret) and assisting with tracking carbon footprint of products.</li> <li>• How to introduce waste performance KPIs and how to monitor and manage subcontractor waste.</li> <li>• Sharing best practices of waste management and demonstrating to suppliers, subcontractors and other businesses how we make a difference / can save them money / prevent damaged or lost materials</li> <li>• Carbon impact of waste.</li> </ul> <p>(Please see Appendix for Jamboard results)</p> <p><b>Training programme – next FY</b></p> <ul style="list-style-type: none"> <li>• What else would you like to see – would you like to contribute:             <ul style="list-style-type: none"> <li>○ e.g. leading the presentations or bringing your innovative suppliers together to collaborate on webinars addressing specific topic matter?</li> </ul> </li> <li>• We will need to develop and run at least one virtual conference on a topic or topics of strategic importance.</li> </ul> <p><a href="https://jamboard.google.com/d/1AdnvcFRo7vortlhvSWetiSmf8ES8gAf4ep12BeTLFZo/edit?usp=sharing">https://jamboard.google.com/d/1AdnvcFRo7vortlhvSWetiSmf8ES8gAf4ep12BeTLFZo/edit?usp=sharing</a></p> <p>Would a focus area a month be something you would be interested in? <b>Please do let us know.</b></p>	<p>If you have any other additional webinar topics or would like to get involved, please get in touch with MT and LP</p> <p>Please continue to add to slide 1 of the Jamboard if you have further ideas</p> <p>Please get in touch with MT if you would like to lead or collaborate on a webinar</p>	<p>All</p> <p>All</p> <p>All</p>
<p>4</p>	<p><b>Waste monitoring and reporting project</b></p> <ul style="list-style-type: none"> <li>• We have requested KPIs from our partners on waste monitoring and reporting.</li> </ul>	<p>Please send MT and LP any other KPIs</p>	<p>All</p>

	<ul style="list-style-type: none"> <li>Objective is to align and explain definitions (e.g. “recovery”, “waste diverted” and display a range of KPIs from beginner level through to high level. We would also like to have a usable set of variations for different sectors / types of project.</li> </ul> <p><b>Questions:</b></p> <p>What KPIs should be common (all sectors) use? Summary:</p> <ul style="list-style-type: none"> <li>Consistency across waste recycling or landfill diversion (including detailed breakdown of diverted amounts).</li> <li>Social value from waste e.g. use of community-based recycling facilities, take back schemes, number of materials donated to enterprises, employment opportunities, education programmes and community awareness.</li> <li>Top waste streams and waste fates.</li> </ul> <p>What should be sector specific? Summary:</p> <ul style="list-style-type: none"> <li>The amount of waste generated per project site</li> <li>The costs associated with the disposal of construction waste</li> <li>The percentage of construction materials identified as reusable and integrated into other projects and material reuse</li> <li>CO2 savings through initiatives e.g. off-site construction deliver points / reduction in deliveries to site</li> <li>Social enterprise spend for waste.</li> </ul> <p>(Please see Appendix for full Jamboard results)</p> <p><a href="https://jamboard.google.com/d/1AdnvcFRo7vortlhvSWetiSmf8ES8gAf4ep12BeTLFZo/edit?usp=sharing">https://jamboard.google.com/d/1AdnvcFRo7vortlhvSWetiSmf8ES8gAf4ep12BeTLFZo/edit?usp=sharing</a></p>	<p>you are using / are being asked to use WE STILL NEED MORE!</p> <p>Please continue to add to slide 3 of the Jamboard if you have further ideas</p> <p>If you would like to add more context to your KPIs, please do add this into the Excel Spreadsheet (attached in email)</p>	<p>All</p> <p>All</p>
<p>7</p>	<p><b>Waste and Resource Use Group Business Planning</b></p> <ul style="list-style-type: none"> <li>Discussion on increasing our impact through attracting more active companies and each person doing more individual learning</li> <li>Waste and resource use group key priorities:             <ul style="list-style-type: none"> <li>Developing and using better KPIs.</li> <li>Digitising waste tracking.</li> <li>Achieving zero avoidable waste by 2030 and defining zero waste to landfill.</li> <li>Legislative and policy updates.</li> </ul> </li> </ul> <p><b>Questions:</b></p> <ul style="list-style-type: none"> <li>Are you happy with it as a work programme?</li> <li>What could be improved?</li> </ul>	<p>If you would like to support with webinars, resources, development of KPIs, or any other aspect of our work please get in touch with MT and LP.</p>	<p>All</p>
<p>8</p>	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>Next meeting date – 16<sup>th</sup> May 2024, 11am-1pm</li> </ul>	<p>Circulate invites</p>	<p>LP</p>



# Additional webinar topics

**Material controllers on site - job role and benefits**

Overview of governmental exemptions for waste reuse in construction and other similar schemes (not necessarily from government) e.g. CL:AIRE

**Prevention of lost, damaged and stolen materials**

**How to share best practices of waste management across the business**

changes to Regs - including wood waste from demolition now haz waste and cables now WEEE

Key Enablers, biggest influencer: starts with client, than hierarchy of influence to designers, suppliers, contractors, subcontractors (end is happens on site)

What we do as individuals/companies makes a difference?

How to drive better resource management and waste minimisation via procurement approaches and contracts

Demonstrate to suppliers and subcontractors how reducing waste can also save them money

**Driving leaner engineering and design**

**Incentives**

How to effectively introduce waste performance KPIs into trade contracts.

**Methods to monitor and manage subcontractor waste**

Why do we need to recycle? Educate /Change behaviours/Impact on individuals & environment.

Change management- how can we change the norm and influence staff to change their waste habits

Change of the culture/ behavioral science / how to bring people on board with circular economy etc.

Collaboration with the retrofit working group re: waste / circular economy

**Circularity reporting metrics**

Assisting suppliers in tracking the Carbon footprint of their products, specialficaly for SME's that don't have a great deal of resources to allcoate

**Tracking materials packaging re-use**

**How to develop action plans for highest waste generating trades**

**Digital Waste Passports & EPD analysis**

**Materials passports**

Package / trade specific resource efficiency sessions e.g. DoWCoP for groundworks / How to interpret EPD's for facade specifications etc.

**Vertical and horizontal movements of bins and skips management on site.**

# Goals

e.g. 90% waste reused or recycled or X% reduction in waste intensity by date x against date x baseline

Current reported figures (public domain for Kier) relate to % diversion rate from Landfill for demolition, excavation and construction waste

**Manufacture perspective - Reduce volume of packaging per product.**

**Bellway - Reduce average waste per house - target of 7.1T**

**participation rate in recycling services**

Do we count waste just skipped? Or all waste including what goes off site via subcontractors and suppliers?

**increase recycling rate from 98-100% where possible**

Find sustainable alternatives i.e. recycled materials, compostable or biodegradable, preferably the later and made of organic.

**reduce packaging waste**

implement material management more often to avoid excess soil and aggregates to be removed off site.

**Zero "avoidable" waste recorded in m3/£ million turnover**

Prevent the generation of waste - e.g. CLAIRE DoW CoP, reuse of demo materials

General goal to improve accuracy of construction waste reported & challenging what the waste figures are made up of

Ensuring waste providers define waste disposal correctly, using consistent and clear terminology. eg "recycled" should not mean waste to energy!

**Agree a definition for "Zero Waste to Landfill"**

High level - Resource efficiency - We will work with our supply chain to use resources in a sustainable way throughout a projects life-cycle. Part of evolved sust framework.

General goal to improve data reporting and accuracy / detail from our supply chain / projects.

Biffa - segregation at site level is by far the best approach if possible to do - will give much more certainty

# Targets

e.g. reduce avoidable waste to landfill or Reduce waste intensity

**Reduce virgin material used. % TBC**

**More than 90% of waste diverted from landfill**

Good waste planning will help reduce vehicle movements - skips planned for segregation

**Think in terms of the balance between circularity and net zero**

**Diversion from landfill rate of 100% by 2026**

reduce construction waste intensity (t/100sqm of completed floor area) - percentage reduction tbc

**Reuse or recycle more than 98% of total waste**

Robertsons - using the waste hierarchy to address what ends up as RDF rather than recycled. Also conducting site audits,

**Reduce "waste" packaging by x% (tbc) by 2026**

**Become zero waste company by x year (still TBC)**

TBC across the Kier Group but looking to agree a 20% reduction target by 2027 - measured as Tonnes of waste / £M of revenue

**Zero waste to landfill by 2028**

Problem with information being based on industry averages rather than content of actual skips etc.

**Achieve Zero Avoidable Waste for our sites by 2030**

**Getting standardised measurement will be crucial to improvement**



# What KPIs should be common (all sectors) use?

**Waste Fates**

**Water Usage**

**Top 5 waste streams**

'evidence' collective understanding, for transparency of data (anything other than WTN is more challenging)

% of subcontractors taken part in training

Measure the positive social impact of waste reduction initiatives, including community awareness, education programs, and the creation of employment opportunities

**Packaging reduction**

recycling of waste for a project, waste companies having PAS402 ensure transparency/evidence of recycling

Splitting recycling reporting into 'Closed-loop recycling' & 'Open-loop recycling'.

**Waste recycled**

More detailed Breakdown of 'diverted' amounts on waste reports

consistency - Waste recycling or landfill diversion?

number of materials donated to enterprises

**% of take back schemes for waste**

Use of community based recycling facilities

social value from 'waste' donated

# What should be sector specific?

**Construction - CO2e avoided through initiatives, materials, etc**

Nuclear Site - Set a bespoke % of waste recycled OFF SITE - (Sorry - piggybacking off this comment but does this include the land mgt arisings as nuclear stations have HUGE landholdings)

The percentage of construction materials identified as reusable and successfully integrated into other projects or phases.

The monetary expenses associated with the disposal of construction waste, reflecting the financial impact of waste management practices.

**Relevant sectors - company fleet powertrains i.e % Hybrid % BEV**

**Material reuse from demo to construction**

The amount of waste generated per project size, helping to measure waste efficiency.

/off site construction Delivery points, reduce number of deliveries to site - carbon reduction, less disturbance on communities

**DNOs particularly interested in streetworks waste**

KPI to consider when measured, and if on the Contractor to report, understand difference between our 'influence' and 'direct control' over it.

Construction phase KPI 'how we build' - should be project and sector type, as will influence the design and activities on site to build

**Social enterprise spend for waste**

Housebuilding specific - should we all report waste per tonnes per EU ( Equivalent unit built ) or per area of build ie per 100m2 or 1000ft2 etc

construction waste (common on all new build projects, unlike demolition or excavation waste), metric of both: volume and tonnes