

**Date:** Thursday 20<sup>th</sup> July 2017, 10.00 – 13.00

**Attendees:** Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability), Alice Hands (Sir Robert McAlpine), Ian Nicholson (Action Sustainability), Emma-Jane Allen (Action Sustainability), Peter Johnson (Kier), Becky Bryant (Action Sustainability), Ursula Cooper (Action Sustainability), Rosie Watts (Action Sustainability),

**Apologies:** Aaron Reid (Balfour Beatty), Lucy Hind (Covance), Steve Enright (Abellio), Charlie Roberts (Cofely), Harriet Phillips (WP Group), Kevin Moran (Galliford Try), Siwan Kalatzi (Centrica), Cara Palmer (Wates), Helen Carter (Action Sustainability), Dan Firth (Interserve), Julia Barrett (Willmott Dixon), Aidan Franks (Costain), Anna Cantwell (Aggregate Industries)

### 1. Update on actions & Operational Update:

Hilary Hurrey reported back on the actions from the last meeting.

The National Statistics Office (NOS) had been contacted and it seemed they held data on the Construction Industry in terms of value of work by trade.

Hilary Hurrey also gave an overview of the progress against KPI's and deliberables to date. At the end of Q1 the School is on track to hit the active members target, though it is recognised that this becomes harder as the year progresses.

#### Agreed:

- It was agreed that the Operations Group needs to decide what it was they wanted to know and then approach the NOS to find out if that data is held.
- It was agreed that the School team need to look into running workshops where there were areas of weakness for Partners supply chains. This information can be seen on the dashboards.

#### Actions:

- ✓ Hilary Hurrey to add the figures for assessments etc for the Management department as this forms part of the activity of members.

### 2. Updates on Special Interest Groups

The Social Value by Design publication was now on its second review and is due to be completed and launched in September.

The BIM online diagnostic is due to be delivered by the end of September. No comments were made on the brief distributed.

The Sustainability Performance Measurement SIG had got off to a rocky start with a low attendance and Ian Heptonstall reported that he had spoken to UKGBC very recently who are investigating the same thing. As a result they have agreed to work with the School to ensure that no work is duplicated.

### 3. Supply Chain Mapping – Category Planning

Ian Heptonstall described how the work of the Supply Chain Mapping Group and Materials Group has concluded that the School would provide far more value to Partners, in particular for the Materials Group Partners by forming Category Groups which will focus on specific areas which relate to those Partners. The groups would decide on a key sustainability theme (s) which need addressing and work towards providing a solution. These groups are not SIG's as they are seen to be long term. It has been agreed that 2/3 groups will be tested this financial year.

Feedback has been sought with Partners and to date a key piece of feedback is that some Partners have stated that they would not want to be on the same group as their competition. As a result it was suggested that the groups could look at focusing on specific workpackages.

#### Agreed:

- The work packages suggested are:
  - ✓ Demolition
  - ✓ Infrastructure (*roads, utilities*)
  - ✓ Foundations
  - ✓ Frame & envelope (*walls, roofing, windows & doors*)
  - ✓ Plumbing
  - ✓ Electrical
  - ✓ Interior fit-out
  - ✓ Landscaping
  - ✓ Site services, labour and maintenance

#### Actions:

- ✓ Ian Nicholson, Ian Heptonstall, Shaun McCarthy and James Cadman to meet to formalise and agree the structure of the groups.
- ✓ Graham Edgell, as Chair of the Materials to be updated by Ian Heptonstall.
- ✓ The Partners will then be consulted again based on looking at work packages instead and feedback sought.

### 4. How can the School grow impact – group exercise

Hilary Hurrey gave a brief recap on the Logic Chain model and circulated the Logic Chain Model developed for the School. Ian Heptonstall presented parts of the Impact report which was written for the FIR project.

#### Agreed:

- It was agreed that there should be a focus group who is asked to fill in the survey year on year.
- The questions asked should remain the same each year so that any progression is highlighted.
- The survey and feedback approach will not be anonymous to allow for further follow up, in particular to produce case studies.
- Outcomes were defined as the change in procedures or process e.g. what have you done differently as a result of attending xx course?

- Impact was defined as the difference this has made e.g. xx organisation has reduced waste and we are now reporting on this, therefore the School has helped the organisation reduce carbon.
- The problem was revisited and should be written as:  
*The industry lacks an efficient supply chain that would enable them to build the sustainable infrastructure and buildings that their clients are increasingly demanding.*

*As 80% of contractor spend is with their supply chain they depend upon their supply chain to build greener, leaner and more profitably. Reductions of: 50% CO2, 50% programme, 33% cost.*

- The outcomes measures were suggested to be around:
  - ✓ Procurement processes
  - ✓ Monitoring Sustainability impacts
  - ✓ Embedding sustainability (e.g. recruiting & managing people)
  - ✓ Business processes
  - ✓ Monitoring & evaluating
  - ✓ Verifying
  - ✓ Level of maturity
- The impact measures were suggested to be:
  - ✓ Leadership understanding and articulating the benefits of the School & sustainability
  - ✓ Managers understanding the School & sustainability
  - ✓ Enabled productivity
  - ✓ Win more business
  - ✓ Improved collaboration
  - ✓ Improved supplier engagement
  - ✓ Improved community engagement
  - ✓ Better able to bid for work
- It is suggested that a statistician is consulted to understand how the feedback and audience responding should be treated.
- It was also suggested that a third party deliver the questionnaire and provide the results.

**Actions:**

- ✓ Hilary Hurrey to develop and circulate the questions to the Ops Group for feedback (prior to the next set of Leadership groups in September).
- ✓ The questions set to then be sent to CITB to understand if they cover their requirements for the project showing impact; this will then also be sent to all Partners and discussed at the Leadership groups to ensure that the question set will show the impact required.
- ✓ The next meeting will be extended to three hours in length and will focus on defining what 'Impact' may mean to the School.
- ✓ Hilary Hurrey to find out what type of data is kept on the built environment by the National Statistics Office in case it is of relevance to impact.

**5. AOB**

Hilary Hurrey explained that a deliverable for December is to have reviewed ten elearning modules. There suite of 50+ elearning is reviewed regularly. Therefore there there was a list of 13 elearning modules ranging from 2014 – 2015 which could be reviewed. The Sustainable Timber elearning module was already being reviewed.

Emma-Jane Allen reported that the Homes Group have asked for the Homes group Partners SMART sustainable targets to be put into a matrix and used at events such as supplier days to help the supply chain understand what their clients are aiming for. They have suggested that all groups produce this matrix.

**Agreed:**

- The following elearning modules should be reviewed:
  - ✓ CEEQUAL
  - ✓ Green Infrastructure (Pete Johnson could review)
  - ✓ Carbon in Infrastructure (the carbon team in Sir Robert McAlpine would review)
  - ✓ Energy & Carbon Efficient Buildings (the carbon team in Sir Robert McAlpine could review)
  - ✓ Life Cycle Analysis (Ian Nicholson could review)
  - ✓ Circular Economy (Ian Nicholson could review)
  - ✓ Building the Case for Sustainable Construction
  - ✓ BES 6001
  - ✓ Engaging a diverse Supply Chain
- The FM group should be asked which FM related elearning should be reviewed.
- Shamir Ghumra should be approached to find out whether the BES 6001 elearning module should be reviewed.

**Actions:**

- ✓ Hilary Hurrey to follow up with elearning review and the relevant volunteers, as well as speaking to Shamir Ghumra and asking the FM group to feedback on the FM related elearning modules.
- ✓ Hilary Hurrey to also ask Arnold Laver to review the Sustainable Timber elearning module.
- ✓ Emma-Jane Allen to report back at the next Operations Group meeting on the Homes SMART Target matrix.

The date of the next meeting will take place on Tuesday 26<sup>th</sup> September, 10.30am – 12.30pm, Balfour Beatty Offices, Canary Wharf.