

Date: Wednesday 18th April 2018 – Barratts (Mercia) Offices, Remus 2, 2 Cranbrook Way, Shirley, Solihull, B90 4GT

Attendees: Sarah Pratt (*Barratt Developments*) – Chair, Emma-Jane Allen and Becky Bryant (*Supply Chain School*), Patrick Guest (*Arnold Laver*), Ian Heasman and Joan Meakin (*Taylor Wimpey*), John Dwyer (*Telford Homes*), Paul Voden (*Kier*), Cara Palmer (*Wates*) – by telephone

Apologies: Laura Boccadamo (*Berkeley Group*), Andrew Sharpe (*Grosvenor*), Jenny Herdman (*HBF*), Miles Lewis (*Lendlease*), Shaun Sands (*Robertson Group*), Rob Worboys (*Lovell*), Wyn Prichard (*NPTC Group of Colleges*)

[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.

It was noted that attendance was disappointing with just 6 of the 15 partners represented (with more than 6 having accepted the calendar invite), and that should Partners not be able to attend a meeting, they should endeavour to nominate someone to attend in their place.

Actions:

Partners to:

- Nominate a colleague to attend in their place at Leadership Groups meetings where possible, should they not be able to attend in person
- Ensure that responses to calendar invites for LG meetings are correct – this is important both in relation to booking the most appropriate size room, and for minimising food waste

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 – *complete, apart from the Partners noted in the pre-read (Kier confirmed that the list provided historically remains up to date and this will be uploaded onto their dashboard)*
 - NAME those PARTNERS NOT YET GOLD towards Gold membership and contact Becky if you are unsure how to do this – *ongoing*
 - Volunteer to speak at future Leadership Group meetings about the challenges / successes / lessons learned in relation to supply chain engagement / internal

engagement with the School – *Wates presented at this meeting and one additional Partner organisation is requested to do so. Please **contact EJ** if you can do this*

- Confirm which workshops they would like the School to run this year; either for internal staff or supply chain members – *please **contact Becky** to arrange these*

- **Supply Chain School to:**
 - Provide update on all Partner dashboard functionality – *complete*
 - Upload all Partner priority supplier lists to dashboards – *complete*
 - Meet with HBF to discuss collaborative working – *complete. An MoU is currently being drafted and will be circulated to the Group in May*
 - Arrange meeting with CIRIA to discuss collaborate working, especially around Biodiversity Net Gain – *ongoing. No response has been received from CIRIA to date from direct requests through the School. Kier and Barratt Developments advised that they have spoken to CIRIA about collaboration with the School, with initial success, and will make the necessary introductions*
 - Circulate summary of impact survey report with infographics - *ongoing*

- **Emerging Actions / Comments:**
 - **Paul Voden** to introduce EJ to contact at CIRIA to discuss collaboration with the School
 - **Becky** to re-issue workshop catalogue to Partners to allow them to select which they would like to run
 - **EJ** to send an overview of the sustainable procurement workshop that the School ran with Balfour Beatty procurement / supply chain leads, each of which brought along 2 suppliers, and confirm the typical job titles of those who were invited to attend from the suppliers.

4. Wates Group Partner Case Study

Cara Palmer, Sustainability Manager, Wates Group, provided an overview of how Wates have successfully engaged with the School; key challenges they have faced, lessons learned and benefits they have found from doing so. Full slides are included with these minutes; however, key points are highlighted below:

Key points:

- Wates Group have been members of the School since it launched, and became Partners less than a year later – they sit on 3 Leadership Groups and have been active in many of the School Special Interest Groups (SIGs)

- They have worked to obtain Gold status with the School which they use to set an example to their supply chain and demonstrate their buy-in / commitment

- Various activities have been undertaken to drive supply chain engagement, including;

- Inviting top spend suppliers to Wates 'mini supplier days' (*25 held to date with 600+ supply chain members attending*). These were collaborative events, with the School chairing the day, Wates providing the venue and organising the day / marketing etc. Speakers included representatives from commercial / H&S talking about pipeline, challenges, opportunities, and the School to talk about how it can help address some of these challenges
 - Speaking at numerous School Supplier Days
 - Sending representatives to as many Supplier Days as possible, across the UK
 - Providing supply chain lists for marketing for all Supplier Days
 - Posters put up on site to drive companies to register and raise general awareness of the School both internally and with the supply chain
 - Supply Chain School logo included on Wates hoarding
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- Initially Wates only looked externally to ensure their key supply chain were engaged; but soon recognised the value in using the School to develop internal knowledge and competence around sustainability, especially in relation to use of the CPD accredited e-learning and resources.
 - Responsibility for organising the Wates 'mini supplier days' initially sat with Cara, however Cara produced an event toolkit for running these events (each event follows the same format) which was then shared internally, and colleagues were then responsible for organising relevant events for their regions / businesses. This approach worked well, giving ownership to others within the business, and helping to spread the work load
 - These employees have been invited to attend Wates Supply Chain Events – *over 100 have attended to date. Cara felt that this number was too small considering Wates has circa 4,000 employees*
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- The School is a recurring agenda item on all regional Leadership Group meetings
 - Supply Chain School CPD accredited e-learning modules are being utilised on Wates' internal LMS system. The Modern Slavery modules have proved to be of particular value and are currently being rolled out to all relevant staff
 - Group sustainability targets are now linked to the Supply Chain School, with top spend suppliers being required to be registered
 - Wates have developed a one pager pdf to share with bid teams, design managers and others within the business to help with internal engagement
 - Membership of the Supply Chain School is now included on Constructionline PQQs as standard to further drive the message out to the Supply Chain
 - Wates encourages all fellow Partners to engage internal colleagues as much as possible through:
 - Never assuming people know what it is / what it can do

- Always mentioning the School in face to face discussions and actively showing the website / relevant resources to colleagues where possible
- Accepting colleagues into School Corporate Accounts as promptly as possible (this is done by the person who holds the corporate admin rights to the company account)
- Ensuring colleagues attend Supplier Days across the UK
- Inviting colleagues to attend School led workshops / events to introduce the School and its resources

5. Operational Update

Actual Delivery Against KPIs for 2017 / 2018

The Group were invited to comment on and raise questions regarding the team's performance and progress against deliverables for 2017 / 2018 now that final reporting figures have been made available.

Key points:

- Overall, the Homes School performed well against targets (outlined below) with many being exceeded
- The Homes School did fall below target for "Active Members". This can be explained by the data cleansing exercise which the School conducted in February and March 2018 in relation to addressing GDPR
- It was noted that the target scores relating to training feedback were aspirational target scores and the Group agreed that, whilst occasionally below target, the feedback from events was still excellent and showed how attendees are engaged with the training being delivered
 - **NB:** *None of the delegates questioned rated the quality of the training as less than satisfactory*
- 4 new Partners joined the Homes School in 2017 (Canary Wharf Group, Lendlease, Telford Homes and Tobermore)
- Saint Gobain are no longer partners to the School. The School were informed that Saint Gobain have pulled out of many membership organisations this year, so this is no direct criticism of the School
- 10 / 15 Partners in the Homes School now have working action plans in relation to the Maturity Matrix
- The biggest challenge linking to the Homes School's strategic objectives this year has been to "Build the Brand" due to:
 - A lack of willing engagement from Housing Associations
 - No homes specific press coverage (although significant coverage of the School as a whole) despite synopses being circulated to key publications on Why Carbon Counts, No Home for Waste and Building offsite post Brexit

- A lack of relevant awards for which the School could submit an entry (there appear to be no supply chain collaboration / sustainability awards in the sector, other than the Housebuilder Award for which the School was a finalist).
- The idea of the School sponsoring awards, or running its own awards was suggested as a potential opportunity to help raise levels of brand awareness and address a clear gap in the market.
- There has been a flurry of activity in relation to PR opportunities in March / April as below:
 - Housing Association – interested in the 3 synopses submitted
 - Construction Manager (offsite specifically)
 - Construction News (initial interest in all 3 synopses)
 - Housebuilder - tbc
 - EDIE - offsite

2017 / 2018 KPIs and Deliverables:

	2017/2018 Target	2017/2018 Actual
Active members (unique companies)	750	645
Self-assessments (corporate assessments)	250	506
Re-assessments (corporate assessments)	100	271
Average increase in assessment score	10%	13.6%
Attendees at Sub-Contractor Days	400	500
Attendees at Workshops	150	175
Bronze, Silver, Gold members	100	155
Quality of training as “good” or “excellent”	Sub-Con Days: 95% Training Workshops: 95%	Sub-Con Days: 92% Training Workshops: 90%
Training relevancy to needs	Sub-Con Days: 80% Training Workshops: 80%	Sub-Con Days: 87% Training Workshops: 92%
Implementing training	Sub-Con Days: 80% Training Workshops: 80%	Sub-Con Days: 81% Training Workshops: 85%

Actions:

- **Supply Chain School to:**
 - Submit an entry to the Housebuilder Awards 2018 – for which the Homes School was a shortlisted finalist in 2017
 - Review the SHIFT awards 2018 to understand if there is a relevant category, and whether this would be good use of School budget. None of the attendees were familiar with the Awards, or had considered submitting an entry in the past
 - Submit an agenda item to the operations group to consider the opportunity around sponsorship of events, or consider running its own awards and feedback to the Group accordingly
 - Send out a reminder of the PR opportunities and input required from partners
 - Circulate a Homes School marketing plan which will join up the various activities of the Homes School with the KPI deliverables for 2018 / 2019

- **Partners to:**
 - Confirm which workshops they would like the School to deliver, either for their internal staff members or their supply chain
 - Consider hosting a “Partner Engagement Workshop” to help raise awareness of the business benefits of the School, and resources available
 - Respond to PR development opportunities as and when they are circulated by the School

6. Engagement Events for 2018 / 2019

The proposed event plan for the 2018 / 2019 financial year was circulated to the Group following on from the business planning meeting in January. The Group were invited to comment on the proposal and to finalise the agenda for these events.

Objectives of the Breakfast Briefings for 2018 / 2019:

To continue to drive impact and improve the sustainability performance of the Home Building sector, by improving the sustainability knowledge, and then performance of the regional sub-contract supply chain.

Proposed Agenda:

The Group approved the following template agenda and key themes for the roundtable discussion sessions:

- 08:30 – 09:00 - *What does sustainability mean to me?*
- 09:00 – 09:20 - *Partner insight into sustainable procurement (insight into a home builder’s regional priorities, pipeline of work, challenges, and what they need from their supply chain to help them deliver this work and meet these challenges)*
- 09:20 – 09:40 - *Environmental sustainability* – table discussions on **Carbon or Waste** (*ideally a partner representative to be on each table*)
- 09:40 – 10:00 - *Social sustainability* – table discussions on **Modern Slavery or Social Value / Skills and Diversity** (*ideally a Partner representative to be on each table*)
- 10:00 – 10:20 – *Roundtable Feedback*
- 10.20 – 10.55 - *Getting online / assessments / re-assessments*
- 10.55 – 11.00 - *Next steps and close*

Key points: (following on from reviewing the feedback from the 2017 / 2018 events)

- The events can only be successful if Partners actively engage with them by speaking, providing invitation lists and liaising with regional colleagues
- The events should be collaborative, with as many Partners as possible sending representatives to each event. In 2017/2018, some events relied on a sole Partner and these did not deliver the same level of value or impact to the attendees

- Ideally, Partners would issue invitations to the supply chain themselves to drive initial engagement with the School to follow-up thereafter, however, the School is able to issue invitations on behalf of Partners if necessary
- Where possible (*if enough Partners are in attendance*), each roundtable discussion will be “hosted” by a Partner organisation to exemplify the industry collaboration and commitment to the attendees
- The events should focus less on the School, and more on the Partners in attendance and their priorities – providing more detail on what they are doing in terms of sustainability and how it will impact on the procurement process / what they need from their supply chain

Actions:

- **Supply Chain School to:**
 - Create Partner briefing document for this year’s Breakfast Briefing sessions and circulate to the Group
 - **NB:** *The briefing attached to the current diary invitations is the old briefing and should be disregarded*
 - Ensure the “What does sustainability mean to me” slides are refreshed to be broader and cover more specific examples
 - Include a slide to show examples of some specific targets set by Homes School Partners around supply chain engagement with the School
 - Create slides which specifically reference resources available that link in to the roundtable discussion topics
 - Ensure the key points arising from the discussions on the day are captured and shared with the attendees and School partners after each event. Use of a worksheet for the table discussions will help with this.

Event Timetable:

The following event timetable was agreed:

Quarter	Date	Location
Q1	April	Reading
Q1	June	Cambridge
Q2	July	London
Q2	September	Manchester
Q3	October	Glasgow
Q3	December	Birmingham
Q4	January	Cardiff
Q4	March	Durham / Newcastle

Actions:

- **Supply Chain School to:**
 - Confirm event dates and venues and circulate diary invitations to the Group

- **Partners to:**
 - Confirm which regional events are relevant to you (*i.e. where you have a supply chain or pipeline of work*)
 - Confirm which events you are willing to speak at
 - Invite your sub-contractors and supply chain members to attend
 - Invite your regional colleagues to attend
 - Provide representation on the day to take part in table discussions

7. Modern Slavery – Understanding the Opportunities for Collaboration

Prior to the meeting all Group members were asked to consider; how the sector could collaborate to address the challenges around Modern Slavery to maximise impact and save time, money and effort.

Sarah Pratt explained that this was on the agenda because of recent discussions both Barratt Developments and Taylor Wimpey have had with the School about the challenges around Modern Slavery.

Key points:

- The School already has a wealth of resources available on the Modern Slavery pages of the School – details included in the slides presented on the day. These were developed by the School Modern Slavery Special Interest Group. Link to the Modern Slavery toolkit [here](#). It is important to ensure that Partners are aware of these and using them internally where appropriate, and recommending to the supply chain

- All housebuilders are facing the same challenges around Modern Slavery risks – how far down the supply chain to go? Where to find the resource to conduct audits overseas, when there are immediate challenges on issues such as brick shortages that directly impact productivity?

- There is a clear need / gap in the market for a system / portal to capture modern slavery data / audits on one platform that can be accessed by all. The [Supplier Ethical Data Exchange](#) (SEDEX) was discussed, specifically around their SMETAR audits. SEDEX is a large collaborative platform for sharing responsible sourcing data on supply chains, used by more than 50,000 members in over 150 countries.

- Arnold Laver shared their experience in SMETA audits:
 - The audit was requested by an AL client, Whitbred, to who they supply doors.
 - This involved an independent auditor attending the company for 4 days
 - According to SEDEX website, SMETA is ‘an audit procedure which is a compilation of good practice in ethical audit technique. It is not a code of conduct, a ‘new’ methodology, or a certification process’. It uses the Ethical Trading Initiative Code and local law as a measurement tool and includes modules on H&S, labour standards, environment, business ethics.

- The auditor interviewed 1/3 of site operatives to gain a full understanding of the site's conformity
 - Results, comments and non-conformities were provided by the auditor
 - The original audit was paid for by the Client, however, non-conformities and necessary follow-ups were paid for by AL
 - AL felt that the SMETA audit report is useful, and helped to highlight issues/opportunities that hadn't previously been considered
- It is important to find out what SEDEX is doing / plans to do around Modern Slavery specifically
 - Helen Carter, Modern Slavery expert from Action Sustainability (Supply Chain School Delivery Partner) has suggested that the Partners may want to collaborate around signing up to the [Construction Protocol](#) which looks at how the Gangmasters and Labour Abuse Authority will work together with the construction sector to eradicate slavery and exploitation in the construction sector

Actions:

- **Supply Chain School to:**
 - Invite Helen Carter to attend the Leadership Group meeting in June to discuss this issue further, and understand opportunities for collaboration
 - Find out from SEDEX what they are doing / planning to do in relation to Modern Slavery, and consider inviting SEDEX to speak at the Homes Leadership Group meeting if appropriate / relevant
- **Arnold Laver to:**
 - Share the summary report produced as part of their SMETA audit

8. AOB

Taylor Wimpey

Requested an update regarding the Impact Survey which the School conducted in December 2017, to establish the impact had on members. EJ explained that the full report was circulated to all on the Leadership Group in March, and that a summary report with infographics is currently being finalised.

Additional Comments:

- Should this be used as a "First Step" in terms of impact analysis? The Group questioned whether the survey could go further and look to map individual responses (*with emphasis on those members registered in the Homes School and Partners' priority suppliers*). EJ explained that due to challenges around the way survey monkey captures / uses the data, looking at specific data sets would be a manual task and very time intensive. EJ took an action to investigate this and feedback to the group
- Additional analysis capabilities and outcome demonstration would assist the Partners further in justifying Partnership costs and ensuring buy in at senior level

Kier

Have spoken with DEFRA and Water UK who are keen to utilise the School's resources in upcoming projects on SuDS and Adaption 8 respectively. School and PV to follow-up separately.

Barratt Developments

Recently held their annual supplier conference and awarded a member of their supply chain with a "Supply Chain School Engagement Award". This may be something that other partners may wish to do to help with recognition and reward of their supply chain

Emerging Action:

- All Partners to consider providing supply chain awards to drive additional engagement

Supply Chain School

Provided an update on new School Partners; A-Plant Hire, Elliott Hire, Flannery Plant Hire, GAP Group, O'Neill and Brennan and Speedy Hire.

9. Close

Date of Next Meeting: Tuesday 19th June 2018 – 1.30pm – 3.30pm

Barratts Offices, Kent House, 14-17 Market Place, Fitzrovia, London W1W 8AJ