

Homes Leadership Group Meeting

Wednesday 15th June 2022

Date: Wednesday 15th June 2022

Attendees: Chair – Sarah Pratt (*Barratt Developments*), Steve Brewer (*Countryside Properties PLC*), Lorna Stork (*SIG UK LTD*), Alan Douglas (*Ardent Hire*), Jessie Stroud (*BBI Services*), Patrick Guest (*Arnold Laver & Company*), Many Messenger (*Advante*), Ben Stone (*Keepmoat*), Sabrina Passley (*Saint-Gobain*), Peter Shepard (*Reconomy*), Jon Walker (*MJ Gleeson*), Jon Gilbert (*Barratt Developments*), Kerry Wilson (*Bellway*), Lucy Hawkins (London Square), Alex Roberts (*Vistry Group*), Mark Kershaw (*Chrest Nicholson*), Adam Graveley (*Future Homes*), Tom Jagger (*Saint-Gobain*), Emily Landsborough (*Ibstock*), Molly Brydon (*Countryside Properties PLC*), Rob Worboys (*Lovell*), Gemma Tovey (*Lovell*), Lorraine Richardson (*CITB*), Anthony Lavers (*Taylor Wimpey*), Olivia Ward (*Redrow*).

Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.

Meeting notes

1. Welcome and Introductions

2. Update on Future Homes Hub (FHH)

Adam Graveley, Head of Technical and Innovation at the Future Homes Hub provided an update on recent developments. Key points:

Delivery plan and roadmap

- Aim to:
 - Build high-quality net-zero homes
 - Create developments that are nature-rich, healthy and resilient
 - Produce products and construction that support the above two points
 - Operate toward net-zero
- What FHH do differently:
 - Facilitate collaboration
 - Bring people together to answer the right questions at the right time
- Working with the supply chain to get the right product at the right price
- Desired Outcome: Reliable and cost-effective supply chain
 - Objectives:
 - Understand developer's needs
 - Understand the market for demands of goods and technology
 - Find ways to send clearer signals to the market
 - Develop procurement strategies
- Whole life carbon
 - Developing a whole life carbon working group
 - Aim to develop an industry led approach ahead of government law
 - Objectives
 - a. Establish business as usual baseline
 - b. Evaluate what reductions are possible – where are the opportunities?
 - c. Propose a framework or measurement with new build housing
 - d. Develop and publish a roadmap to create a common vision

- Want to discuss what scope of reporting is needed for new build homes
- EPDs need to be used so suppliers can inform home builders easily on the environmental performance of products
- o Q&A
 - OW (Redrow): Shared research on the proportion of their supply chain that had EPDs. In a questionnaire sent to 135 suppliers with a 58% response rate, 22 respondents said they had EPDs or were developing them.
 - SH (Redrow): Major organisations are advanced on this. The concern is with small manufacturers and fabricators who are not as prepared. The cost of EPDs is a barrier. Homebuilders need to be uniform in what they're asking.
 - MM (Advente) – Time and money is a barrier to EPDs for every new product.
 - BS (Keepmoat): There is a battle between which EPD frameworks are best. It is essential to do it but everyone needs to be aware of greenwashing due to its complexity.
 - EL (Ibstock): Helpful to have a consistent message around the importance of and the frameworks to go with for EPDs as this helps the internal business case

ACTIONS:

- Use the School to promote the importance of EPDs to help create a consistent message. *(Ongoing)*
- Consider individually, and collectively as the Homes Leadership Group, how to interact with the Future Homes Hub *(For the next LG meeting on 14/09/2022)*
- Consider how the Supply Chain Sustainability School can support the Hub to share information with the supply chain *(For the next LG meeting on 14/09/2022)*

3. Partner insights

Steve Brewer, Countryside, outlined their sustainable procurement strategy and how they have embedded the School into this. Key points:

- a. Supplier engagement
 - i. Approach people they felt were already on the sustainability journey to learn how to engage everyone else (SEE SLIDES)
 1. Countryside wants to help the supply chain their goals
 2. This helps benchmark which helps assess which suppliers need assistance against those who have best practices in place
 - ii. Looking for all suppliers to have bronze engagement with the school
 - iii. CPMK Engagement
 1. Consulted with School to develop an approach for how to engage suppliers
 2. Group Procurement team using School to upskill on sustainability
- b. Next steps
 - i. Requires full attention and there are many people out there who can help so these resources need to be utilised

- ii. Continually engage suppliers and subcontractors
- iii. Encourage supply chain to move out of 'inactive' engagement with school
- iv. Engage with suppliers to complete Countryside's Bronze Level Supplier Pathway
- v. Continue creating learning pathways for specific subcontractors
- vi. Make use of 5 SCSS workshops
- vii. Embed SCSS resources in internal learning system using the API
- c. Challenges
 - i. Some suppliers have been slow with SCSS interactions
 - ii. Some suppliers are not set up to give specific data (e.g. carbon and waste)
 - iii. Suppliers need support measuring social value
 - iv. Technology – always changing and some get left behind
 - v. Some suppliers have EPDs but they are only industry specific
- d. Successes
 - i. Supplier engagement has been positive
 - ii. Generally, suppliers are happy to engage
 - iii. Suppliers are happy to share how they are implementing new developments and happy to share data with us
 - iv. Responses to EPD have been good and some have been able to offer some specific to their organisation

ACTIONS:

- v. Steve Brewer from Countryside to see if Bronze Level Learning Pathway can be shared (ASAP)

Three Partners, Keepmoat, Barratt and Redrow provided an overview of how they have utilised their 5 free Partner workshops this year. These are a benefit for all Partners.

Keepmoat:

- e. Joined school last year - focused on embedding SCSS with internal learning and development system
 - i. Focus on
 - 1. Intro sessions which provide overviews of the topic
 - 2. Group representation in sector and topic groups
 - ii. Aligned School with their goals and actions
 - iii. Build awareness and action
 - 1. Make use of SCSS learning and embedding into internal learning systems (API link) as getting people to sign up on multiple platforms does not work as well
 - 2. Develop internal Lunch n Learn sessions (monthly)
 - iv. Contribution
 - 1. Want to push their contribution to school to provide L n L's, BB and offer case studies
 - 2. Need to share case studies in the public domain to prove things have been done and help give lessons to others.
 - v. Focus

1. Targeting focuses on areas of high risk and align SCSSS learning with these areas
2. Focus on groundworks to ensure groundworkers are skilled in sustainability
 - a. Exploring integrating API with GO-Contractor (Subcontractor induction system)
 - i. Tracking this allows Keepmoat to say anyone who has not completed this training is not allowed on site
3. Developed a point-based system for subcontractors
 - a. In process of having this sent out in all tender packs
 - b. Responses to tenders won't be sent unless they respond to the point-based system
 - c. Mandating this has seen a 40% uplift in terms of social value
 - d. Improving internal competency

Redrow:

- f. Used workshops for waste and resource efficiency internally
 - i. Liked the informal structure to make it more of a discussion
 1. Helped with the engagement and interactions of the session
 2. Helped address business-specific case studies in the workshops
 - ii. For 2022
 1. All commercial teams have been asked to undertake the Embedding Carbon into Sustainable Procurement workshop
 - a. Linked workshop with what Redrow was doing and discussed how suppliers could play a role in this
 - b. Whilst all these tenders and suppliers were in workshops, used this opportunity to ask them questions such as:
 - i. What can we do to capture the attention of the supply chain?
 1. Presentations
 2. Regular communications
 3. Partnership
 4. Incentives
 5. Bonuses
 6. League tables
 - ii. What amendments could be made to the procurement process to drive change?
 - iii. Generally, feedback has been positive about the workshops

ACTIONS:

- iv. Olivia to share Menti poll results (web app used to ask questions) from Redrow's workshop where tenders and suppliers were asked about how to improve sustainability in their supply chain (ASAP)

Barratts:

- g. Ran workshops in May with SCSS
 - i. Focus was on packaging and how to reduce, remove and substitute across the supply chain
 1. This is because there is currently a lot of pressure to reduce single-use packaging
 2. Looked at what some of the barriers and opportunities are to tangibly address the issue
 3. Asked delegates to identify challenges, which they were then addressed in the workshop
 4. Group was made up of several suppliers from a range of sectors and sub-contractors
 5. SCSS acted as an independent regulator to help connect different people in the room

Workshops opportunities Q&A

- h. Partners contact Toby to discuss outcomes you are looking to achieve to identify suitable workshops. There is an element of flexibility e.g. partners' case studies can be incorporated, specific questions for discussion groups/actions can be tailored etc, however, the workshop offering is based on the use of existing content
- i. The Alliance for Sustainable Building Products work on reducing single-use and difficult-to-recycle plastics in the construction industry. They have a good working group for single-use and packaging plastics in construction.

ACTIONS:

- o Contact Toby (toby.beattie@supplychainschool.co.uk) to book workshops for colleagues or supply chain
- o Adam to share details on The Alliance for Sustainable Building Products reducing single-use and difficult to recycle plastics working group (*ASAP*)

4. Operational Efficiency & Lean Group – an opportunity for Partners - Jessie Stroud, BBI Services, outlined the School offering around Lean and Operational Efficiency training for Partners. Key points:

Course to strategically align everyone around a common purpose by embedding improvements tools into all stages of the organisation

- i. This increases efficiency, reduces costs, improves margins and secures programme certainty
- j. Steps of course:
 - i. Step 1: E-learning
 - ii. Step 2: Workshop modules
 - iii. Step 3: Follow up workshop with client and teams to support application
- k. Can pick and mix modules to suit priorities

Homes Leadership Group Meeting
 Wednesday 15th June 2022

- l. Partners can use their CITB levy or School Partner workshops to fund these workshops
- m. Partners can also join the Lean and Operational Efficiency Group to drive this in the School

ACTIONS:

- i. Contact Mark Worrall for more details: mark.worrall@bbiservices.com (*Ongoing*)
- ii. [Contact aya@supplychainschool.co.uk](mailto:aya@supplychainschool.co.uk) to understand how you can use these workshops as a Partner (*Ongoing*)

5. Operations Report – Sophie and EJ from the School provided an update on the Groundwork

Learning Pathway. Key points:

- Key priority from this year and last year's Leadership Group was to develop a common approach to upskill groundworks managers on sustainability priorities.
- Some partners sent lists of groundworkers to invite on Groundworks Learning Pathway, however not everyone
- 2 companies have completed the Groundworks Learning Pathway
- Need more engagement for this

ACTIONS:

Partners to:

- iii. Send a list of Key Groundworks subcontractors to Toby (toby.beattie@supplychainschool.co.uk) so we can monitor enrolments and completions on a list of "targeted" companies for the whole group
- iv. Partners to invite key Groundworks subcontractors to enrol on [Sustainability in Groundworks Learning Pathway](#)

School to:

- v. Send a list of companies who have enrolled and completed Groundworks Learning Pathway to Homes Leadership Group (*Completed*)
- vi. Share email copy that Partners can use to send out to Groundwork subcontractors (*Complete*)
- vii. School to continue promoting Groundworks Learning Pathway on social media (*Ongoing*)

Key actions for partners:

- Book in your 5 Partner workshops for 2022-23. Take a look at the workshop catalogue and email Toby@supplychainschool.co.uk to book these. We recommend a 12-week lead time. The workshop catalogue can be accessed [here](#) (*Ongoing*)
- Make use of e-learning material which can be accessed [here](#) (*Ongoing*)
- Invite supply chain to join the Supply Chain Sustainability School (*Ongoing*)
- Invite supply chain to partner workshops. Partners will need to register on the platform to do this. (*Ongoing*)

- Explore API if wanting to embed Supply Chain Sustainability School with internal learning and development systems. API details can be found [here](#) (*Ongoing*)
 - n. Share a case study with Toby (toby.beattie@supplychainschool.co.uk) from your business or your supply chain on how you or your supply chain have tackled a specific sustainability challenge; what you did and the resulting business benefits. This could be in the form of a video or a link to a written case study. These could include case studies already published.
 - i. Each partner to provide 1 case study (*By end of financial year – April 2023*)
 - ii. Can provide more than one if suitable
 - o. Ensure the priority supplier list is up to date on the School learning platform, through the company dashboard. More details on this can be found in the Partner Pack [here](#). Use the following password to access **SCSS_Partner** (*Ongoing*)
 - p. Partners to Contact SCSS to develop strategy and action plan for achieving groundworks targets (*Ongoing*)