

**Infrastructure Leadership Group Meeting
26th November 2025 (MS Teams)**

Meeting Actions:

- Draft business plan based on meeting discussion and feedback.
- Review draft business plan in February meeting before board approval.
- Explore podcast and app-based learning methods for wider reach.
- Consider developing a school-wide social value measurement and reporting tool.

Attending:

Andrew Wilson	Supply Chain School
Adam Cane	ACO
Elaine Woodburn	Graham
Yasmin Chatt	Supply Chain School
Chris Green	ACO
Sarah Nasby	Sunbelt Rentals
Connie Horton	SMT
Mark O'Connor	Reconomy
Simon Allbert	SMT
Graham Arden	Skanska
Ben White	Kilnbridge
Ruairi McNally	Venesky Brown
Paul Mabey	JCB
Jennifer Peat	SP Energy Networks
Robert McCarthy	BAM
Ben Rowe	VolkerWessels
Fiona Dowling	VGC
Helen Kowe	United Utilities
Daniel Tipper	Prolectric
Simon Diggle	National Highways
Stuart Hand	7 Steel
Sam Hawkins	ACO
Damian Hopkins	Graham
Stef Jastak	National Highways

Welcome and Introductions

Graham Edgell sent his apologies.

Andrew Wilson welcomed the group and explained that the main purpose of this meeting was to begin guiding business planning for next year (2026 / 2027)

The actions were shared from last meeting (September 2026) - regarding the School's current work on Carbon, Net Zero and Climate Change

Business Planning

- Initiating the business planning cycle for next year.
- Feedback sought on current delivery methods and potential future improvements to the School's provision – especially to the Infrastructure Sector and its supply chains.
- Discussion included feedback from the Group on content, delivery style, and learning resources.
- Overall School ambition to reach 100,000 active users by 2030.

The four key questions put to the Group were:

Question 1:

Do we agree with the learning priorities that have come from the Impact survey? Is there anything missing that is a priority for our sector?

Question 2:

Are you happy with the balance of type of learning? Does the group require budget for an increase in any type of activity?

Question 3:

What are the key sustainability challenges you have. What is the specific challenge that the School can address through knowledge and collaboration?

Question 4:

What other interventions can the School do that can improve the sustainability performance within your supply chain?

Mural

The group joined the mural board which contained 4 slides. Each slide contained background relating to each of the four questions for the group to add post it notes on the mural and collate ideas / suggestions.

NB – Mural remains open for additional comments and suggestions at any time:

<https://app.mural.co/t/actionsustainabilitytradingl8908/m/actionsustainabilitytradingl8908/1764068679158/7c0cab139e25b0877004cba4909a413a2d92873d>

Question 1:

Consider the key learning priorities identified in the impact survey & training activity data. Do you agree with this? Is there anything else that the Leadership Group wants to focus on?

Here are the ideas from the group:

- Circular economy - In Infra projects; influencing Designers
- Social Value - from both the sustainability and procurement perspectives
- Climate Resilience
- Circularity and how this relates to waste
- Social value - tools and methodology when there's a lack continuity
- Supply chain support to help enable them to set SBTs
- Quality - improve safety, customer impact from avoiding rework, right first time
- How can we use AI to help speed up the journey of Carbon reporting and make it less resource heavy
- SME support
- Managing and Identifying the credibility of some of the sustainability claims or documents
- Social value- tools and methodology support. Social supply chain KPIs
- Carbon, waste & procurement definitely are top 3 focus.
- Circularity & social value (but specifically measurement of social value)
- Maybe building the Circular Economy into the Waste topic
- Suggested targets/opportunities for volunteer days - so Partners/members could join together.
- Social value tools
- Shared partner use of our volunteering day(s)
- Conflict management - protecting our frontline operatives

Question 2:

Consider the balance of training. Agree as a group which activities you need to do more of, the same or less of.

Here are the ideas from the group:

- **More on:**
 - E-learning modules - more involvement on what modules are needed based on employee and supply chain knowledge gaps
 - E-learning modules - continuation on improvement of content
 - Podcasts – these are a great idea
 - Workshops – find these most beneficial
 - Lunch and Learn style webinars / drop-in sessions work well
 - E-Learning – some content could be better
 - Research Papers
 - Talking Heads Videos
 - Learning Pathways
 - Case Studies
- **Same:**
 - Workshops
 - Virtual Conferences
 - Case studies - sharing best practice on various topics have been useful
 - New Content
 - Research Papers
 - Learning Pathways
 - Assessments – Corporate and Individual
- **Less of:**
 - Workshops
 - E-Learning

Question 3:

Discuss the key sustainability challenges that we have as a sector. Then choose 2 or 3 key challenges that the School can address through knowledge & collaboration

Challenges and Risks:

- Skill gaps
- Quality, programme certainty
- Competition for skilled labour
- Influence over whole life carbon, client, design, procurement, operation
- Decarbonisation of site plant - transition from HVO to electric / hydrogen
- Project start delays/gov changes
- Definition of what low carbon concrete is? What value are we trying to hit?
- Supplier availability such as low carbon concrete
- Supply chain failure / overloading
- Cost Predictability - reputation of infrastructure
- Skills gaps and workforce demographics - attracting and retaining talent
- IBIP - Improving Behaviour in Improving Performance
- Understanding PPN2 on ESG - Social Value
- Risk- new start ups offering low carbon alternatives
- Agreeing new Sustainability Strategy
- Carbon - Reducing scope 1 emissions w/o HVO
- Procurement - supply chain reporting of emissions
- Measuring & Reporting social value
- Not reducing emissions in line with SBTi targets particularly with rapidly increasing turnover
- Change of legislation by UK Govt
- Hydrogen as a viable alternative not developing as quickly as needed (both in terms of supply and tech)
- Minimising carbon of current materials

Question 4:

What other interventions can the School do to improve sustainability performance within your supply chain?

- Designing for circular economy (in Infra projects)
- Future proofing (in Design) for new Infra projects
- New SuDS National Standards
- Cyber Security Risks/ AI Impact/ Digital Asset Management
- Water Quality (impact from infrastructure operations)
- Conflict management - protecting our frontline operatives
- Monetisation of social value
- Air / Water Quality
- Restoring Nature
- AI and asset connectivity
- AI - How to improve skills to improve performance and productivity.
- Highlighting risks to AI
- Forums to share best practice is a great suggestion
- Engage workers to support social value
- How to ensure AI does not disadvantage our most vulnerable customers
- Security/ vetting training for MOD, Nuclear site requirements
- How we could better use innovation
- Develop SCSS industry-wide Social Value measurement/ reporting tool
- Develop common metric for measuring embodied carbon on Infrastructure projects