

Infrastructure Leadership Group

20th April 2021

Welcome and Introductions:

The following Partners was introduced to the group as new Partners of the School in 2020/21:



Action: Partners to contact Paul Parkinson – Paul@supplychainschool.co.uk with any potential Partner leads.

Procurement in the Aerospace & Defence Sector:

Andrew Brown, Procurement Director at Leonardo UK was introduced to the group and discussed supply chain resilience – risk & opportunity management for Leonardo UK.

Andrew explained Leonardo’s business environment:

- Mix of civil/commercial and military/defence (focus on the latter for Leonardo)
- Low volume, high mix environment for platforms and products
- Engineering and Project Management core competencies
- High tech’ manufacturing, high percentage sub-contract to partners & suppliers
- Strong focus on teamwork (Integrated Project Teams – IPTs) and lifecycle management
- Strong order backlog, book-to-bill ratio’s >1, good growth potential. Competitive
- Balanced business plans between Home (UK, Italy, USA, Poland) and Export markets

The current Procurement – People & ways of working:

- **Effective management of “big company syndrome”**
 Like-minded & strong ethos to work together as a professional function (it’s not a popularity contest)
 Efficient approach to “local” Procurement
- **Have become much more integrated and less isolated over the last 10 years.**
 C-suite influence at all management levels (Group, Regions, Sites and Divisions – our P&L sectors)
 Procurement within the IPT was a game-changer.
- **Hybrid model**
 Customer centric: Supplier management through our IPTs (effective)
 Strategy/category/capability as central or shared service (efficient)
- Investments in graduates & apprentices every year
- Strong industry procurement collaboration (including. CIPS -ADPG)

- Pioneered z-path career development over many years

Andrew also explained the challenges Leonardo UK have faced:

- Challenges faced – Savings - financial reference and business drivers.
- Covid 19
- Brexit
- Supply Chain Mapping

To conclude Andrew provided a summary to the group of Supply Chain resilience – risk & opportunity management:

- Keep the Customer Chain aligned with the Supply Chain.
- Be “on the same side” with internal stakeholders.
- Be “on the same page” with partners and suppliers.
- Through the eyes of the Customer:” Supply chains compete”.
- Through the perimeter of Sustainability, Procurement can bring far greater value beyond savings.

For further information please refer to the pre-read.

Action: Shaun to contact Andrew regarding the Climate Action Group and the Sustainability Tool

Actions from previous meeting:

- *Shaun to investigate extending the Wellbeing SIG.* The Wellbeing SIG has now been extended and is reconvening on the 28th of April.
- Partners to contact Becky@supplychainschool.co.uk if they would like to join the Lean leadership group.

Actions:

- Partners to contact Robyn@supplychainschool.co.uk if they would like to join the Wellbeing SIG.
- Partners to contact Rosie if they would like to set up a 1:1 session with Shaun.

General School Update:

The group was shown the results from the recent School Impact survey. The results showed that the number of active users within the School has increased by 77% since last year. The survey does show a slight decrease on areas of sustainability and impact on business performance however the School believe that this is a result of COVID -19 and its impact on organisations.

For the full report please [click here](#).

Website Analytics:

An update was also provided on the School’s website analytics. The analytics show that there has been a 51.54% increase in page views compared to 2019, indicating that the visitors were more engaged in 2020. There have also been +46.51% additional users to the website versus 2019, of which 82.8% of visitors had never visited before. The School has also seen an increase in international users specifically in the Netherlands, Finland and Austria, this may be due to all of the School’s training sessions now taking place virtually.

Training sessions:

Partners were reminded that they are entitled up to 5 workshops per financial year (April – March), ***please note that these workshops cannot be carried over to the following year.***

Embodied Carbon in Infrastructure Business Bytes – 18th May



Following on from actions from the previous leadership group meeting an ‘Embodied Carbon in Infrastructure’ business bytes has been developed. This session will take place on the 18th of May from 10:00am – 12:00pm on Zoom webinars. Speakers include **BAM, Costain & Willmott Dixon.**

At this session you will hear from a panel of experts in this field to understand what embodied emissions are, how to measure and reduce them. There will also be an opportunity to ask questions and join in the debate.

[REGISTER HERE](#)

Actions:

- Rosie to send the workshop catalogue to the group.
- Partners to promote the ‘Embodied Carbon in Infrastructure Business Bytes’ to colleagues, supply chain & on social media channels.

An update was also provided to the group on the category & special interest groups within the School alongside the School newest resources. Please refer to the pre-read for further information.

Website Development update:

- The School has launched a new topic area – [Procurement](#), this includes 8 new e-learning modules, a new self-assessment & 198 Procurement resources available.
- The School is also launching a new topic area – Digital, this includes 4 new e-learning modules, a new self-assessment & 132 Digital resources available.
- There is going to be a new market - Heritage within the School this will include 5 new e-learning modules, new tag for resources and a new tick box for users to express interest.
- Radar Charts
- Streamlining the Partner Dashboards – dashboards now have tabs to allow for quicker load times.
- Marketing automation

Potential Social Value Group:

The School has delivered significant contributions to the social value agenda over time and has built up a substantial knowledge library. However, the agenda is moving fast, with the implementation of new procurement policy guidance from government and an increasing desire to measure, manage and quantify social value. The School is considering setting up a group to direct the School’s work in this area and to build collaboration between Partners.

Below are the initial terms of reference for the group:

Aim

To improve the delivery of social value in the built environment sector through collaboration and capacity building

Objectives

- To share best practice and challenges among partners
- To steer the School's delivery on social value (events, learning pathways, knowledge library etc.)
- To collaborate with thought leaders and academics to shape the future agenda.
- To explore any additional work the School may do in this area and potential sources of funding.

Proposal

- To invite interested partners to an initial meeting to shape the terms of reference.
- Potentially meet virtually 5-4 times per year

Majority of the group expressed an interest in a Social Value group being developed. It was suggested that if Social Value is being addressed, it should be broken down to address specific sub issues.

Homes Packaging Data Collection Trial – update and opportunities for future collaboration

Matt Nichols from Reconomy and Mark Turner from the School presented to the group the work they have completed on the Homes packaging data collection trial.

Overview of the project:

- Working with Zero Waste Scotland and three of UK's largest Housebuilders – Bellway, Taylor Wimpey and Barratt
- Project supported by Valpak – Insight Platform
- Objective - to gain detailed understanding of packaging flows from major suppliers (e.g., bricks, timber products, kitchens, drylining, bathroom products etc) chosen on a materiality basis.
- Initial discussions confirmed that a lot of these supply sources are common or similar – materials and suppliers/manufacturers.

Project findings:

- Data collection complete
- Initial findings have been discussed individually with partners.
- 33 usable responses from 58 manufacturers and suppliers
- Therefore 25 did not respond, effectively or at all – potential reasons?
- - did not have the information?
- - did not want to share the information?
- - nominated supplier/manufacture contact/s did not locate the person or department in their organisation that holds the information?
- - stalled process due to current circumstances?
- - others?

The group was shown Valpak's insight platform- this can be found in the pre-read.

Future opportunities:

- Agree principles of collaboration for project Partners for future activity.
- Wider and more thorough analysis
- Using data as an insight into commercial implications, potentially develop industry guidance and approach suppliers/manufacturers to agree methods of reducing/adjusting packaging and improving recycled content.
- Run “Innovation Day” – Business Bytes session/s.
- Develop case studies demonstrating the process and also examples of innovation, what worked well/less well, etc Focus on pallets – national pallet collection scheme – is there something better we could do? More systemic change? Might need cross collaboration!
- Continue to use the opportunity to share – this can be positive and informal.
- Develop programme/s for other sectors – e.g., Infrastructure/Utilities, Fit out, M&E etc?

Action: Group to decide if this is something they would like to do going forward.

Potential Utilities collaboration



The School has growing number of clients from the utilities sector joining the School, including water, electricity, and gas businesses. There is a common interest between these businesses, particularly related to the drive to sustainability from regulators Ofgem and Ofwat.

We believe there are opportunities for these businesses to realise greater value from the School by collaborating on joint initiatives. We propose to facilitate a single meeting to explore opportunities with a view to establishing a series of initiatives.

Initial thoughts on opportunities for the group:

- **Sharing**
A regular forum to share challenges and best practice.
- **Pooling**
Each partner is entitled to five workshops. Is there benefit in pooling the workshops?
- **Communicating**
Opportunities for a series of joint virtual events
- **Learning**
Opportunity for a joint learning pathway
- **Bespoke e-learning?**
- **Measuring**
SSE and Cadent Gas have both agreed to use the Performance Tool to measure and manage supply chain performance. Are there opportunities to have a consistent approach?
- **Driving new standards**

Working together on common problems such as scope 3 carbon, single use plastics, social value etc.

Action: Additional Utilities Partners to contact Rosie if they would like to join this group

AOB:

- Partners to provide any potential speakers for June's leadership group meeting.
- The next meeting is taking place on the 23rd of June 2021 – 10:00am – 1:00pm.