

Infrastructure Leadership Group

Meeting Notes and Actions – Thursday 12th September 1000h-1200h

Attended:

→ Andrew Wilson	Supply Chain School
→ Poppy Harrington	Supply Chain School
→ Andrew Pinkman	United Living
→ Graham Arden	Skanska
→ Adam Cane	ACO
→ Charlotte Ridley	Sunbelt Rentals
→ Simon Dawes	Environment Agency
→ Dimitrios Oikonomidis	HS2
→ Georgina Hammond	Advante
→ Jackie Cuthbert	Sunbelt Rentals
→ Justin Phillips	Clancy
→ Helen Kowe	United Utilities
→ Louise Kelly	Sunbelt Rentals
→ Mark O'Connor	Reconomy
→ Robert Mccarthy	BAM
→ Nabeelah Uddin	TfL
→ Patrick O'Reilly	McGinley
→ Ruairi McNally	Venesky Brown
→ Sean Healey	Sisk
→ Ben Rowe	Volker Wessels
→ Stef Jastak	National Highways
→ Lorna Stork	SIG
→ Warren Lynes	Onsite Support
→ Martin Perks	National Highways
→ Shaun McCarthy	Supply Chain School
→ Jot Engelbrecht	Go Nexus
→ Suzanne Cunningham	Murphy

Apologies:

Graham Edgell	Morgan Sindall (Chair)
Mark Worrall	BBI
Manish Tailor	BBVS
Maurice	Danny Sullivan
Adrian Pike	Concrete Repairs Limited
Aalison Fulford	National Grid
Andy Grayshon	Welfare Hire
Andy Regan	GRS Roadstone
Lee McEvoy	Reliable Contractors
Ash Andrews	Garic
Carolina Karlstrom	SGN
Christopher Miles	Welsh Water
Colin Robertson	Yorkshire Water
Darren Checksfield	Aggregate
Emma Ward	VolkerWessels
Neema Eftekhari	National Grid
Neil Roberts	Network Rail
Rob Owen	Tarmac
Ronan Clancy	Clancy
Sian Lloyd	Siemens
Simon Diggle	National Highways

Notes and Actions

1. Welcome and Introductions

Shaun gave Graham's apologies and explained that Andrew and Poppy (Supply Chain School) would be supporting the Infrastructure Group moving forwards, as he was shortly to retire from day to day involvement with the School. The meetings would continue to be chaired by Graham Edgell (Morgan Sindall).

Shaun and Andrew introduced the concept of running shorter, more regular meetings for the Infrastructure Group, with some focus topics to be used for faster paced discussions and action planning.

ACTION: It was agreed to run meetings every 2 months, but for 1 hour rather than 2 hours.

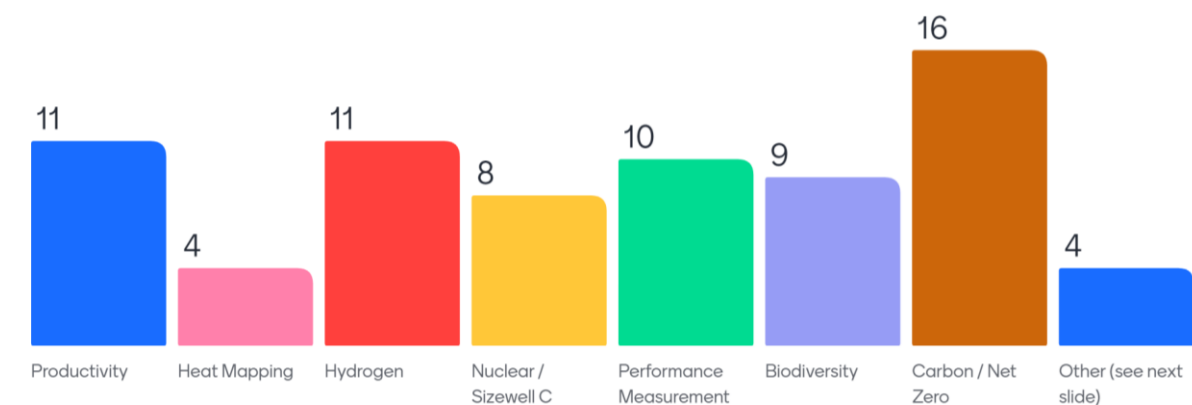
2. Meeting Structure & Focus Topics

The Group were asked to give their feedback on a suggested list of meeting topics:

Productivity / Operational Excellence
Heat Mapping
Hydrogen
Nuclear / Sizewell C
Performance Measurement
Biodiversity
Carbon / Net Zero

A Menti poll was used to show relative votes for the subjects:

Vote for any of your preferred discussion topics



Other suggestions for topics were arranged in a word cloud as follows:

Please suggest other topics you would like to discuss?

32 responses



The next series of meetings therefore, with topics and timings, was agreed as:

Issue	Proposed Timing (exact dates tbc)
Productivity / Operational Excellence	September 24 (this meeting)
Sustainable Procurement / Heat Mapping	November 24
Hydrogen	January 25
Carbon / Net Zero (inc Scope 3)	March 25
Performance Measurement	May 25
Biodiversity	July 25
Nuclear / Sizewell C Project	Sept 25

ACTION: Andrew would invite guest speakers and/or some Partners to present their work in these areas to drive the discussions on these topics.

3. Productivity in National Highways

Martin Perks – Commercial Programme Director for National Highways – joined the meeting to present current and ongoing work on Productivity.

Martin spoke about the strategic drive towards **Target Value Delivery** and **Integrated Project Delivery**. His work depends on changing the culture within the supply chain, and the first stage was understanding what is going on “on the ground” to understand and blockers to greater productivity, and begin to address them.

National Highways have listened to their supply chain and put a lot of effort into modernizing their Contract Management.

Through the Innovation Reapplied initiative, data has been collected on productivity through a specially designed app with specific sector codes for site teams to use. This has shown there is no “common language” for productivity either in National Highways or the wider infrastructure sector.

The work has identified a gap to develop a standard on productivity so National Highways are working with DfT and BSI to develop this.

ACTION: The Group will be kept updated on the progress of this work – important for wider implications of driving efficiency and value through major infrastructure projects.

4. Discussion / Action Planning: Productivity

The Group inputted into Martin’s presentation on the National Highways approach. It was agreed that more could be done to open up awareness and use of Collaborative Working and the use of ISO44000 / ISO44001.

ACTION: The School would increase promotion of its resources on collaborative working (eg E-Learning Modules on this topic). Andrew / Poppy to provide suggestions at next meeting.

ACTION: Can the School produce a Sustainability Short on Productivity to drive learning and knowledge of this imperative?). Andrew / Poppy to report back at next meeting

ACTION: The School can also increase the general level of individual curiosity within organisations, and challenge businesses to increase their appetite for learning and knowledge through an open mindset, encouraging change. Andrew / Poppy to provide suggestions at next meeting.

5. School News / Update

Information on School News relating specifically to Partners was shared with the Group. All recent information and new initiatives / resources are summarized on the Partner News section of the School website – which can be accessed from the Partner Pack (using password SCSS_Partner). Among information being shared was the current Diversity Survey, the Hydrogen Conference being planned for 5 November, and a key National Highways Major Projects Supplier Development event taking place on 18 September.

6. Review of 2024/2025 KPI's

i) Collaboration between Infrastructure clients

Assess the need for two Virtual Conferences for Infrastructure Clients – AMP8 and Hydrogen.

UPDATE / ONGOING ACTION:

Hydrogen Virtual Conference taking place on 5 November 2024

Focus: Clean Hydrogen infrastructure – solutions, risks, challenges, demand/supply

AMP8 Virtual Conference taking place 29 January 2025

Focus: New 5 year Asset Management Plan period & sustainability priorities

ii) Infrastructure related content and reviews

Build on work of Modern Slavery Group to showcase Infrastructure Partner case studies. Review Sustainability Shorts for applicability to Infrastructure.

UPDATE / ONGOING ACTION:

Still require further case studies from Partners on action to identify / eliminate risk of Modern Slavery. Andrew / Poppy would liaise with colleagues and Partners to collate MS case studies and start review process of which Sustainability Shorts have particular relevance to Infrastructure.

NB – Modern Slavery Conference on 16 October will include: Gangmasters & Labour Abuse Authority, Balfour Beatty, Travis Perkins, CCLA Investment Management, Defra, Tilbury Douglas, EQUANS, Carmichael will share expertise in tackling modern slavery and labour exploitation in the built environment.

Sustainability Shorts review is ongoing – will update at next meeting in November.

iii) Hydrogen

Initiate a task and finish subgroup to set out how we are going to move forward with hydrogen as a low carbon fuel source.

UPDATE / ONGOING ACTION:

There is a Hydrogen Virtual Conference on 5 November (speakers include SGN, Siemens, National Gas, Northern Gas Networks, Logan Energy, Balfour Beatty and Robertson Group.

This event would be followed by a second Hydrogen Conference focussing on transport applications and stationary power for construction sites (facilities / plant / equipment).

There was also an opportunity for Partners to consider research into Hydrogen use by the construction / infrastructure sector, and demand/supply side challenges. This could produce a report similar to those for Solar Panels and HVO. Andrew/Poppy would investigate feasibility of this – sponsorship/funding would be required.

A summary of performance vs. annual KPIs for 2024/2025 financial year was provided (see below) along with more detail on School growth in membership numbers and Partners.

Deliverables Target	Q1	Q2	CURRENT (End Aug 24)	Q3	Q4	Total
Active companies (1,552 April 23 – Jan 24)	563	563	1,104	562	562	2,250
Active individuals (6,410 April 23 – Jan 24)	2,437	2,437	2,988	2,438	2,438	9,750
No. of Partner priority supplier lists (52 last year)	13	13	124 (total for School)	13	13	52
Virtual Conferences (inc. collaboration with other groups) (Average of 500 learners @ each)	0	0	9 to date	500	500	1000

7. AOB (include Rail Sector Group) All

A sub-group had been established to share best practice and focus on required support which could be provided for the Rail Sector – especially the infrastructure side of the rail industry.

Organisations involved in the Rail Group so far include: Colas, Story, Siemens, Amey, Morgan Sindall, Network Rail, RIA, RSSB, AtkinsRealis.

At the initial meeting, members considered how to focus on priorities and actions for this sector. A second meeting would be held in late October when decisions could be made on resources/training and other support available from the School, assuming any required discreet funding could be organized / confirmed.

ACTION: Partners could join the group if they (and their supply chains) were heavily involved in rail. Andrew could provide more information for any Partner interested.

OTHER ACTIONS FROM THE MEETING:

Andrew / Poppy would connect the following Group members into the Social Value Group:

- Helen Kowe United Utilities
- Georgina Hammond Advante
- Warren Lynes Onsite Support

Andrew / Poppy would ensure that Georgina Hammond was connected with colleagues working to support Hydrogen awareness / training in the supply chain

Andrew / Poppy would ensure the following Group members are used to review Sustainability Shorts when this work is done:

- Warren Lynes Onsite Support
- Georgina Hammond Advante
- Jackie Cuthbert Sunbelt Rentals

Andrew / Poppy would ensure the following Group members are invite to the Rail Sub Sector Group:

- Adam Cane ACO
- Warren Lynes Onsite Support

Andrew / Poppy to send information on Water Conference (29 Jan) to Georgina Hammond.