

The 'Agent for Change' (AfC) Model:

Introduction:

When an organisation considers changes within the business, such changes can lead to culture shock, where passive resistance is likely, due to upsetting the norm and the imposed need for potentially having to adjust & realign work processes. In such situations Governance is key! Without direction at senior level, any proposed cultural change will no doubt meet barriers and fail!

Governance needs interactive group structures, coherent communication, the proper media by which information is shared, how decisions are made, how and who is delegated authority, strategic direction, monitoring of actions and mitigation of shortfalls to continually improve.

What follows is the proposed model to implement a culture change which endorses sustainability throughout the business, by empowering those within the business that are enthusiastic about sustainability and who can understand how their initiative-taking engagement and actions can have influence.

'Agent for Change' is an initiative to implement actions and influence others towards sustainability within the organization by empowering individuals across all departments to champion sustainable practices. J Coffey Construction's commitment to the AfC program reflects its dedication to embedding sustainability principles into every aspect of its operations, ensuring long-term viability and adaptability in today's dynamic business environment. Moreover, the AfC model offers a versatile framework applicable across industries, emphasizing governance, empowerment, and a holistic sustainability approach. This approach equips organizations with the tools to navigate change effectively and emerge as leaders in sustainability and innovation.

To implement a cultural change that supports sustainability throughout the business, empowering an 'Agent for Change' (AfC) within each Department of the business & Project team; will help focus how best practice can be applied throughout the business as a whole, rather than just siloed within the Sustainability Department. Just as Planet Earth is a system which is made up of a diverse number of other interconnected systems that makes it function, so is an organisation with its various departments, which enables it to supply a service that is evolving, self-generating, adaptive and resilient in a marketplace where Sustainability is the new advantage.

Current Status:

Commencing any initiative in an organisation will require an understanding of what the baseline of current practice is within the various departments; to do this, a transparent discussion with Department Heads and staff is essential to understand what the barriers and potential solutions are to embrace a more sustainable work practice. Such barriers might include an inefficient process, not understanding the associated sustainability metrics within the department, for example, Sustainable Procurement would apply to the Purchasing Dept. but not to Human Resource Dept. Efficiency of individuals is also particularly important, so as to understand their needs by way of further training and development.

Once the relevant department assessment has been conducted, results will be analysed with considerations advised to the Department Head, and an 'Agent for Change' (AfC) appointment will be made for the best candidate who shows a passion and willingness to check the proposed changes in department culture and champion implementation.

The appointed AfC for each Department & Project, will commence a 'Learning Pathway' as collaboratively developed with the **Supply Chain Sustainability School** that has been tailored to meet the relevant sustainability metrics that apply to the individual departments; such training will include but not limited to: Sustainable Procurement, Carbon Reduction, EDI, ESG, Modern Day Slavery, Social Value, Waste Management, Pollution Prevention, Water Conservation, Biodiversity, OSM, Life Cycle etc.

Department Sustainability Differentials:

DESIGN/ESTIMATING DEPARTMENT:

Suggested Metrics:

(Sustainable Procurement/Carbon Reduction/Social Value/Waste Management/OSM/Life Cycle Analysis/EDI)

- Is there any opportunity for off-site manufacture (OSM), pre-fabrication such as steel cages for beams and pad foundations to minimise deliveries & travel time, modular construction, all the forementioned to reduce use of plant.
- Use of BIM technology to design alternative construction methodologies and propose opportunities to reduce embodied carbon in relation to our package of works.
- Substitute formwork for Beamform & Trick Track spacers to reduce excavation and use of timber.
- Understand the life cycle analysis of materials such as aggregate options for sub-base, concrete, backfill etc., to procure more locally and reduce the impact of long-distance logistics and to choose more eco-friendly materials subject to approved specification.
- Low carbon concrete specification options for high content of GGBS, cement substitute, considering impact and design mitigation measures that compensate for a concrete product that takes longer to cure.
- Ensure Purchasing Dept. has been accurately informed of material type and supplier certification compliance.
- Consider use of **Bastech BFRP** (Basalt Fibre Reinforced Polymer) in place of Steel rebar Accounting for a 60% reduction in carbon emissions. Subject to cost and design approval <http://basalt-frp.co.uk/>

PURCHASING DEPARTMENT:

(Sustainable Procurement/Carbon Reduction/Waste Management/Life Cycle Analysis/EDI)

- Ensure material specification has been correctly recommended to avoid returns or materials not meeting compliance.
- Request Environmental Product Declarations (EPD's).
- Request no application of cling film wrap to palletised materials unless necessary.
- Request packaging/pallet take back scheme.
- Ensure local purchase where practical to reduce journey distance of delivery.
- Consider bulk purchase of materials to storage holding area to avoid multi delivery requirement from long distant material providers, to enable call off as needed from local source.

SUPPLIERS & SERVICE PROVIDERS (Inbound Logistics):

(Sustainable Procurement/Carbon Reduction/Social Value/Modern Day Slavery/EDI/Life Cycle Analysis)

- Inform key members of the supply chain of the Organisations Carbon Reduction aspirations and ask how they can support our aim by way of alternative materials or efficiency in service delivery.
- Ask what they are doing to reduce their own carbon footprint.
- Request information associated to the delivery vehicles i.e., Euro 6, to enable data capture.
- Record source of delivery to project destination distance.
- Request service providers to use their own employees that are local to the project to reduce commute.
- Ensure waste contractor O'Donovan are using HVO D+ Biofuel on all their fleet as advised.


HUMAN RESOURCE DEPARTMENT:

(Sustainable Procurement/Carbon Reduction/Social Value/Modern Day Slavery/EDI/ESG)

- Promote Company 'Green Skills' Learning Pathways initiative introduced into company.
- Ensure staff have access to our Carbon Reduction Plan.
- Train/Instruct Project Management to deliver carbon reduction training via online learning e.g., the Supply Chain Sustainability School.
- Ensure agency workforce providers are aware of our Carbon Reduction aspirations with a view to supplying local labour for projects.
- Publicise to workforce of the companies 'Cycle to Work Scheme.'
- Encourage staff to ride to work or use public transport.
- Promote in-house knowledge & mentor/share to sub-ordinates.

PLANT DEPARTMENT: Outbound Logistics:

(Sustainable Procurement/Carbon Reduction/Pollution Prevention/Modern Day Slavery/EDI/Waste Management)

- Ensure used PPE is recycled utilising the services of Social Enterprise 
- Ensure deliveries are planned with vehicles materials loaded in sequence to the planned route for an efficient outbound and inbound journey.
- Avoid peak times on roads to reduce journey time and carbon emissions.
- Ensure the size of vehicle is appropriate to the material or plant to be delivered.
- Ensure the delivery fleet is robustly serviced for optimum performance.
- Use Euro 6 vehicle fleet for emission zone compliance for logistic deliveries.
- Ensure plant & equipment delivered to site is electrically/battery powered to avoid carbon emissions.

HEALTH & SAFETY DEPARTMENT:

(Mental Health & Wellbeing/Pollution Prevention/Modern Day Slavery)

- Ensure used PPE is recycled utilising the services of Social Enterprise 

PROJECT OPERATIONS (Outputs):

(Sustainable Procurement/Carbon Reduction/Pollution Prevention/Modern Day Slavery/EDI/Waste Management/ESG/Mental Health & Wellbeing/Biodiversity)

- Use electronic plant on site as far as is reasonably practicable.
- Ensure plant & equipment is maintained for optimum performance.
- Do not over specify heavy plant for use on site if a smaller machine will do the job.
- Ensure diesel plant & equipment issued to site is retrofitted where practicable to mitigate fume emission.
- Use HVO D+ Biofuel instead of diesel on 94% of operational plant.
- Ensure the company 'No Idling Policy' is adhered to by delivery vehicles and plant on site that is not in use for short periods.
- Suppliers and service providers have provided delivery vehicle information along with origin of delivery to enable data collation.
- Ensure operative post codes are identified and where practicable appoint local operatives to project to reduce aggregate commute.
- Head office to collate Scope 3 emissions monthly and issue to 'Compare Your Footprint' for the annual report.
- Conduct Carbon Reduction Steering Group (CRSG) meetings to review data quarterly and evaluate findings to mitigate negative outcomes.
- Ensure competent Carbon Reduction Champions (Can be same as Waste Champion or AfC) are appointed on all projects.
- Ensure skips are fully utilized to mitigate voids to reduce skip delivery requirements.
- Waste contractor using HVO D+ Biofuel on all their fleet.

- Two-week look ahead reviews are conducted to ensure relevant deliveries can be planned to mitigate reactive delivery requirements.
- Reporting carbon reduction outputs to Main Contractor.
- Ensure waste end destinations divert 100% of waste from landfill.
- For waste timber, use so far as is reasonably practicable the Community Wood Recycling Scheme <https://www.communitywoodrecycling.org.uk/>
- Eliminate single-use plastic from office/welfare areas & material packaging.
- Adopt a paperless administration in project offices.
- Utilise opportunities to save water by capturing grey water run-off (Rainwater harvesting) into barrel type containers from covered storage areas where possible for use in damping down/concrete cutting/drilling operations.
- Utilise waterless or closed loop wheel washing systems (When responsible for the service provision).

SUSTAINABILITY DEPARTMENT:

- Monitoring all the above as forementioned
- Engage with Department AfC's and conduct initial quarterly Review Meeting
- Review feedback by AfC's and make recommendations to Department Heads and AfC's
- Communicate findings to BOD's and Senior Management and other actors implementing change.

ENGINEERING DEPARTMENT:

- Optional methodologies reviewed for a more sustainable approach to buildability
- Use of Greener concrete solutions
- Off-site manufacture of components
- Use of Modern Methods of Construction

DOMESTIC APPLICATION:

- Reduce thermostat control by one degree during winter
- Turn off electric items not in use
- When making Tea, only boil enough water for one cup
- Purchase food products and other that has no plastic packaging
- Use a bag for life rather than plastic bags purchased at shops
- Walk or use public transport where applicable
- Recycle waste products and consider options for re-purposing rather than discarding

Agent for Change (AfC)
Model:

