

Infrastructure Leadership Group Meeting  
Date: Thursday 1<sup>st</sup> February 2018 – 10:30am – 1:30pm

Date: Thursday 1<sup>st</sup> February 2018

Where: Action Sustainability offices, 2 Angel Square London, EC1V 1NY

Attendees: Graham Edgell – Morgan Sindall (Chair), Brian Downes – Aggregate Industries, Mick Jennings- Balfour Beatty, Alan Webb – Fusion, Fiona Mcgrogan- Hercules, Scott Dutton- Hochtief, Brian Crofton – Jackson Civils, Mark Cassidy – J.Coffey, Kevin Berisford- John Sisk, Tracey Fogg - Murphy, Nathalie Ritchie - National Grid, Sarah Borien - Network Rail, Nikolaos Sapanos – Osborne, Dale Hartley - Sapphire Utility Solutions, Helen Carter- Supply Chain School, Rosie Watts – Supply Chain School, Manish Tailor- Vinci, Phil Wright – WP Group

**Apologies:**

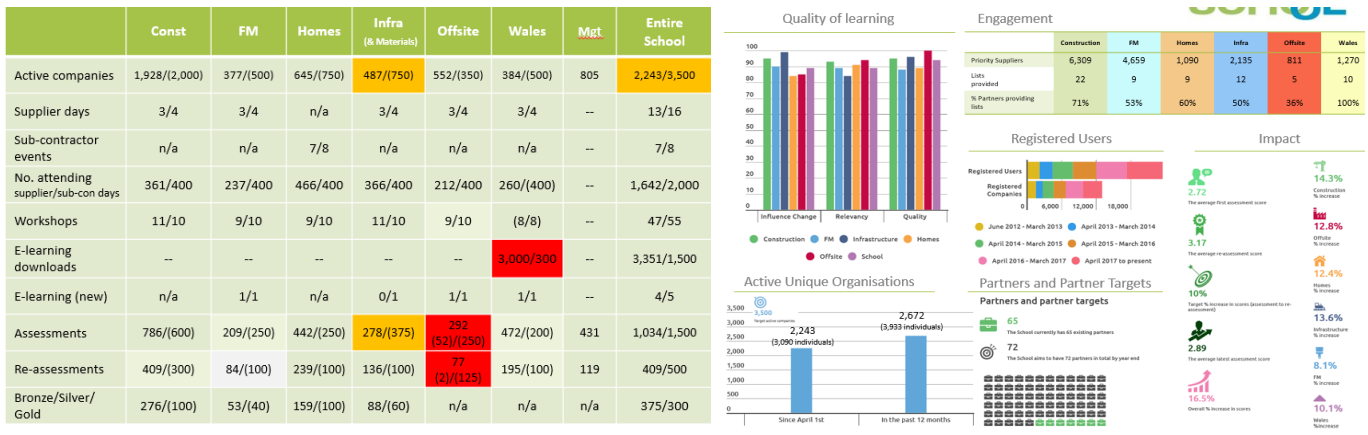
**Meeting Notes**

**Welcome and Introductions:**

- ✓ Dale Hartley from Sapphire Utility Solutions was introduced to the group, a new Partner of the Supply Chain School
- ✓ Brian Crofton from Jackson Civils was introduced to the group, a potential Partner
- ✓ Mark Cassidy from J. Coffey was introduced to the group, a new Partner of the Supply Chain School

**Operational Update:**

An update was provided on the Infrastructure sectors current performance within the School.



The table above shows that the Infrastructure sector needs to gain more activities companies to reach the target of 750 active companies

The group was provided with an update of the Infrastructure lists that the School has received from Partner organisations. It was discussed and agreed by the group that all Partner lists are to be combined so that the Partners can approach the supply chain as body to create a bigger impact.

**Actions:**

- Helen/Rosie to combine all Partner lists into one spreadsheet
- Graham Edgell to contact Nick Baker within construction to discuss and analyse where companies sit within the School.
- Helen/Rosie to highlight the suppliers which tick they supply to a Partner organisation ('your supplier's) across all Partner lists to see where there is cross over.

- Group to continue or begin (if have not already) targeting their supply chains with communications to encourage supply chains to achieve Bronze, Silver and Gold membership

#### Supplier days:

The next Infrastructure supplier day is taking place on the 8<sup>th</sup> March at The Studio in Birmingham. The day's theme will be an Introduction to Sustainable Procurement in Infrastructure. Current speakers confirmed include Balfour Beatty, Network Rail and Skanska.

The group agreed that they were happy for marketing for the 8<sup>th</sup> March supplier day to be sent to the Partner lists the School has been given.

During the supplier day discussion, the group discussed showcasing spotlight to organisations that are delivering a community and Social Value benefit. This is something the group were happy to have at future supplier days.

#### Actions:

- Helen/Rosie to send out the link for the 8<sup>th</sup> March supplier day so that the Partners can promote the day to their colleagues and supply chains
- Rosie to send out an invite for the supplier day to the leadership group

#### Plant and Labour Category groups:

The group was updated on the current progress of the Plant and Labour category groups.

#### Plant category group:

The plant group is underway and is being split into working groups for specific issues to be researched and analysed.

These working groups include:

- ✓ Minimum standards
- ✓ Knowledge Library
- ✓ Supply and Demand

The objectives of the Plant category groups are:

- Develop and embed minimum standards for plant hire and purchase within the built environment
- Provide a landscape and potential solutions in relation to supply and demand of plant & operators – particularly in relation to some of the large infrastructure projects currently underway
- Supply Chain school to be the point of reference for information relating to plant category requirements. This could be standard requirements, market information, stakeholder signposts or generally information that will help clients, contractors and supply chain deliver the most sustainable plant option going forward.

#### Labour Category Group:

The Labour group is also split into for working groups which are:

- ✓ Training & development
- ✓ Minimum Site Standards

- ✓ Knowledge Library
- ✓ Supply & Demand

The objectives for the Labour category group are:

- Identify tools/systems that can map supply of labour within the UK via projects and/or region – supporting the efficient use of labour within the UK
- Provide and implement potential solutions in relation to demand issues with labour use – particularly in relation to some of the large infrastructure projects currently underway
- Agree and implement minimum standards for the use of labour within construction projects on site – e.g. Right to work checks, modern slavery signs etc
- Provide common induction materials that can be used by school partners – initially generic in nature then trade specific
- Upskill blue collar workers in the principles of sustainable construction

It was suggested that the Plant group needs more major clients and contractors within the group.

Graham Edgell- Morgan Sindall suggested that he is keen for the Partners to drive the category groups.

**Actions:**

- Helen to create communications to send to the leadership group for the Plant and Labour category groups so that the leadership can encourage colleagues to join the category groups.
- Rosie to send a list of the individuals that sit on the Plant and Labour category groups
- Partners to identify their colleagues that sit within the Highways England group, as it was suggested that these colleagues should join the group.

**Fairness, Inclusion and Respect:**

The FIR programme is a cross- industry programme to develop a culture of Fairness, Inclusion and Respect (FIR) within workplaces.

The group were made aware of the Partner opportunities within the FIR programme.

Partner opportunities include:

- FREE FIR workshops – take advantage of FREE introduction to FIR workshops for your internal teams and supply chains
- FIR Ambassadors- Demonstrate commitment to FIR by raising a group of FIR Ambassadors to champion FIR in your workplace and across your supply chains
- FIR Toolkit – Access to the FIR resource library containing e-learning modules, Toolbox talks, case studies and trainer guides.

The group were also informed of Tolu Oke who is the Fairness, Inclusion and Respect Project manager. Tolu can be reached on 0207 697 1977 or by [Tolu@supplychainschool.co.uk](mailto:Tolu@supplychainschool.co.uk)

**Actions:**

- Group to contact Tolu if they would like to run a free FIR workshop
- Supply Chain School to send round the FIR commitment (which is document that organisations sign to show that they commit to promoting FIR) to all new Partners
- Helen to speak to Tolu regarding the promotion and marketing of the FIR commitment

Costain explained that they are participating in a Mental Health campaign called Time to Talk. The campaign encourages individuals to discuss Mental health with one and other. Costain discussed that they are recording the number of discussions that take place to gain an idea of how often and how many discussions occur.

**Actions:**

- The School to promote Fairness, Inclusion and Respect resources around Mental Health to help promote Time to Talk
- Rosie/ Emily to contact Partners to create a campaign for Mental Health awareness

**Business Plan 2018/2019**

The Supply Chain School's Annual General Meeting is taking place on the **16<sup>th</sup> March 2018** at Grosvenor's offices, London. The Annual General Meeting takes place between 1- 4pm.

**Action:** Annual General meeting invite to get resent to the Partners

The group discussed the 5 key objectives that have been created for Infrastructure. These 5 key objectives include:

- Build on good foundations
  - Increase the engagement of existing supply chain school Infrastructure members
  - Maximising Partner Value
  - Deliver sustainability innovation and excellence in the Infrastructure sector
  - Improve engagement with other sector groups
- 
- **Deliver sustainability innovation and excellence in the Infrastructure sector**

The group discussed that a common consensus to what Social Value is defined by should be developed so that the Group can develop innovation to achieve this.

- **Maximising Partner Value**  
One of the targets is to attract 3 new Partners, it was suggested that this target should be developed partners and one these partners should be a designer.

It was suggested that the group works together for objectives 1,2,5. With objectives 3 and 4 it was suggested this focus would be split out into smaller groups. This is to include discussions around Time to Talk.

The group agreed that they did not want any more e-learning modules being developed. The budget for e-learning modules is being used to refresh and update current e-learning modules and resource on the Infrastructure sector of the website.

**Action:** Helen to speak to EJ in terms of getting some of the Homes and Construction Partners invited to the next Infrastructure leadership group so that they can see how the Infrastructure Leadership group runs.

### Upcoming Supplier days:

It was suggested to the group to have six supplier days rather than four. The six supplier days would include 3 regular supplier days which would have the capacity of 100 people and 3 smaller supplier days which would be half days for 50 people.

**Action:** Partners to email Helen specific events/conferences that they need to attend for Helen to create a calendar for the supplier days.

Graham Edgell, Morgan Sindall suggested only having 1 big supplier day and 5 smaller regional supplier days. It was discussed that the one big supplier is to be split out into different market sectors such as Rail, Nuclear etc.

It was also suggested to focus on the purpose of the day as well as topic and theme to get the correct audience.

### Supplier day thoughts:

The group discussed ideas to be included for the one supplier day:

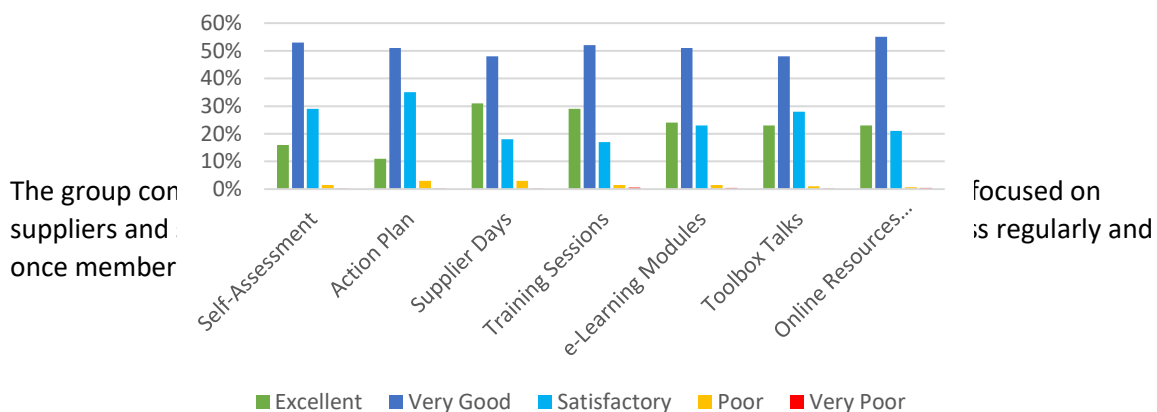
- Getting members upskilled to Bronze, Silver and Gold
- Are we trying to gain new members – how do we achieve this?
- The one big supplier day could potentially split out into two separate days.
- Meet the buyer session could be provided during the day
- A Social Value session could take place during the day
- A self-assessment workshop could be conducted to increase assessment numbers
- The Infrastructure supplier day should be showcasing the Infrastructure sector
- Sustainability Clinics one with contractors and one with clients
- Awards to be included at the supplier day- collective Parties to give supply chain awards – best practice needs to be demonstrated after the awards.
- 6 Months is required from now to get that event in place – It was suggested that the event should take place in September in the Midlands

### Actions:

- A working group to get developed to drive the supplier day and commitment for the supplier day
- Partners to provide Helen/Rosie with venues that the one supplier day can take place in.

### Engaging your supply chains:

The group was shown the results from the School member survey, which received over 500 responses.



The group came up with the following comments:

**How can we encourage active members to re-assess regularly?**

*What can Partners do to help drive more assessments:*

- KPI'S for assessments to be introduced into agreements
- Partners to set targets of Bronze, Silver and Gold
- Make it Mandatory
- Sell benefits to the Supply Chain
- Common PQQ/ engagement process across all Partners
- Use it as a measure of prequalification
- Acknowledge the high performers- celebrate improvement, attainment, activity and impact

*What can the School do to help drive more assessments?*

- Continue to keep the website information up to date and relevant
- Provide more value to existing members
- More varied communication channels
- Need to promote the benefits of completing an assessment

**Suppliers:**

*What are the priority issues?*

- Skills Shortage
- Raw materials price increases
- Conflicting priorities
- Lack of interest to work in the industry

*Where to focus events:*

- One big event – collectively selling expectations
- Affordable, efficient and transparent

**Subcontractors:**

*What are the priority issues?*

- Lean
- Whole Life costing
- Maintenance
- General lack of engagement

**Once engaged how do we keep them active?**

*What can Partners do to encourage more active engagement?*

- Have a School discussion point in progress meeting with the supply chain
- Collectively setting a standard
- Awards – spotlight- member of the month
- Spread the School message better within the Partner organisations, so that there are more individuals engaging
- Partners to introduce the School at open days and company events

- Engagement level to become a part of supplier performance review

*What can the School do to encourage more active engagement?*

- Develop a communications piece that Partners can use internally
- Develop a flyer explain how to achieve Bronze, Silver and Gold
- Monthly Newsletter
- Raise awareness of the Infrastructure market within the School – most members join construction thinking that this covers all aspects
- Monthly flyer publishing those who have achieved Bronze, Silver and Gold
- Better marketing of working groups and events e.g. Fairness, Inclusion and Respect

**Actions:**

- Rosie to get a flyer developed to show how to achieve Bronze, Silver and Gold membership
- Helen to speak to Alex Giles about the next update of PAS 91 to incorporate assessments.
- The School to provide communications stating which companies have achieved Gold/Silver membership per month to trying to increase membership levels
- Rosie and Helen to speak to marketing manager Emily regarding comments from the activity session
- Partners to contact Rosie if they would like to set up dashboard session, explain how the Partner dashboards work and the reporting that can be downloaded from the dashboards.

The group suggested running webinar sessions for some workshops. This could also be done for Clinics based around Infrastructure topics with Partner organisations.

**Leadership groups priorities:**

It was discussed that the following topics are a priority for the leadership group:

- PAS 2080- implementation
- GDPR

PAS 2080 will be the focus for the next meeting.

**Actions:**

- Group to contact Helen in terms of any other topics they would like to focus on
- Group to Rosie contact if they have not received a meeting invite for the next set of leadership groups
- Group to contact Rosie if they have any rooms available at their offices to host upcoming meetings.
- The meeting times of the leadership group to be changed to 9:30am – 12:30pm instead of 10:30am- 1:30pm
- Helen to recirculate the time to Talk email to the group and the School to tweet about Time to Talk

**AOB:**

The next meeting is taking place on 11<sup>th</sup> April 2018 at Morgan Sindall's Overbury offices between 9:30- 12:30pm.

Costain to have offered to host the leadership group in September, location TBC.