

**Infrastructure Leadership Group**  
**Meeting Notes and Actions – Wednesday 29<sup>th</sup> January 1400h-1500h**

**Attended:**

→ Andrew Wilson	Supply Chain School
→ Poppy Harrington	Supply Chain School
→ Lynne Good	Supply Chain School
→ Graham Edgell	Morgan Sindall (Chair)
→ Nabeela Huddin	Transport for London
→ Peter Bail	VGC
→ Tracey Fogg	Balfour Beatty
→ Georgina Hammond	Advante
→ Sarah Nasby	Sunbelt
→ Anna Baker	Aggregate Industries
→ Warren Kingham	McGinley
→ Leanne Fletcher	Sir Robert McAlpine
→ Carrie Ellerby	Welfare Hire
→ Megan Rogers	VolkerWessels
→ Amall Saleh	Tarmac
→ Laura Jarvis	Heidleberg Materials
→ Ben White	Kilnbridge
→ Mark O'Connor	Reconomy
→ Simon Dawes	Environment Agency
→ Helen Kowe	United Utilities

**Notes and Actions**

**1. Welcome and Introductions**

Graham welcomed members of the Group and invited input from members on the key item for discussion: use of hydrogen in our industry and what the School can do to increase/share knowledge of the pros and cons around its growing use in the UK construction industry.

**2. Hydrogen – Focussed Discussion**

The Group had agreed the following list of meeting topics.

<b>Issue</b>	<b>Proposed Timing</b>
Productivity / Operational Excellence	September 24
Heat Mapping	November 24
Hydrogen	January 25
Nuclear / Sizewell C	March 25
Performance Measurement	May 25
Biodiversity	July 25
Carbon / Net Zero	Sept 25

Andrew gave some background to the School's recent conference on Hydrogen, which included speakers from utility companies looking to introduce hydrogen to the gas grid and provide industrial scale hubs to distribute hydrogen to large customers. The School will deliver another conference in April which would focus on applications for plant and onsite power. Speakers already confirmed will be:

- **BAM** - talking about their involvement in Element 1  
<https://www.element1project.co.uk/>
- **Sir Robert McAlpine** – who have done a lot of work on hydrogen at their premises in Kettering
- **Hydrologiq** – a hydrogen generator and solutions provider
- **Lower Thames Crossing** – who plan to use hydrogen at scale in the construction of the tunnel under Thames estuary

And potentially...

- JCB – who have developed a hydrogen combustion engine as well as hydrogen generators
- GeoPura – Hydrogen power from fuel cell technology
- Robertson – construction of a green hydrogen hub in Aberdeen

The main notes and actions from the discussion were:

There is a growing focus and interest in hydrogen as an alternative fuel for construction that can help decarbonise our sector.

Many companies are experimenting with hydrogen powered plant (use of fuel cell technology or a hydrogen / diesel mix being used in combustion engines). Also hydrogen for stationary power onsite, to fuel generators and provide power for site facilities and offices.

Morgan Sindall commented that there is a shortage of the fuel itself and equipment to make hydrogen a viable, practical solution for many of their sites.

Kilnbridge work closely with Sunbelt and have found the cost of trial generators is too high – working out about 4 or 5 times the cost of diesel.

Skanska – have run trials with different plant and view potential especially for longer scale projects. For shorter projects the set up costs are comparatively high. Commented also on the importance of differentiating between green, blue and grey hydrogen.

Consensus that a number of main contractors are running trials but the industry may require more collaboration to gain traction and a strong voice to influence hydrogen production in the UK.

There should be more effort to involve government (DESNZ) and an opportunity to put case forward on behalf of industry and make barriers aware to government. Simon Dawes (Environment Agency) summed this up, commenting the challenge was about scaling up hydrogen provision and supply, rather than a technological challenge for plant and equipment.

Kilnbridge expressed concern about the poor availability of green hydrogen in the UK – commenting that we seem to be 2-3 years from producing the required quantities of green hydrogen in this country.

Helen Kowe gave an interesting angle from United Utilities, highlighting concern about water use to produce green hydrogen from electrolysis. There is an opportunity to over this risk/issue as part of the School's Virtual Conference.

do we take same approach as HVO or look at bringing together info based off pilote projects. would need to be funded. can work with our consultancy team to put together some reporting. main areas we would contribute to main school planning.

Sir Robert McAlpine are conducting trials with hydrogen and would be able to present findings at the conference in April.

### **Actions**

School to be connected to DESNZ to find out if they can attend (or speak at) the forthcoming conference. (SIMON DAWES)

Attract JCB to conference to demonstrate technology (ANDREW)

Attract and confirm Lower Thames Crossing to the conference (ANDREW)

### **3. Business Planning – Looking Ahead to 2025/2026**

A summary of comments was shared, giving an overview of feedback received from Partners following the recent business planning session in November. This is on the next page and the key topic/learning priorities for the Infrastructure Group are:

- sustainability reporting
- carbon & embodied carbon
- nature based solutions
- demand planning / predictability
- social value – standard approaches to measuring and reporting
- hydrogen

One issue missing from the list was Circular Economy, and Andrew would feed this back to School colleagues for inclusion (ACTION ANDREW)

Topic / learning priority	Challenge	Solution / Planned Activity / Output	Type	Is there a gap in the market for this?	What is the reasoning behind why we should do this?	Priority (1 – 5)	Who is the audience?	What other Leadership Groups could this involve
Sustainability Reporting	Standardisation (or lack of it!).  Plus skills / knowledge	Sustainability Reporting Training	Workshop	We have new E-Learning Module in Ireland but can do more training (wshop / webinar) on this topic in UK	Many Partners are finding this topic challenging with new legislation etc placing new demands on them for information	1	Partners and immediate key suppliers	Construction / Social Value / Homes etc
Carbon and Embodied Carbon	Reporting on Carbon but also responsible sourcing to select low embodied products	Embodied Carbon Training Sessions	Workshop	Growing interest in embodied carbon - link to the new product calculator tool	Companies need to better understand EPDs and embodied carbon to make more informed procurement decisions	2	Partners and other large companies	Construction / Procurement / Scotland / Homes
Nature Based Solutions	Increase awareness and use of nature based solutions	Training / learning resources on nature based solutions?	Workshop	Environment Agency have created a Nature Literacy Course – School can potentially use it?	Projects are now more responsible for demonstrating positive nature impact / BNG	3	All School - especially project delivery companies (Partners)	Construction / Nature / Procurement / Scotland / Homes / Wellbeing
Demand Planning / Predictability	Big issue for National Highways and Rail Infrastructure projects / HS2	Balfour Beatty are launching an app to track and improve demand planning on big projects	Resource	I don't think the School does a lot on this topic?	Seems to be important for clients and contractors / supply chains alike	3	Supply Chain (or clients and partners to share best-practise and innovation)	Construction / Procurement
Common Measures / Approaches to Social Value	Range of different approaches to measuring and reporting Social Value	Push Social Value Tool / ESG Tool to Partners?	Webinar	A lot of provision in this space but we need to push our own solutions maybe more proactively to Partners?	School can help Tool team and vice versa	3	Supply Chain	Construction / Homes / Social Value
Hydrogen	Awareness Raising of supplier capacity and applications for H2	Training sessions - possible report / industry guidance (together with Ireland??)	VC / Training and Report	The H2 VC was very well attended - we are doing a follow up and the H2 industry continues to develop at pace so could be worth further attention on 2025	Partners have identified it as one of their key issues to discuss - on their agenda for next meeting (Jan 25)	2	Supply Chain and Partners	Homes / Plant / Scotland / Wales / Construction

#### **4. Rail Infrastructure Working Group**

“Learning Pathways” are initially being developed to support individual learning & corporate competence around the Greener Railway Strategy and the Sustainable Rail Blueprint.

A single organisation level pathway – will cover key information and policies, such as the strategy documents themselves but also key compliance information and requirements such as the Railway Industry Supplier Qualification Scheme (RISQS)

PLUS

8 x individual Learning Pathways which correlate to the 8 key areas of the Greener Railway Strategy:

- *Net Zero Delivery*
- *Circular Economy*
- *Climate Adaptation*
- *Protecting Land, Air and Water*
- *Nature Recovery*
- *Inclusive and Accessible Railway*
- *Supporting Local Economies*
- *Community Wellbeing*

These pathways will contain a variety of resources (most are already on the School’s platform) Important: the learner would NOT be required to complete all the resources to finish a pathway (this would take too much time).

Any learner can complete any 3 resources depending on prior knowledge and individual preference.

ACTIONS: ANDREW to update group at next meeting on progress – likely timescale was for the learning pathways to be approved and available by end March / early April 2025.

#### **5. Any Other Business**

All information and regular updates on School activity:

[Supply Chain Sustainability School - Partner News \(supplychainschool.co.uk\)](https://supplychainschool.co.uk)

Including: US Launch (this took place after the meeting on 29 January, and was a successful session to kick start the School’s programme of work in the USA.

Plus: Benchmarking Solutions, Capability Assessments

NB – for access to Partner Pack (in Partner area of School’s website) or the Partner News itself, please use password SCSS\_Partner.