

Date: Wednesday 19th September 2018 – 10.30am – 12.30pm – Taylor Wimpey, 20 Air Street, London, W1B 5AN

Attendees: Sarah Pratt (*Barratt Developments*) – Chair, Laura Boccadamo (*Berkeley Group*), Rob Worboys (*Lovell*), Nick Lovell (*Tobermore*), Ian Heasman (*Taylor Wimpey*), Cara Palmer (*Wates*), Andrew Day and John Dwyer (*Telford Homes*), Richard Bayliss (*CITB*), EJ Allen and Becky Bryant (*Supply Chain School*) – **Guests:** Peter Robinson and Jon Bowen (*Bovis Homes*)

Apologies: Sophie Nixon (*Barratt Developments*), Eugene Meehan (*O’Neill and Brennan*), Patrick Guest (*Arnold Laver*), Caroline Johnstone (*Galliford Try*), Andrew Sharpe (*Grosvenor*), Paul Voden (*Kier*), Joan Meakin (*Taylor Wimpey*), Martin Dick (*Robertson*), Jenny Herdman (*HBF*)

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

- ✓ **Peter Robinson** (*Associate Buying Director*) and **Jon Bowen** (*Group Commercial Director*) were introduced to the Group as guest attendees from **Bovis Homes** who were attending to the meeting to find out more about the Homes School and 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:**
 - Respond to the diary invitation for the Modern Slavery hot spotting workshop on 20th November – **Confirmed:** *Telford Homes, Robertson, Barratts, Lovell, Redrow, Kier, Neath Port Talbot College, Tobermore, O’Neill and Brennan. Tentative: Taylor Wimpey. TBC: Wates and Berkeley Group are looking for appropriate people to attend. No Response: Galliford Try, Grosvenor or Canary Wharf Group*
 - Provide comments / feedback to papers on minimum standards for Plant and Labour Groups as per previous minutes – **Please contact Becky** if you would like these to be resent.
 - Confirm which Breakfast briefings they can support and how – **Please contact Becky** to confirm this.
 - Provide Becky with an updated list of your priority suppliers if not already done so – *List not yet received from Canary Wharf Group.*
 - Confirm which workshops you would like the School to run this year; either for internal staff or supply chain members – **Please contact Becky** to arrange these.

- Consider awarding engaged suppliers / sub-contractors with a School branded award. *The School is aware of Galliford Try, Barratts and Lovell having done this in the past. **Contact EJ for more information on this.***
- **Supply Chain School to:**
 - Meet with CIRIA to discuss collaborative working – *The School has suggested a meeting to CIRIA, but no meeting set up to date*
 - Circulate a School marketing strategy to the Group – *Circulated with this meeting's pre-read.*
 - Confirm a partnership agreement with the HBSP – *Proposal submitted to HBSP and awaiting feedback*

Emerging Actions / Comments:

- **Supply Chain School to:**
 - Clarify the below in response to the request to provide an excel spreadsheet showing 'your top 20 trades and materials categories of spend, with definitions / clarification where appropriate' in preparation for the Modern Slavery hotspotting workshop on 20th November:
 - Should the list simply be based on spend, or consider risk profile?
 - Top 20 suppliers and top 20 trades, or top 10 of each **EJ / Helen to confirm.**
 - Share feedback / learning from the Infrastructure School's low carbon concrete collaborative workshop. The Homes Group may consider a similar event for their supply chains.
 - Map out where partners sit on the partner maturity matrix, making it clear how long each partner has been signed up to the School, and share this with the group.
 - Re-issue workshop catalogue to Partners to allow them to select which they would like to run. **Becky to confirm.**
- **Telford Homes** offered to speak at the January / Feb Leadership Group meeting about the challenges / successes / lessons learned in relation to their supply chain and internal engagement (the Homes business plan had a target for at least 2 Partners to share their experience with the School at Leadership Group meetings this year. Wates have already done this, and Barratts did this in FY 2017-18)

4. Operational Update

Delivery Against KPIs for 2018 / 2019

Reporting information and statistics were circulated to the Group in advance of the meeting.

The Group were invited to comment on and raise questions regarding the team's performance and progress against deliverables for 2018 / 2019 to date. They were reminded that the data

circulated with the slides was only until the end of August 2018, so an additional month's data would be included in final reporting for Q2 to provide an accurate halfway report.

Key points:

- The Group agreed that overall the Homes School was performing well and was broadly on target.
- The School has been successful in securing new Partners, with; Transport for London, Menfor Group, McGinley Support Services and Anglian Water all joining recently. This takes the total number of Partners within the School to 78 (*target of 82 by March 2019*).
- Berkeley Group suggested that the School align / refer to the **UN Sustainable Development Goals** and that these are referenced at each breakfast briefing. EJ confirmed that the Operations group is working on how the School aligns with the SDG's. Partners are welcome to attend future Ops group meetings and feed into this process. Date of next meetings 25 September, then 27 Nov AM in London. Minutes from all meetings available on [this link](#).

Emerging Actions:

- **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

2018 / 2019 KPIs and Deliverables – How Do We Compare to last year

Deliverables	Homes 2017 - 18	Homes 2018 – 19	% difference
Active companies	317	461 / (700)	+ 45%
Assessments	224	228 / (400)	-
Re-assessments	91	89 / (300)	-
Bronze / Silver / Gold	61	131 / (300)	+114%

Breakfast Briefings for 2018 / 2019:

The Group were provided with an update on the combined feedback of the three Breakfast Briefings run to date (meeting material was prepared prior to 6th September event) as well as discussing the recurring suggestions for improvements moving forwards.

Key points:

- The events can only be successful if Partners actively engage with them by speaking, providing invitation lists and liaising with regional colleagues.
- The comment from 28th June that Partner QS' should be encouraged to attend will be considered by the Group, however, initial thoughts were that a separate "meet the supply chain" event would be more appropriate for these colleagues.

- There was no consensus around the preferred location of the March event
 - All agreed that EJ will send an email to partners requesting their top 3 locations, and the decision made will be based on the majority. Partners' ability to offer speakers / invite their supply chain will also be taken into consideration.
- **Speakers are still required for the following events:**
 - **16th October – Glasgow** (still looking for a Housebuilder speaker)
 - *The School have secured two speakers; Marshalls and Resource Efficient Scotland. No volunteers from the Group to date*
 - **31st January – Cardiff (speakers required)**
 - *Lovell confirmed they would speak*
 - *Wates confirmed they would endeavour to secure a speaker*
 - **March – TBC**

Actions:

- **Supply Chain School to:**
 - Confirm Lovell as one of the speakers for the Cardiff event in January
 - Issue an email to Partners confirming the location options for the March event so that a location can be chosen
 - *NB: If the Group choose to run a collaborative workshop, this could take the place of this final Breakfast Briefing*
 - Review the priority supplier table and map out how long each partner has been signed up to the school, and look at trends in terms of levels of supplier engagement
 - Share the 'tick box' sustainability targets matrix with all partners to ensure up to date
 - Look at speaker opportunities for Tobermore
- **Partners to:**
 - Confirm which events you are willing to speak at
 - Invite your sub-contractors and supply chain members to attend (and liaise with Becky to facilitate this)
 - Invite your regional colleagues to attend
 - Provide representation on the day to take part in table discussions
 - Confirm which location would be preferable for the final Breakfast Briefing in Q4 (*NB: If no speakers can be found for a location the event will not be able to take place – regardless of preference*)

5. Partner Dashboard Demonstration

Becky gave the Group a brief demonstration of the Partner Dashboard and its basic reporting capabilities, highlighting where information can be sourced from quickly and easily by Partners.

All Partners agreed that the data was helpful, and that the reports provide all necessary information to help monitor engagement of their supply chains.

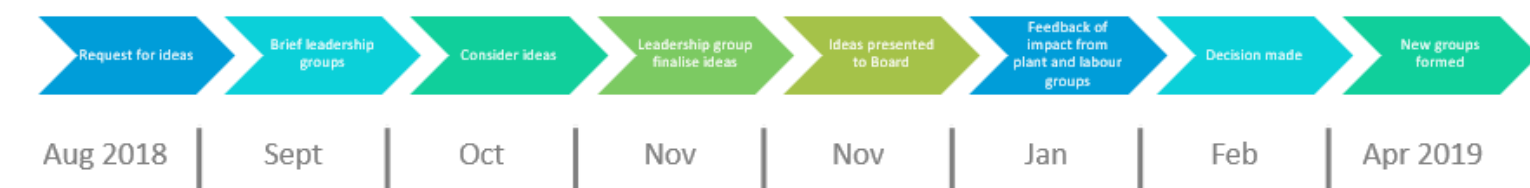
Action:

- **Partners** to contact Becky should they want a personalised dashboard demonstration and guide through.

6. Future Category Groups

Key points:

- What is a Category Group?
 - Working Group looking at specific areas / categories of spend
 - Brings together suppliers who provide similar things, with similar issues AND procurers
 - Looks at how to address sustainability issues, what they are, what are the blockers that need 'unblocking'
 - Partner led – need strong leadership
 - Develop own terms of reference
- Category groups must add value to current Partners, and attract new School Partners so that they can become self-financing (from new partner income) within 12 months
- The Group were invited to follow the criteria issued in the pre-read and share initial suggestions for new Category Groups for next year.
- Process / timeline for the proposals and development of new category groups as below
- The Group must put forward their proposals for future Category groups to the Board by ready to share with the Board by 14 November (Board meeting on 20th). These Proposals will be developed by the Partners, and agreement over the final proposal/s will be made at the Homes LG meeting on 13 November



Suggestions put forward by Group members:

- Packaging (linking to plastic, circular economy, recycled materials) – *there was a group consensus that this is a key priority for all Partners*
- Waste Management
- Timber
- Biodiversity netgain was proposed as a key issue - *Berkeley Group explained that they have already done a lot of work on this and have a programme in place, and would benefit more from a waste management / packaging focused group*

Actions:

- **Partners to:**
 - Consult internally on ideas / suggestions
 - Lead on the proposals / suggestions around new Category Groups and to begin email trail for additional discussion outside of the meeting
 - Work together to develop and discuss proposal/s ready to agree final proposals for submission to the Board at the next Homes LG meeting on 14 November

- **Rob Worboys** agreed to draft a short proposal around a Category Group for Waste / Packaging by 5th October and circulate to the Group

- **School to** produce a short template for Cat group initial proposals and circulate to the group by w/c 24 Sept – *Complete*. **Please contact Becky if you would like this to be resent.**

7. Future Special Interest Groups

Key points:

- What is a SIG?
 - Working group on a cross cutting issue that does not fit logically into a sector Leadership Group
 - Focus on a specific, single issue
 - Task and finish group (ideally no more than 9 months)

- Previous SIGs include Modern Slavery, Fairness Inclusion and Respect (this is now a permanent programme of work) Social Value, DfMA overlay to the RIBA Plan of Work, Apprenticeship Levy for SMEs, BIM level 2 competency matrix

- The Group were invited to consider the previous Special Interest Groups facilitated by the School and propose ideas for SIGs for the upcoming 2019 / 2020 financial year.

Suggestions put forward by Group members:

- Air Quality
- Plastic Roads
- Transport and the electrification of vehicles
- Recruitment / the Skills Gap / Marketing the Industry (linking in with Go Construct) (this is an area of focus for Home Building Skills Partnership / HBF who have significant work streams in this, part funded by CITB)
- Digital Skills (drones, AI, VR, tablet and data use etc). CITB highlighted that they are due to publish a piece of research on this in early October, and that there will be a series of workshops taking place about this
- Blockchain

NB: Brexit and Wellbeing were also discussed as possible options; however, it was decided that these topics may be too wide / too much work for a task and finish group. It was recommended that a **Wellbeing SIG** could look to instead signpost to existing high quality resources instead.

Actions:

- **Supply Chain School to:**
 - Create a template for SIG suggestions and circulate for the Group to complete w/c 24 September - *Complete*. **Please contact Becky if you would like this to be resent.**
 - Collate proposals from Partners

- **Ian Heasman to** complete the SIG template for air quality, plastic roads and the electrification of vehicles and share with the group for comments /feedback by 16 October

- **Partners to:**
 - Consult internally on preferred SIG topics and send any suggestions (using the template circulated) to EJ by 16 October. EJ will then share all proposals with the group.
 - Agree final proposals to submit to the Board by 14 November

- **Richard Bayliss to** ensure that the Homes partners are invited to be involved in the workshops around Digital Skills

8. AOB

CITB

Reminded the Group that “Green Great Britain” week was taking place in October (w/c 15th) and this would be a good opportunity for promotion of sustainability within the industry.

Lovell

Requested an update on the School’s Plans for UK Construction Week and offered to help provide any presence on the School’s stand if required.

Supply Chain School - HBF Commercial meeting

EJ is presenting to the HBF Commercial group on 9 October

Wates

Requested that a speaker be invited to attend an upcoming Leadership Group meeting to clarify what Blockchain is, what it means and how it can apply to the Homes Industry. They also highlighted that w/c 24 Sept is National Inclusion Week

Barratt Developments

Informed the Group that they were signing up to the Gangmasters and Labour Abuse Authority (GLAA) and encouraged everyone on the Group to also do so if they had not already so that the industry could show a united front against Modern Slavery.

Supply Chain School – Board Elections

EJ reminded the Group that Board Elections for the Supply Chain Sustainability School Board were currently underway, and all lead contacts from Partners had been sent an email. Follow up emails will be sent w/c 25th September.

Supply Chain School - Blockchain

The wider School is running a free Blockchain event (What does it mean for construction?) on 16 October as per [this link](#). Partners can book to attend online. All Partners agreed they would benefit from a speaker coming to a future Leadership Group to talk about what it is, and its applicability. This would also be a future workshop topic for Homes. The major supermarkets have created a forum to look at this – could offer a potential speaker?

Supply Chain School - Timber Workshop

Patrick Guest (Arnold Laver) and the School are looking at running a half day event for clients, housebuilders /contractors and suppliers on timber that would look at:

- Current sustainability requirements and the impact on the supply chain
- Key challenges – Compliance and reporting
- Door Sets / Fire Safety - Current and future implications
- Is FSC / PEFC enough

Partners will be updated in due course.

Supply Chain School - Webinars

The School has invested in technology to deliver webinars. If Partners would like to trial a webinar with the School, please **contact EJ**.

Supply Chain School – Self-Assessment

EJ provided an update on the School's proposal to amend the current self-assessment process to take a more "maturity" based approach. This piece of work is being led by the Operations Group who will develop the proposals. Partners keen to feed into this piece of work are invited to join the Operations Group, however a workshop will be run for partners to gain their feedback / comments on this.

Supply Chain School - HBF Commercial meeting

EJ is presenting to the HBF Commercial group on 9 October

Emerging Actions:

- Partners to:
 - Vote in the Board elections
 - Consider signing up to the GLAA

- Confirm to EJ and Becky if they would like any webinar to run for their internal teams
- Confirm to EJ and Becky if they would like to be in a peer group to review the new self-assessment process

9. Close

Date of Next Meeting: Tuesday 13th November – 10.30am – 12.30pm

Venue TBC

Emerging Action:

- Partners to offer meeting room facilities to host this session