

## CASE STUDY: BRIGGSAMASCO

### BACKGROUND

BriggsAmasco Ltd is a national specialist flat roofing sub-contractor, employing 250 people with a turnover of £39m. With 9 branches throughout the UK, they have a broad customer base and have worked with many of the School's main contractor partners such as Sir Robert McAlpine, Lend Lease, Carillion, Willmott Dixon and Balfour Beatty. They also work directly with clients.

Janice Tyler was appointed to a newly created role, 'Environment and Supply Chain Manager' in 2013 (as a direct result of their engagement in the School) and heads up sustainability for the company, both in relation to mainstreaming it in the business, as well as within the supply chain.



This case study revisits the initial case study on BriggsAmasco (published by the School in 2014) and highlights the progress they have made over a 4 year period since their initial engagement.

### INITIAL ENGAGEMENT

BriggsAmasco has been a member of the School since its launch in 2012. Their Managing Director attended the very first supplier day in London, at a time when they were starting to look at how to best to embed sustainability within the business. They were impressed by the collaborative nature of the School, together with the wide range of resources available, and agreed that the School would provide an ideal framework and starting point for their sustainability journey.

### SELF-ASSESSMENT & ACTION PLAN

After attending the School launch in June 2012, the Managing Director ran a self-assessment workshop with key staff including HR and Finance Director, SHE Adviser, Technical and Quality Manager, and Senior Commercial Officer. They recognised the importance of pooling company knowledge so as to get both an unbiased and accurate understanding of where the gaps in competence were, and a meaningful Action Plan.

Once the Action Plan had been created, responsibility for driving this forward was allocated to Janice, and she was appointed the new role of 'Environment and Supply Chain Manager'. Over the last 4 years Janice has embraced this opportunity, and has used the self-assessment and action planning tool as a mechanism to drive continuous improvement within the business and its supply chain. They retain the team approach in driving this forward, and meet formally once a year to review and monitor progress within the School. The company is now working its way through its 10<sup>th</sup> Action Plan and is encouraging its supply chain to use the tool.

*"The School is a continuing source of useful information. Being an active member gives me the confidence that when I am putting forward a proposal, viewpoint or presenting to our employees or clients, the information is relevant and accurate".*

Janice Tyler, Environment and Supply Chain Manager, BriggsAmasco

### IMPACT

As this case study is a combination of progress reported in both 2014 and later in November 2016, impact has been staggered to reflect progress over time.

In 2014, as a result of joining the School BriggsAmasco had:

- ✓ Appointed a dedicated 'Environment and Supply Chain Manager' who was responsible for driving the sustainability agenda within the business. Prior to this no employees had a specific remit in relation to sustainability.
- ✓ Incorporated sustainability targets into personal objectives. For example Janice Tyler had a personal objective for the company to be a Gold member of the School (which was achieved)
- ✓ Taken a proactive partnership approach to encouraging existing suppliers and potential new suppliers to join the School and embrace the sustainability agenda. Information about the School was sent to key suppliers asking them to sign up, highlighting the business benefits of membership. Data was also collected from key and potential new suppliers to record if they were members of the School, and if they were working towards Bronze, Silver or Gold.
- ✓ Taken a proactive approach to communicating sustainability related issues internally with a view to changing behaviours and cultures, and embedding sustainability into the core of the business. For example fact sheets were created on a regular basis and shared with the team and on the company intranet, and e-learning modules were used for internal training.
- ✓ ISO14001 - the learning gained from using the school's tools helped to retain their ISO 14001 accreditation.

- ✓ Agreed to encourage local supply where feasible, and dedicate resource to creating apprenticeships – The School has generated a greater awareness of the impact their operations can have, not just from an environmental angle, but also in relation to social issues. They have seven apprenticeships planned for January 2015 and also sponsor a local youth community football team.

By October 2016, 4 years on from first joining the School BriggsAmasco have:

- ✓ Retained their Gold badge, and have worked their way through 9 Action Plans, and are due to complete their 11<sup>th</sup> assessment in Jan 2017
- ✓ Upskilled their staff in a wide range of sustainability issues by participating in School workshops on Fairness, Inclusion, and Respect (FIR), Developing effective local and SME supply chains, Getting to Grips with Responsible Sourcing, and Responding to the Modern Slavery Act.
- ✓ Influenced the development of the School's 2020 Vision. As a Gold member of the School they were invited to join the School's Partners in a workshop dedicated to fleshing out the School's Vision. *"This was a fascinating insight into the future of the School and I was delighted to be able to offer our opinions in a formal capacity"*
- ✓ Identified Modern Slavery as an increasingly important issue and have run in house training sessions on this for all Branch Managers and Contract Managers at their annual forum. This was a direct result of their HR officer attending a modern slavery workshop delivered by the School.
- ✓ Instigated an assessment of their supply chain in relation to their levels of knowledge around modern slavery, and the implementation of the Modern Slavery Act, with a view to understanding more about the levels of potential risk in the supply chain. This is currently a work in progress and is in its early stages.
- ✓ Continued to focus efforts on developing a more sustainable supply chain. In addition to their sustainable timber policy, they have now written a new Sustainable Procurement Policy which has been published on their internal intranet. This became a priority after the Finance Director (who now has commercial responsibility for their suppliers) attended a workshop on Responsible Sourcing alongside Janice.
- ✓ Embedded questions about the School into their supplier management processes – suppliers are asked about their engagement with the School in the pre-appointment assessment, and are encouraged to share their progress through the School at supplier review meetings.
- ✓ Developed an 'Innovation Bootcamp', replicating the model used at School supplier days, and have run this at their annual forums with the aim of engaging Directors, Branch Managers and Contract Managers to help stimulate innovation and overcome common challenges within their own organisation and its supply chain.
- ✓ Used the School's e-learning modules to devise internal fact sheets that are published on the company's intranet. Each time Janice completes an e-learning module she summarises the key points and actions that are relevant to the business, and shares this on the intranet for all employees to access.
- ✓ 9 Apprenticeships in place at present, and 18 employees working on NVQ qualifications. One of their apprentices represented the UK in the World Championships for Young Roofers in Warsaw in October and won the presidents' prize for innovation in the waterproofing category.
- ✓ Set a series of KPIs in relation to monitoring cost savings on energy and fuel
- ✓ On a personal level, the School has helped Janice on her journey towards achieving PIEMA qualification.



## BENEFITS

**Cost / time savings** – BriggsAmasco use the School's resources on a regular basis, both to help promote individual professional development, and for general awareness raising about key issues prioritised by their organisation and its clients. Rather than spending money with consultants or trainers on developing resources or training courses from scratch, they have used the School's e-learning modules, workshop formats, and many of the School's presentations as a platform on which to then tailor / develop their own, saving both time and money.

**Reward and recognition** – BriggsAmasco have dedicated time and resource to developing their sustainability competence, and have been Gold members of the School for at least two years. They promote this in PQQs and tenders, and use the Gold badge on email signatures and on the website, with a view to highlighting their commitment to continuous improvement in this area. They also share their progress dashboards with their customers.

**Client recognition and enhanced reputation** – As a Gold member of the School BriggsAmasco has talked about its experience with the School at School Supplier Days. The School's Contractor Partners (all existing or potential clients), have been impressed by their case study and

BriggsAmasco is now recognised amongst the School's 30+ main Contractor partners as being extremely committed to developing sustainability knowledge and competence.

Networking opportunities – Both the Finance Director and Environment and Supply Chain Manager attend a wide range of School supplier days and workshops each year, providing an opportunity to network with like-minded businesses, catch up with existing customers, and meet potential new clients.

Better understanding of client requirements and priorities – the resources available through the School, in particular the e-learning modules and workshops have helped BriggsAmasco understand what the emerging issues are which are important to their clients. This helps them to stay ahead of the game and to adjust and adapt practices and pre-empt client requirements.

## LESSONS LEARNED

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Instigating changes in behaviours and working practices is extremely challenging, particularly when no immediate benefits can be seen. BriggsAmasco have found the most effective way of encouraging people to change the way they do things is by communicating face to face - as a small group presentation, tool box talk, or discussion group.

Just one dedicated person in a large organisation, with personal objectives linking to this agenda can have a significant impact, resulting in real business benefits.

As the sustainability agenda expands, more people in different areas of the business need to become actively involved in the early stages. For example HR's involvement in the workshop on the Modern Slavery Act has helped to increase BriggsAmasco's understanding of what they need to do and drive it forwards.

## THE FUTURE

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In order for the School to continue to be of benefit to BriggsAmasco it is important to:

- ✓ Continue to update the School on a regular basis, ensuring it features the latest industry news and resources.
- ✓ Continue to deliver face to face training workshops as well as developing new e-learning modules.
- ✓ Continue to amend the assessment questionnaire as new initiatives or legislation in the industry or sustainability occur.
- ✓ Involve the Gold, Silver or Bronze members in further visioning or similar workshops. Not every company is able to become a partner but an active member still has a vested interest in the School.
- ✓ Emails to advertise when a brand new e-learning module is available would be really useful.