

Date: Tuesday 30th January 2018 – Barratt Developments, Kent House, 14-17 Market Place, Fitzrovia, London W1W 8AJ – 1pm – 3pm

Attendees: Sarah Pratt (*Barratt Developments*) – Chair, Laura Boccadamo (*Berkeley Group*), Jenny Herdman (*HBF*), Rob Worboys (*Lovell*), Rob MacDiarmid (*Redrow*), Scott Jackson (*Saint Gobain*), Ian Heasman (*Taylor Wimpey*), John Dwyer (*Telford Homes*), Ian Griggs (*Tobermore*), Cara Palmer (*Wates*), EJ Allen and Becky Bryant (*Supply Chain School*)

Apologies: Patrick Guest (*Arnold Laver*), Richard Bayliss (*CITB*), Caroline Johnstone (*Galliford Try*), Andrew Sharpe (*Grosvenor*), Paul Voden (*Kier*), Miles Lewis (*Lendlease*), Wyn Prichard (*NPTC Group of Colleges*), Shaun Sands (*Robertson Group*)

Please note these meeting notes are to be read in conjunction with the agenda and pre-read slides as circulated to all.

Meeting notes

1. Welcome and introductions

No new Partners or representatives attended this meeting, although the Group were advised that a new Partner, Canary Wharf Group, had joined the School and would be sitting on the Homes Leadership Group.

2. Agree minutes of last meeting

Minutes from the last meeting were agreed.

3. Review outstanding actions

An update was provided to the Group with regards to outstanding actions as below:

Outstanding actions:

- **Partners to:**
 - Provide Becky with an updated list of your priority suppliers if not already done so – *ongoing*.
 - Provide local contacts and supply chain lists for marketing the remaining sub-contractor events in Tamworth on 20th February – *lists have only been received from two Partners to date, please email these to Becky to ensure that your regional supply chain get to benefit from the event.*
 - Book a place at the School AGM on 16th March in London should they wish to attend - *To book your place, [please click here](#).*

4. Operational Update

Progress Against KPIs for 2017 / 2018

The Group were invited to comment on and raise questions regarding the team's performance and progress against deliverables to date, as per the pre-read which was issued in advance of the meeting.

Key points:

- There are four new Partners to the School since the Group last met: Canary Wharf Group, J. Coffey Construction, NG Bailey and Sapphire Utility Solutions
- There were no concerns from the group in relation to progress made to date
- Overall, the performance of the Homes School is very positive, and progressing well against targets as below, with many targets having already been exceeded:

	Early Q4 2017	2017/2018 Target
Active members (unique companies)	645	750
Self-assessments (corporate assessments)	442	250
Re-assessments (corporate assessments)	239	100
Attendees at Sub-Contractor Days	466	400
Bronze, Silver, Gold members	159	100

5. Home Building Skills Partnership

Jenny Herdman, Director of the [Home Building Skills Partnership](#) (HBSP) presented to the Group, with a view to highlighting the priorities for HBSP moving forwards and to explore options for the two Groups to work together. Skills / Brexit is a big challenge for the sector, and the Homes Business Plan highlights the need to work more closely with other organisations on this, with the HBSP. For full details on the partnership, please review the slides issued with these minutes.

Key points:

- 5 key objectives have been set for the HBSP until 2020, including:
 - Promoting house building to the younger generation as an attractive career option
 - Attracting a larger and more diverse workforce
 - Improving the skills within the industry to raise productivity and quality
 - Engaging the supply chain in a collaborative way
 - Creating a long-term model for partnership to allow support to continue in the future
- These objectives are being considered by three key working groups, each led by a major house builder:
 - Attract
 - Skills Development
 - Supporting Supply Chain Development
- 72 businesses have signed up to the “Home Building Skills Pledge” and committed to being involved in training, supporting and promotion throughout the industry
- Activity has already begun across all three working groups, ranging from research analysis to the practical implementation of pilot schemes
- Priorities for 2018 include attracting new entrants into the industry, providing new training opportunities to existing workers and supporting both suppliers and sub-contractors

Key Discussion Points:

- The industry needs to communicate career progression options better to encourage new entrants, as well as the opportunity to be self-employed
- The industry needs to further support those who do not join via a college or apprenticeship scheme and who's training is provided entirely on site
- The Partnership is concentrating efforts on young people leaving full time construction courses (with less than 20% of the 200,000 going in to FE to do construction ending up working in the sector), but recognises the wider opportunity around engaging children in schools / raising awareness of the careers available within family environments
- The Partnership has funding from CITB to produce a film to promote career opportunities in the sector but will rely on ££ contributions from the industry to enable to the film to be broadcast / promoted.
- The industry needs to drive the message that sustainability is integral to any role, and not something that just sits with the HSE / sustainability teams.
- Generic feedback from the sub-contractors is that work is still awarded on price only and that sustainability (including social value, linking in to apprenticeships) credentials are not considered
- It is important for the Partnership to collaborate with the School – examples of opportunities as below:
 - Mutual signposting / mapping out of resources, particularly around training for site managers
 - Collaboration with the School's Fairness Inclusion and Respect programme (FIR) to ensure the Partnerships work on championing diversity and inclusion is not duplicating existing work already funded by CITB
 - Speaker opportunities at School / Partnership engagement
- EJ will meet with Jenny with a view to drafting a partnership agreement between the School and the partnership prior to the next Homes Leadership Group meeting

Actions:

- **Supply Chain School to:**
 - Arrange a meeting with the HBSP prior to the next Leadership Group meeting to discuss opportunities for collaborative working and feed back to the Group – meeting on 8 March
- **Partners to:**
 - Make links with internal colleagues to understand how your business is engaging with the Home Building Skills Partnership

6. Agreeing the Business Plan for 2018 - 2019

Prior to the meeting all Group members were invited to share comments in relation to the 2nd draft of the business plan as circulated to all in early January.

Agreed points:

- The Group agreed the strategic objectives and KPIs detailed in the business plan
- The targets in the plan are challenging, and that it is right for the School to focus its efforts on increasing the number of Bronze / Silver and Gold members
- The Group would like to keep the target of '100 members active in Homes, to also be active in Offsite'
- Cara Palmer from Wates will provide a Partner case study at the April Leadership Group meeting, so the Group requires a volunteer to speak at a future meeting to talk about how they have engaged with its supply chain and internal colleagues, the challenges, and lessons learned.

- **Engagement events:**
 - The Group will run 8 breakfast briefing events targeting 50+ attendees at each (however if during the year the group would prefer to do one larger event instead of 2 smaller ones there would be opportunity to do so)
 - These events need to be interactive, featuring table discussions and providing opportunities for the supply chain and clients to discuss key industry challenges, and explore how these challenges can be addressed / look at solutions.
 - Ideally each of the 8 events would focus on a specific challenge / issue. It is the Group's role to agree on which issues to focus. Modern Slavery is a key priority that was discussed, and the issue around Pallets was highlighted by Barratt Developments
 - Securing regional supplier lists from Partners (for marketing purposes) is a challenge – to run successful supplier days, all Partners with supply chains in the region need to engage with the School marketing team
 - The 8 supplier engagement events will be collaborative and not Partner specific. As many Partners as possible need to be represented at Supplier Day events – this reinforces the strong message of collaboration to the supply chain, resulting in members being more likely to engage and recognise the importance of demonstrating continuous improvement in sustainability

- **Points highlighted by EJ:**
 - The budget may still change, depending on feedback from the Board in February
 - The recent School impact survey was completed by 580+ School members. Feedback is very positive, particularly around the impact of the School on raising awareness of Modern Slavery and Responsible Sourcing. There is no clear steer from membership in relation to in which sustainability issues they would like more support - they want more support on everything! Summary feedback will be circulated to all in due course.
 - The target around engaging design professionals is based on individuals, not companies

- The Homes Leadership Group can re-prioritise activities / budget in the year
- The Partners dashboards allow Partners to access a wide range of statistics including:
 - Sustainability strengths and weaknesses of their priority suppliers based on aggregated assessment scores
 - Average scores of their priority suppliers compared to others in the School
 - Average increase in scores of their priority suppliers over time (from first assessment to most recent re-assessment)
 - Most popular resources, number of downloads of specific resources, number of views of e-learning, number of priority suppliers to attend training sessions
- **Other discussion points**
 - Redrow questioned asked if there could be some targets around linking sustainability performance of their supply chain to the School – has the increase in competency led to an improvement in performance? EJ explained that the issue of performance measurement is one the School has been looking at for the last 2 years. Individually, School Partners and other businesses are collecting performance data, but the metrics and methodology used vary and this hinders effective comparisons and therefore understanding of what is "good" performance. In 2017 the School proposed a Special Interest Group to examine the challenge of evidencing change, and the role of standardising sustainability performance measurement as part of this. The Group has made little progress due to lack of support from procurement / supply chain representatives, however this is something the School is still keen to progress
 - Taylor Wimpey highlighted their desire for the Homes Group to consider how they can work collaboratively on an industry standard approach to issues such as Modern Slavery and Biodiversity net gain. It was highlighted that CIRIA and IEMA worked together in 2016 to develop 'Biodiversity Net Gain: principles and guidance for UK construction and developers'. According to the website, the next phase of this work is to produce practical and pragmatic guidance drawing on experience and evidence across the UK on how to implement these Principles.
 - Redrow highlighted EJ explained that the School has a 'Management' department that provides resources and self-assessments on 9 key issues: Quality, innovation, change management, leadership, marketing and business development, supply chain management, project management and collaborative planning. Link to the webpage as below:
<https://www.supplychainschool.co.uk/uk/management/construction/default.aspx>
 - The School provides knowledge and tools to the supply chain to help improve the sustainability knowledge and competency of the industry, however at present it doesn't necessarily provide the practical advice / guidance around how to address these issues within the business. EJ explained that this was discussed at the Operations Group meeting, and that this is an area that is being considered.

Actions:

- **Supply Chain School to:**
 - Circulate the updated business plan to all
 - Circulate a summary of the results from the Member Impact Survey in February
 - Considering further development of the Supply Chain School App to support a more “on site” approach to the School
 - Circulate statistics on the number of views of School e-learning modules
 - Provide information on the work done to date in relation to performance measurement
 - Request a meeting with CIRIA to understand the work in progress around Biodiversity Net Gain, and to understand how we can collaborate

- **Partners to:**
 - Consider specific challenges they would like the School to look at, that could be used as themes for the 8 engagements events and send suggestions to EJ / Becky ready for further discussion at the meeting in April. The events could then help facilitate those key conversations across the value chain. Sarah Pratt suggested the challenge around Pallets (linking to waste, circular economy, energy and carbon), and will circulate a summary of this to the Group with a view to understanding if this is a common challenge to many of the Homes Partners
 - Speak to Becky if they would like the School to host a workshop either for their internal staff members or their supply chain
 - Consider hosting a “Partner Engagement Workshop” to ensure that key decision makers from across the business understand the benefits of the School, and how the School can be drive through the business
 - Support regional engagement events in regions where they are active:
 - Put Becky in contact with regional supply chain / commercial colleagues who are supplier facing in the region
 - Provide email contacts for regional supply chains to invite to relevant engagement events.
 - Encourage internal colleagues to attend engagement events. Delegates get more from these events if their customers are present!
 - Volunteer to speak at a future Leadership Group meeting about how they have engaged with both internal colleagues and their supply chain – focusing on successes, but also on the challenges and lessons learned.
 - Let Becky know if you have a regional office which could host a future workshop or Leadership Group meeting (20pax capacity room)

7. Driving Impact in the Supply Chain

Before the meeting started attendees were invited to indicate on posters in the meeting room their top 4 priority regions where they would like the Homes School to run supply chain

engagement events in 2018-19, together with the key sustainability issues on which they would like the events to focus.

All those who were not able to attend were invited to share their views / priorities prior to the meeting. Feedback from those unable to attend was just received from Lendlease.

Prioritising Sustainability themes for School supplier days and breakfast briefings:

Partners were asked to prioritise their top 5 sustainability issues on which they would like to use as a focus / theme for events in the 2018-2019 financial year. Partners were also provided with feedback statistics from the Member impact survey, showing what % of responders would like further support from the School on each specific issue. Below is a summary of the feedback from the meeting:

	1 – Top Priority	2	3	4	5
Skills / Brexit	2 votes				1 vote
Modern Slavery					2 votes
FIR / Diversity		1 vote			2 votes
Circular Economy		2 votes		3 votes	
Waste	2 votes	1 vote	1 vote		
Energy & Carbon	2 votes	2 votes	1 vote		
Sustainable Procurement			5 votes		1 vote
Environmental Management				2 votes	
Social Value		1 vote			1 vote
Employment, Skills & Ethics	1 vote			2 votes	2 votes

Agreed points:

- Brexit / Skills is not a specific focus for an event, but could be used across all events as a hook to engage members / encourage people to book
- This exercise provides a good steer in terms of the key sustainability issues on which to focus, however it would be beneficial for each event to look at a specific challenge related to each issue and use the event to facilitate discussion / learning across the value chain. This would enable the attendees to look at / debate the solutions to these issues rather than just building the knowledge around each issue.

Regional Priorities

Attendees were asked to pinpoint the four regions where they would like the School to run Breakfast Briefing events.

It was agreed that the most successful events (in terms of both feedback and impact e.g. how active the attendees were after attending) in 2017/2018 were Cardiff, Warrington and London. The Group noted that these were the events which were best supported by Partners in terms of list provision, Partner speakers and Partner attendees.

Agreed points

The results of this piece of work were discussed during the meeting and it was agreed that engagement events would run in the following 8 regions: London, West Midlands, North West, Wales, Scotland, M4 Corridor, Yorkshire, East Midlands

These results have been combined into a proposed event schedule for 2018/2019 as below:

Quarter	Date	Location
Q1	April	M4 Corridor / Reading
Q1	June	East Midlands
Q2	July	London
Q2	September	North West
Q3	October	Scotland
Q3	December	West Midlands
Q4	January	Wales
Q4	March	Yorkshire

How Do We Get and Keep Members Active?

The Group were lastly asked to comment on what Partners and the School could each do to encourage more active engagement and regular assessments. Feedback provided as detailed below:

What more can Partners do to encourage active engagement and regular assessments?	<ul style="list-style-type: none"> • Include the School and active membership as a requirement in PQQ and bidding documents • Contact current members of the supply chain who are members to understand how they are using the School to support them • Promote the School both internally to colleagues and externally to supply chain during supplier meetings • Partners to issue emails to supply chain / School to issue emails endorsed by Partners • Mandate a specific membership level to priority suppliers
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What more can the School do to encourage active engagement and regular assessments?	<ul style="list-style-type: none"> • Provide clear communications which focus on the benefits of the School, driving home the message that the Partners want their suppliers to be members • Keep content on the School up to date and refreshed • Run events aimed specifically at running through Action Plans and the Resources • Provide incentives to current members e.g. prizes for active membership and engagement
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8. AOB

School AGM - Partners were reminded to book a place at the upcoming AGM on 16th March in London should they wish to do so by [clicking here](#).

An email update was issued immediately after the meeting from EJ on the following:

- 2 x New Category Groups for Plant and for Labour
- New BIM Department
- Members Impact Survey

To have these updates re-issued to you, please contact Becky or EJ

9. Close

Date of Next Meeting: Wednesday 18th April 2018 – 10.30 – 12.30

Barratts (Mercia), Remus 2, Cranbrook Way, Shirley, Solihull, B90 4GT