

## Supply Chain School Horizon Group Meeting

**Date:** Wednesday 13<sup>h</sup> September 2017; 1pm- 4pm

**Venue:** Tarmac, Portland House Bickenhill Lane Solihull,

**Attendees:** Laura Spence (*Royal Holloway, University of London – Chair*), David Rich (*Tarmac*), Ron Lang (*Aggregate Industries*), Martin Crow (*Hanson*), Ian Heaseman (*Taylor Wimpey*), Lucy Barton (*ISG*), Cathy Berry, (*AS-Horizon Group Manager*), Erica Russell (*University of Surrey/Carillion*), James Douglas (*Lendlease*), Tony Parry (*University of Nottingham*), Wyn Pritchard (*Neath Port Talbot College*),

**Apologies:** Shaun McCarthy (*Action Sustainability*) Kieran Brocklebank (*United Utilities*), Cat Hirst (*UKGBC*), Alison Bettany (*EMCOR UK*), Steve Morton (GBR), Paul Wyton and Ray Nolan (*Sheffield Hallam University*), Mohammad Rickaby (*Action Sustainability*), Emma Hines (*Tarmac*), Alice Owen (*University of Leeds*), Simon Tranter (*Willmott Dixon*), Mark Gaterell (*University of Portsmouth*), Stephanie Van De Pette (*Skanska*), Maeve O’Loughlin (*Middlesex University*), Diego Vasquez-Brust (*University of Portsmouth*), Sophie Sharpe (*Costain*), Alexander Trautrim (*University of Nottingham*)

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### Minutes of the Meeting/ Workshop

#### 1. Introductions

- Laura Spence welcomed everyone to the meeting, including new members and completed brief introductions.

#### 2. Actions from previous meeting

- All actions from the previous meeting were completed. Tony Parry indicated the Circular Economy project is progressing and that he is now approaching stakeholders with relevant case studies. A focus group session held in June proved a useful way of engaging relevant industry members as School wide survey requests have proved unsuccessful.

#### 3. Brief School update

- Cathy Berry provided a brief update on School matters. It was noted that the School currently has 64 partners, the target for this financial year is 72 partners. The meeting slides will be circulated with these minutes for further information. **ACTION: Cathy Berry to identify when next School Newsletter is due.** Three SIG updates were provided and it was noted that Horizon Group members are welcome to join SIGS:

**Building Information Modelling SIG** has developed a maturity matrix to assess and clarify an organisation’s BIM competence against agreed levels, this is expected to be launched by the end of October. The matrix has 40 questions, split across 4 main sections:

- Company information (2 questions)
- People (11 questions)
- Process & Technology (21 questions)
- Security (6 questions)

The matrix will be prioritised for companies depending on ‘design capability’. The levels of design capability are:

- Design consultant
- Contractor with design responsibility
- Contractor without design responsibility
- Supplier

- Manufacturer

The School is in the process of web-enabling the matrix, which will take the form of a self-assessment maturity matrix on the School. The resource library is also currently being compiled. The tool will sit in a new 'BIM department' in the School and will sit in the Partner dashboard as a new department too. The BIM e-learning module is also being updated. This will reference the business case for BIM and the BIM maturity matrix. The UK BIM Alliance are looking to build on this work and possibly develop matrices for project, individual and client maturity, but this is very much work in progress and budget-dependent.

**Performance measurement group SIG** is gathering momentum, its objective is to "Develop a consensus amongst Partners of key sustainability metrics that need to be collected by Partners, and a common methodology of how this data may be collected, in order to drive and evidence improved sustainability performance amongst School members".

The current focus is speaking to stakeholders to ensure there is no overlap or duplication, defining the scope and ambition of the group, and establishing the priorities of our Partner's procurement/supply chain functions. A series of questionnaires and workshops will be undertaken to achieve this.

**The Social Value by Design SIG** are approaching close out and have drafted a document "Social Value and Design of the Built Environment, this will be published, by the end of September as an interactive PDF on a new School page: [www.supplychainschool.co.uk/SVbydesign](http://www.supplychainschool.co.uk/SVbydesign). The School will be organising some communications to promote the publication of the document, from October onwards. RIBA have invited the School to write a book on Social Value in Design but the intention is to publish the document and gauge response to it, before considering a book.

**Category update:** the materials Group will initially oversee the move to the strategic category based approach, two pilot categories (Plant and Labour) will begin later this year. These categories will cut across sector groups and enable the School to use its collective voice to drive supply chain (SC) improvements. There is a potential opportunity to enable the Horizon Group to engage with the Category activity to support future research needs which may be identified following market analysis and consideration of future strategy options.

**I3P:** An overview of I3P infrastructure innovation platform was provided. I3P is an industry collaboration that enables member organisations to collaborate with the aim of bringing about innovation to the sector. It provides an online portal to facilitate sharing of innovation and is managed by KTN (Knowledge Transfer Network). Innovate UK has provided £250,000 of match funding for collaborative innovation in the sector, backing a similar level of pooled investment by 20 I3P members. A joint submission to the Industrial Strategy Challenge Fund seeking £250 million of funding for a range of capital facilities and R&D programmes to drive industry innovation has also been submitted. The School will meet with I3P in November to understand what opportunities there may be to collaborate and access research funding to support areas of mutual interest.

#### 4. Establishing broad research themes

- Cathy Berry presented a recap of the progress to date, noting that areas of interest for the group seemed to be more focused on skills, behavioural/cultural issues and the structural industry issues that hinder sustainable construction than with specific sustainability issues themselves. James Douglas expressed surprise that the impacts were not widely reflected. The group discussed the summary findings and agreed that we need to link everything back to the bigger sustainability picture as well as finding a means of downloading university research into practical solutions or insight for the industry. This session intended to narrow down key themes

and identify key challenges statements to enable the Horizon Group to move to content based meetings based on priority themes, identify ongoing research and possible knowledge gaps and extend the Horizon Group membership to industry and academia who are aligned with these areas of interest.

Following group discussion a number of questions/comments were posed:

- How focused do our questions need to be to engage the academic community? The group concluded this is time and money dependent e.g. a PhD is cheaper but takes 3-4 years.
- Do we need to define what we mean by research as this differs between industry academia and other stakeholders?
- What is the appetite for changes to business models?
- There is a need to acknowledge that research needs to build on and respond to other research.
- The industry does not know what research has been completed and it would be useful to provide partners with data trawls, insights and updates. It was noted that once themes are agreed the move to content based meetings will help provide some of these insights.
- Money will draw academic interest and there is a requirement for research to demonstrate quality impact outside of academia
- The Horizon Group must take forward 'generic problems' and find those that are relevant to both academia and industry. It is useful to have continuity of themes and investing time finding meaningful themes is worthwhile.
- Industry is not very good at learning from academic research. Academia is not very good at translating its research for industry. This is the key advantage of the Horizon Group as we have the space and mutual respect established to overcome these barriers.

The feedback from partner interviews and Horizon Group members gained at the last meeting in June identified the following 8 broad headings. (Note these are not challenges and the headings are simply an initial attempt to sort suggestions into similar areas):

1. Business models: industry resistance to change & innovation. Shifting from short term to longer term thinking.
  2. The changing nature of work- Resourcing/ demographics/ reskilling/ learning & development
  3. Big Data/ Life cycle approaches
  4. Building Performance in use and related social impacts/ impacts on users
  5. Operation of/visibility and understanding of the value chain
  6. Collaboration
  7. Role of policy & regulation
  8. Driving standardisation & efficiency
- These themes were displayed on large posters with similar issues grouped beneath headings (see Horizon Group emerging themes v3 document which are attached with these minutes). The Group was asked to take some time to absorb, and suggest/amend issues with the intent to then discuss and further refine/sort the issues to see if any preferred themes emerged and if possible if there were any obvious knowledge gaps or key challenge statements that the group

would like to prioritise. Laura Spence suggested that 3 themes seemed to stand out simply by the number of comments and issues listed related to each theme. These were:

- Collaboration
- Building performance in use
- The changing nature of work- Resourcing/demographics/re-skilling/learning and development

At this point Laura Spence handed over the chairing of the session to Cathy Berry due to a meeting clash. No clear common priorities were emerging from the discussion so Tony Parry led a discussion and suggested linking certain issues to higher-level themes. The 3 suggested headline themes were:

- Whole life and residual asset value – including:
  - Moving away from initial cost
  - Lifecycle thinking, circular economy thinking
  - Business performance in use and links to social return on investment
  - Flexibility enabling more choice
  - Data and decision making
  - Sustainability/ circular economy measurement
  - Collaboration
- Responding to and encouraging social change
  - Demographics
  - Changing nature of work
  - Implications of new technology and artificial intelligence
  - Short term contracting and mobility
  - Social value
  - Encouraging social change -contributing to healthy buildings
  - Employment- implications on workforce and buildings
- C. Behavioural change, personal and institutional values
  - Business model and risk apportionment/sharing
  - Collaboration
  - Policy and regulation
  - Accountability
  - Personal values- How to influence and engage end users (of assets) and people working in wider built environment (urban deserts)
  - Where does risk and resilience fit in?

The group concluded that this approach did not provide more clarity on priorities and the terminology did not translate well at the industry level and risked losing industry engagement. The group agreed that most individuals had preferences for certain issues and themes and taking a simple poll of the entire Horizon Group would enable us to see which areas were of most interest and ensure engagement of the wider group. Hopefully this democratic approach will inform our agenda for more content-based meetings that can then help explore:

- Knowledge gaps, possible areas for new research and insight and funding options
- Current research and thinking to inform our partners
- Opportunities to add relevant expertise by engaging with individuals or academic institutions to grow our network and membership

**Action: Cathy Berry to revise overall themes summary sheet with additional insights/issues** and request that Horizon Group members review and identify their top 3 priorities which they would like the Horizon Group to consider and further explore as a research theme. (This is attached to these minutes)

## 6. Project Updates

- Project updates from Tony Parry and Erica Russell were not completed as the group agreed the time would be more effectively spent attempting to conclude the Research Theme discussion.

## 7. AOB

- No AOB

## 8. Actions:

- **Cathy** to circulate the meeting minutes, slides and updated summary comments/themes from the individual feedback forms (attached with these minutes)
- **All members** to vote on top 3 themes as attached to these minutes and reply to Cathy Berry by Friday 13<sup>th</sup> October

## 9. Next meeting

- **Date:** Thursday 14<sup>th</sup> December 2017
- **Venue:** London or other southern based- venue TBD. **Please contact Cathy Berry if you are willing and able to host.**