

Leadership Group for Scotland

NOTES and ACTIONS

25 February 2021 – 14.00h to 16.00h Online

Attending:

COMPANY	NAME
Kier	Craig McAndie
SP Energy Networks	Claire Roxburgh
Balfour Beatty	Jim Brannan
Morgan Sindall	Elizabeth Halliday
Morgan Sindall	John Murray
Morgan Sindall	Willie Campbell
BAM	Michael Shields
Robertson	Martin Dick
Robertson	Graeme Hannah
Supply Chain School	Andrew Wilson
Supply Chain School	Ian Heptonstall
SGN	Faye Tester
Reconomy	Rowena Miles
Elliott UK	Catherine McFadzean
CSIC	Jennifer Smart
SPEN	Steven Vallance
SPEN	Claire Roxburgh
CITB	Barry Dawson
Marshalls	Matt Connell
Siemens Mobility	Keith Lyle

Apologies:

Danny Sullivan	Eibhlin Flynn
Zero Waste Scotland	Stephen Boyle
Skanska Cementation	Katie Atherton
Scottish Water	Gail Marshall
VGC	Sean Dempsey
SP Energy Networks	Steven Vallance

Summary of Actions from this meeting:

ACTION	RESPONSIBILITY
Strategy for 2021/2022 – focussing on Carbon and related issues / “enablers” was accepted by the Group	Andrew to work with the Group to drive and deliver strategy
Awareness and use of Passivhaus standard to be promoted to reduce operational carbon from buildings. Possibility to link in with / collaborate with CSIC and Passivhaus Trust to introduce more supply chain companies to Passivhaus	Andrew, Jennifer
Protection of Natural Capital was suggested as another topic to include in the 2021/2022 training programme	Andrew

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“ Design out Carbon ” workshop to be run for the Scottish Market to promote carbon reduction methods at design stage	Andrew
A sub-group / working group would look in more detail at developing and encouraging greater take-up of Learning Pathways across Scottish market – for example identification/promotion of job functions most relevant to specific E-Learning Resources / Learning Pathways	Andrew, Claire (SPEN) + others as invited
Plastic packaging data collection pilot full report and next steps to be provided at next meeting (May 2021)	Stephen / Nick
COP26 – the School would be running activity to mark COP26 – either as part of the official programme and/or as a “fringe” activity during the COP26 period	Andrew
COP26 – Andrew to investigate options for collaborating with Partners who are also planning activity during COP26, or who are already part of COP26 itself. These include SPEN (Scottish Power are a COP26 official partner), Zero Waste Scotland, CSIC	Andrew, Claire, Faye, Nick, Jennifer
Hydrogen Supply Chain Event – 26 March 2021 This “Business Byte” webinar will present projects, technologies and market innovation as industry prepares to supply hydrogen at scale into domestic and commercial buildings. SGN would present as part of this event, along with other Network Operators and National Grid.	Andrew, Faye
Partners are requested to sign the “ People Matter ” Charter, if they have not already pledged their support.	Andrew to send information to Partners. TO sign the charter, Partners should contact Helen Carter – helen@supplychainschool.co.uk
Lean Construction Leadership Group	Partners interested to please email Becky Bryant - becky@supplychainschool.co.uk

Agenda and Notes from this meeting:

1. Notes and actions from last meeting / matters arising

No matters arising which were not being discussed as part of this meeting.

2. Operational Update

UK update

Scotland update

Waste – progress on the Homes Plastic Waste Project.

UK Update

Information on numbers of Resource Views, E-Learning Views, Training Activities and Numbers of Learners – for 2020-2021, were shared. Please see accompanying slide deck for details. All numbers

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had increased substantially with numbers of learners increasing by 132% relative to corresponding period last year. 236 training activities had been delivered from April 2020 – end Jan 2021. A slight decrease in number of organisations was seen – but two months of the current financial year remained so likelihood is that this figure will also be above corresponding level for previous year.

Scotland Update

The Scottish Region has 300 active School Members, from 1120 corporate accounts. The number of active members had increased by 33 since November 2020.

Target by end of FY 2020/2021 was 500. For the Scottish Market (encompassing the entire supply chain in Scotland so also including relevant companies doing business in Scotland, but located in England/Wales/NI) has 2,655 accounts and 690 active members (621 in November 2020).

Targeted marketing messages to encourage more active participation in the School across the Scottish based supply chain was having a positive impact.

Deliverables	Actual (Feb 2021)	Target (end March 21)
Total active member companies in Scotland (Any company attending training or using online resources)	300 (232M / 9B / 29S / 30G)	500
Members who are priority suppliers to major contractors in Scotland (Bracketed figure is for the leadership group Partners only)	179 (135)	200
Supplier briefings (Low Carbon Infrastructure Event / Scottish Construction 2021 / BB Briefing / Hydrogen in Built Environment) (Average of 30 learners @ each)	4	5
Training workshops / webinars* (e.g. Returning to Operations Post-Covid / Urban Regeneration in Aberdeenshire / Servitisation in Construction / Design out Waste) (Average of 15 learners at each)	4	6
Learners @ training (Number of individuals attending training and webinars)	411	380
New Partners Recruited (SP Energy Networks, Scottish Water)	2	4
Assessments (Corporate / Individual)	29 /100	200
Re-assessments (Corporate / Individual)	68/24	150

Priority Suppliers:

In terms of active Priority Suppliers, there are 179 of these companies based in Scotland, against a target of 200.

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This figure now includes Priority Suppliers to *any School Partner*, rather than only those Partners who sit on the Scotland Leadership Group. This gives a truer indication of levels of activity among all Priority Suppliers to School Partners.

In terms of specific Scottish market events, total attendance was over 350, with one event due to run on 26 March. This next webinar is “Hydrogen in the Built Environment”, which will present projects, technologies and market innovation as industry prepares to supply hydrogen at scale into domestic and commercial buildings. SGN would present as part of this event, along with other Network Operators and National Grid.

New School Resources

New resources - including several recently published E-Learning Modules - were shared with the group. Further new content would include modules and other tools/resources on subjects of digital and procurement.

Lean Construction Leadership Group

The School is setting up a Leadership Group of our Partners who are interested in; Operational Excellence, Process Improvement and Lean Construction, or simply building better. Attendees could be: Business Improvement Managers, Operational Directors, Head of Innovation, Lean Construction Practitioners etc. Any Partners wanting to recommend a colleague should email contact details to becky@supplychainschool.co.uk

People Matter Charter

Partners were reminded about the 8 commitments within the People Matter Charter, that many organisations have already signed up to. Partners on the Scottish Leadership Group can find out more and become a signatory by contacting helen@suplychainschool.co.uk

Waste – Plastic Packaging Homes Data Trial

Nick Ribbon (ZWS) updated the meeting on progress in terms of quality of data being reported, and likely future activities which this pilot study will provoke. Full results and a report on the pilot project will be available at the next meeting scheduled for May. The Plastic Packaging tax is being introduced on 1 April 2022, so industry has an urgent need to address the quantity and type of plastic packaging it uses. The aim of the pilot is to demonstrate how much plastic is currently being used, and how much can be reduced and eliminated from the supply chain / waste stream of the construction industry, through new ways of working and different packaging materials / methods being used.

3. Learning Pathways

Learning Pathways have seen good levels of engagement since they were introduced by the School as a method to increase and deepen learning on a particular issue, Partner’s staff and/or supply chain, or marketplace. Pathways can link together different resources into a connected experience, and individuals can demonstrate completion by gaining a badge.

Partners are using Pathways to direct suppliers to specific topics in line with their sustainability priorities. For example SGN and SPEN are both using this method to engage suppliers and sub-contractors in particular learning issues and School resources.

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For Scottish Partners and Members to maximise benefit from Learning Pathways, a sub-group will be established to look at increasing use of Pathways and possibility of developing new Pathways for the Scottish market. Issues this group would consider would include:

- Sign up / ease of allocation of pathways
- Targeted approach
- Allocating specific Pathways to job types/individual profiles
- Length of pathways
- Pathways / resources most suitable for Scottish market and aligned to 2021/2022 business plan

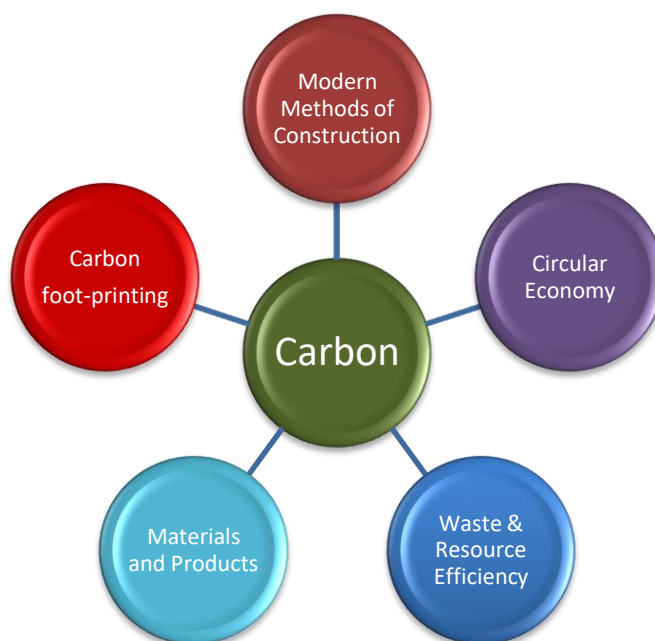
4. Scotland Business Plan 2021/2022

The 2021/2022 business plan has been developed from discussions during the November 2020 meeting, and subsequent discussions with Leadership Group partners in December 20 and January 21.

The accompanying slides provide detail on the 5 key priorities for Scotland:

- Build carbon literacy and measure impact on carbon reduction**
- Standardise engagement and activation of priority suppliers**
- Increase access and use of online learning**
- Increase membership across Scotland**
- Develop new learning content and pathways for Scottish Market**

Core theme would be learning and measuring the School's impact on Carbon. The 2020 annual survey for Scottish members (results due in March 21) would show a useful baseline for carbon related impact Other learning priorities (eg MMC and Circular Economy) would support this core theme, as follows:



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Key Performance Indicators were agreed as follows, based on progress during 2020/2021 and potential to further expand the School's activities and influence in Scotland:

Deliverables	Q1	Q2	Q3	Q4	Total
Active Member companies (cumulative)	300	350	400	450	450
Priority Suppliers who are Active Members (cumulative)	180	200	220	250	250
Learners @ training (Number of individuals attending training and webinars)	150	150	150	150	600
Business Bytes - Supplier Briefings (Average of 50 learners @ each)	2	2	2	2	8
Training Workshops * (Average of 20 learners @ each)	1	1	1	1	4
Lunch n Learns (1 hour) (Average of 100 learners @ each)	See below *				
E-learning completions	50	50	50	50	200
Learning Pathway completions	25	25	25	25	100
E-marketing campaigns (Monthly market news)	3	3	3	3	12
Assessments and re-assessments (corporate / individual)	30 / 60	30 / 60	30 / 60	30 / 60	120 / 240
Bronze, Silver & Gold members (cumulative)	75	100	125	150	150

The School would create new E-Learning Modules relevant to the Scottish Market, including Circular Economy and Carbon. This activity would provide potential for new Learning Pathways, for example on Carbon, which could be promoted and used more widely across Scotland to increase knowledge and awareness through the supply chain.

Discussions were held on the Business Plan itself, and the opportunity to connect School activity to the UN Climate Change Conference COP26, being held 1-12 November in Glasgow.

Suggested additions or complementary activities for the Business Plan were:

Increase awareness and understanding and use of the Passivhaus standard to reduce carbon emissions over a building's lifetime

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Consider issues such as “Designing out Carbon” and “Procuring out Carbon” to influence decision making “upstream” in construction and infrastructure projects.

Include if possible awareness / protection of Natural Capital

Emphasise importance of obtaining and managing accurate Carbon Data, and how the Carbon Tool can assist with measuring supply chain carbon

In terms of planning activity for COP26, the School was requested to connect with SP Energy Networks, SGN, Zero Waste Scotland, and CSIC primarily to take advantage of any synergy and provide best value to industry. Any application or eventual activity being run by the School – either as part of COP26 or as a “fringe” activity to coincide with the Summit, would be communicated to the Group for onward dissemination to supply chain in Scotland.

5. AOB

DATES OF NEXT MEETINGS

Thursday 21 May 2021

1400h-1600h Online

Thursday 26 August 2021

1400h-1600h Online (or physical meeting if possible)

Thursday 25 November 2021

1400h-1600h Online (or physical meeting if possible)