

Date: Wednesday 23rd January 2019 – 10.30am – 12.30pm – Action Sustainability's Offices, 2 Angel Square, London, EC1V 1NY

Attendees: Patrick Guest (*Arnold Laver*) – Chair, Laura Boccadamo (*Berkeley Group*), Roger Morton (*Bovis Homes*), Jenny Herdman (*HBF*), Gemma Tovey and Rob Worboys (*Lovell*), Andy Mitchell (*Stroma*), Nick Lovell (*Tobermore*), Andrew Day and John Dwyer (*Telford Homes*)

Apologies: Sarah Pratt (*Barratt Developments*), Sophie Connolly (*Barratt Developments*), Richard Bayliss (*CITB*), Andy Sharpe (*Grosvenor*), Eugene Meehan (*O'Neill and Brennan*), Ian Heasman (*Taylor Wimpey*)

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

- ✓ **Patrick Guest** was introduced to the Group as the **interim Chair** in place of Sarah Pratt
- ✓ **Roger Morton** (Performance Director), was introduced to the Group as the representative of **Bovis Homes**, a new Partner for the Homes School. Roger also leads the HBSP workstream on supply chain.
- ✓ **Andy Mitchell** (Director of Energy Services), was introduced to the Group as the representative of **Stroma**, a new Partner for the Homes School
- ✓ **Gemma Tovey** (Sustainability Co-ordinator), was introduced to the Group as a new representative of Lovell for the Homes Group, who will be working alongside Rob Worboys

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: volunteer to speak at future Leadership Group meetings to share challenges, successes, lessons learned etc – 2 volunteers required for 2019-2020. The aim of the presentation is to share experiences / challenges/ benefits / lessons learned in relation to engagement with the School. Wates, Telford Homes and Barratts have presented to date.
- **Supply Chain School** to:
 - Confirm the final Breakfast Briefing for March and issue event invitation to the Group – *Complete. Event will be taking place on 14th March in Warrington.*
 - Consider speaking opportunities for Tobermore – *Ongoing. Meeting was held directly after LG on 23rd January with updates expected afterwards.*

- Review the priority supplier tab and map out how long each Partner has been signed up to the School to understand trends – *Ongoing. Will be released next month.*

Emerging Action:

- Partners to **volunteer to speak at the Breakfast Briefing in Warrington in March** and to issue regional invitations to the supply chain.

4. Operational Update

The Group were provided with key updates in relation to the wider School as per the issued pre-read. For full details please review these slides, however, key points are highlighted below:

New School Website

- The Group were presented with some overview slides which demonstrated the proposed “look and feel” of the new Supply Chain Sustainability School website
- A working group of Members and Partners have been consulted on the ongoing development of the site to improve ease of use and their comments fed back to the designers
- The new website will be going live on 1st April; however, development will be ongoing in several phases from then.
- The architecture of the School will be much simpler, with users able to click between markets, departments and topics
- Resources will be both searchable and filterable
- Resources will also contain a “rating” which will allow users to pass feedback to the School and will allow the School to maintain a quality standard for the learning available
- The new “sustainability maturity matrix” approach will cover 17 topics of sustainability (increasing from the current 10)
- The maturity matrix will also go live from 1st April, with the current self-assessment being decommissioned from then. This will allow the School’s members to take a more journey-based approach to their sustainability maturity
- A reminder to the Group that this new maturity assessment will consist of just 17 questions, which members can rate themselves against
- A Partner’s usage of the School will also be much improved, including; one login for Partner member account and Partner dashboards, automated emails, learning pathways, supply chain standard setting etc
 - There will also be an opportunity to have APIs in place which will link up Partners’ systems with the School platform

NB: The website is being designed to a new accessibility standard, which may result in some alteration to typical colour schemes

Impact Survey

The School’s impact survey is currently underway with emails being promoted to the School membership throughout January. All Partners agreed to encourage supply chain / colleagues to complete the impact survey by email and social media, with the School providing suggested copy.

Board Strategy Meeting

1. The School Board are in the process of developing the School's 2025 Strategy. An initial meeting took place in December, at which the key priorities outlined in the slide pack were identified. Below priorities were identified. The strategic priorities for the Homes School for 2019-2020 fit in well into these priority areas.

A follow up Board strategy meeting has been arranged for March further consider these and the Group will be updated as soon as minutes are available from this session.

New Resources

The School has developed and released three new Toolbox Talks which the Partners are encouraged to review and share with their supply chains and internal colleagues:

1. [Air Quality](#)
2. [Water](#)
3. [Community Engagement](#)

Category Groups: Plant

The Plant Group are proposing a "Plant Supplier Day" to launch their plant site standards to industry. This event will be taking place on 22nd March in London and the Group will be issued with a diary invitation and link to register as soon as it is available. Once the site standards are launched, the Group intend to investigate the lifecycle of plant on site and ways in which this can be maximised to reduce carbon emissions and prolong lifetime.

Category Groups: Labour

The Labour Group have developed a charter for employment and labour organisations to sign up to, containing 8 commitments. This will be circulated to Partners as soon as it is available, and the Group will then look to develop materials to help the supply chain ensure these standards can be met and how impact can be captured and measured.

Category Groups: Waste

The first meeting of the Waste Category Group will take place on 6th March in London, and Partners should all have received an invitation to attend from EJ. The first meeting will initially look to map out key stakeholders and look at what outputs and outcome the Partners may want from this Group.

School AGM

The Supply Chain School AGM will be taking place on Friday 29th March 2019 at Grosvenor's Offices in London and Partners are all encouraged to attend.

Emerging Actions:

- **School to:**
 - Issue copy for Partners to send to their supply chain and colleagues to encourage them to take the impact survey – **COMPLETE**
 - Send Jenny from HBF an invitation to the School AGM - **COMPLETE**
 - Issue Partners with an update on the School 2025 Strategy when it is available
 - Put in a request to the ops group / new platform development team that there is a mechanism to allow users of the website to provide comments as to why they have rated a specific resource in such a way. E.g. if a user spots something

that is out of date, they should be able to highlight this easily upon completing the module.

- Liaise with the Plant Group to understand their engagement with Defra's Net Biodiversity Plan, the London Plan and the Smart City Plan and to provide the Group with an update where possible
- Liaise with the Construction Leadership Council re: their work on umbrella organisations to ensure there is an industry wide approach
- Send a review of information on the Plant and Labour Groups and all upcoming meeting dates to Bovis Homes for their consideration

- **Partners to:**
 - Encourage their supply chain and internal colleagues to take the School impact survey both via email and social media (using suggested copy provided by EJ)
 - Consider attending / nominating a representative to attend the Waste Category Group meeting on 6th March
 - Consider attending the School AGM on 29th March 2019 – please [click here to register](#)
 - (*Bovis*) Consider allocating a member of the HSE team to join the Plant Group

5. A Partner Perspective: Telford Homes

Andrew Day, Head of Sustainability and John Dwyer, Group Sustainability Manager provided an overview of how Telford Homes 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:

- Telford Homes are a London based developer who joined the School as Partners in 2017
- 30% - 40% of Telford Homes' products are affordable homes
- They actively look to engage with stakeholders and work with like-minded businesses and like the ways in which the School promotes and facilitates this
- Andrew and John both agreed that, first impressions of the School can be overwhelming as there is such a wealth of activity going on. It is crucial to attend a wide range of meetings and events at the outset with a view to getting a broader perspective and understanding the depth of the resources / support available to Partners. Partners should then focus on where to get best value
- No Partner is the same; each business will be looking for benefits in different areas and the School is well equipped to support!
- A question to ask, as a new Partner, is "what do we want?" "where is the value for us?" and then work with the School to develop a plan to focus engagement and efforts
- The Offsite Leadership Group has also become an asset for Telford Homes as 14% of their revenue uses modern methods of construction and so they decided to join this group to work on and understand producing a DfMA strategy.
 - Currently only two housebuilders sit on this Group (Lendlease and Telford Homes) and they recommend others to join in the conversation!

- Telford believes that it is vitally important to keep pushing the message of the School throughout the business as well as the supply chain (tell them once, tell them twice...). You will get out, what you put in
- There has been a 5% increase in membership registrations for Telford's priority suppliers in the past 12 months, even though it is not currently mandated. This may change, however, Telford recognise that membership of the School does not necessarily mean commercial viability, so this is a balance act that needs to be maintained
- Two key priorities for Telford Homes this year have been Modern Slavery and the use of the School E-Learning portal
- Modern Slavery:
 - Telford Homes have found that utilising the School's knowledge and resources for hot topics such as MSA has meant there is no need for them to pay for additional work with Stronger Together
 - Telford ran 2x MSA workshops for their priority suppliers in 2018, which mean that they were ready to open a dialogue with the London Boroughs when they were approached to do so.
- E-Learning:
 - Telford Homes have gone to some lengths to produce a training e-learning matrix – with even the Chief Executive included! This maps out all job roles within Telford Homes, and maps out which e-learning is relevant
 - Training profiles have been created for each member of the team dependent on their job role with approx. 8 modules recommended for completion over 2yrs.
 - This was launched via the School's Docebo e-learning platform in December 2018 and 5% of people have already undertaken training
 - Feedback on the modules will be passed across to the School for consideration and implementation to ensure a continuous cycle of quality and improvement for all
- The School's relationship with the Home Building Skills Partnership (HBSP) is crucial and Telford believes it is important for both organisations to maintain a mutual signposting service to complimentary resources
- Telford believe that advocacy is important, and all Partners can play a role in promoting the School and getting new Partner onboard through existing relationships, such as Crest Nicholson and social housing providers
- Overall, Telford Homes believe that the School is a "critical friend" and are looking to increase their engagement, both in terms of focussed workshops and one to one support in 2019

6. Agreeing the Business Plan for 2019 - 2020

The remainder of the meeting was devoted to business planning for the forthcoming 2019 – 2020 financial year. Prior to the meeting the Group was invited to share their comments on the business plan draft which was sent to all in December 2018.

Key Points:

- The budget in the business plan may still change, depending on feedback from the Board (budget is not allocated by relative income by partners active in each group).
- If the group is asked to reduce costs by 10% it was agreed that there is a reduction in activity in all areas, rather than simply by dropping certain areas of focus
- Prior to the meeting, it was raised that the Homes School need to use their budget effectively and to drive impact and these KPIs need to reflect this
- Andrew Day noted that UKGBC do not seem to be aware of the School's upcoming Waste Category Group (KPI 3), despite the partnership agreement in place with the School. As they are launching their own tranche of Circular Economy resources in April it was suggested that the School Group follow on from this asap
- It was noted, both prior to the meeting and during the session that it is important for the Group to not "reinvent" the wheel when undertaking its work on Modern Slavery (KPI 2). The School has such a wealth of resources already available – it is important that budget is spent on building on these rather than reinventing the wheel.
- Other Partners on the Group are encouraged to sign up to the [GLAA Protocol](#) as this will be critical to collaboration (Lovell and Barratt Developments have signed up so far)
- It was agreed that it was important for the "right" people to attend the Modern Slavery collaborative sessions; not only just those who lead on Modern Slavery within businesses, but also those who will be doing the work with the supply chain
- The workstreams for the Modern Slavery collaboration piece (KPI 2) are not set in stone. People are invited to attend the scoping meeting having read the notes from the hot spotting session (November 2018), and having given thought to what outputs they would like from the Group itself. The group should consider this workstream at present as a certain number of days of Helen Carter's time – exact outputs to be agreed in the kick off meeting on 27th March. People should come ready to create a term of ref and having thought about how we measure success or the group and impact.
- It was agreed that Partners play an important role in helping the School keep their resource library up to date; encouraging internal colleagues to review and provide feedback on events as well as pointing the School in the direction of any new resources for inclusion in the library
- As many Partners as possible need to be represented at the regional supplier events – they are collaborative sessions and feedback from events has shown they are much more successful if many Partners drive their supply chain to attend and then also attend themselves

Suggested Amendments to KPIS:

- KPI 3: Remove the final target around "recognising which Partners do most" - this is something for consideration by the board as part of the 2025 strategy

Key Actions:

Partners to:

- Actively promote School Partnership to industry colleagues and provide any relevant contact details for the School to follow up
- Consider signing up to the [GLAA Protocol](#) to show their commitment to industry
- Point the School in the direction of any new, best in class resources which they come across for inclusion in the Resources Library

- Review Critical Tasks per Quarter for Partners as outlined below – particularly actions in relation to engaging Housing Associations

School to:

- Circulate an updated Business Plan to the Group when approved by the Board
- Share feedback on which Partners are currently mandating membership for their supply chains – **COMPLETE**
- Share with Partners the slides from the DfMA in Residential Projects which took place in January 2019
- Share an update on the MMC funding which the Offsite School has just secured and the development plans for this - **COMPLETE**
- Liaise with James Cadman who will lead the Waste group to re-engage with UKGBC about the Waste group and ensure that they are represented at the scoping meeting. Also ensure the date of the waste group meeting is not going to cause issues as UKGBC is due to launch its circular economy resources in early April

Critical tasks per quarter

When	School team	Partners
Q1	Launch new web platform and sustainability maturity assessment	Engage in Modern Slavery workstream and Waste Category Group
	Agree action plans with Partners re. Partner Maturity matrix	Send impact survey business benefits results to priority suppliers with clear call to action
	Promote impact survey results and the value / benefits of membership	Agree Action Plans with the School team re. engagement (internal and supply chain)
	Finalise programme for collaborative training events for the year (including speakers)	Identify social housing provider contacts to invite to engage in School training/ engagement events
		Share impact survey results on business sustainability benefits with internal colleagues
Q2	Refresh e-learning	Volunteer to peer review e-learning
	Identify issue specific case studies	Suggest potential case studies (showcasing sustainable innovation / best practice) to school team
Q3	Conduct filming for issue specific video testimonials	Peer review e-learning
Q4	Publish case study video testimonials	Share case study video testimonials with priority suppliers
	Publish dedicated section of the website for Procurement / supply chain managers	Share dedicated procurement pages of the website with relevant colleagues

Ongoing critical tasks

When	School team	Partners
Ongoing	Member comm's to drive engagement	Support School briefings, webinars, workshops
	Updates to resource library	Recommend partnership / membership
	Run supplier briefings, webinars, workshops and partner internal events	Identify speaker opportunities for the School / promote the School at external and internal events
	Ensure CPD on all materials is maintained	Raise awareness of the School both internally and with the supply chain
	Maintain partnership agreement with UKGBC and Home Building Skills Partnership	Recommend suggested case studies of sustainability best practice / innovation to the School
	Demonstrate leadership to sector, through PR strategy that includes press coverage, conferences / speaker opportunities	Actively encourage sub-contractors to engage in briefing events and training workshops
	Work closely with the Offsite group and Professional practice group to ensure engagement with designers is progressing	Promote use of the School's learning resources to colleagues
	Build membership of Partners	Invite relevant supply chain to Modern Slavery workshops
	Ensure UK wide programme of events, engaging Scotland and Welsh Leadership Groups	

What, When and Where?

The Group was then invited to comment on the proposed event plan for the 2019 – 2020 FY looking into the location, sustainability focus and potential speakers for the regional half day events in the business plan. As the next Leadership Group meeting is not until April, decisions around Q1's event schedule need to be made ASAP to ensure sufficient time to plan / market the event.

Quarter / Date	Region	Focus	Proposed Speakers
Q1 – 24 th April	London	Carbon, Air Quality, Circular Economy, Biodiversity	Telford Homes, HBSP
Q1 – TBC June	Midlands	Offsite	HBSP, Ilke? Swan HA?
Q2 – TBC June	Scotland	Regional priorities	Robertson, Kier, HBSP
Q2 – TBC September	Manchester or Leeds	Regional priorities	HBSP
Q3 – TBC	TBC	Modern Slavery	
Q3 – TBC	TBC	Modern Slavery	
Q4 - TBC	TBC	Modern Slavery	
Q4 - March	Wales	Regional priorities	HBSP

Agreed points:

- The group approved the proposed event plan as presented in the meeting, and suggested format / speakers
- Ideally each event to include speakers from social housing provider (this will be a challenge, and the School will be part reliant on partners to make necessary introductions), supplier / sub-contractor sustainable innovation case study, housebuilders x 2 (at least one of which to be a Commercial representative)
- HBSP are welcome to attend and speak at these events (and have a pop-up stand etc)
- It is important to ensure that the partnership agreement with HBSP is maintained, and that there is a process in place for mutual signposting for events / resources
- Telford Homes confirmed they will speak at the London event in April

Key Actions:

- **Partners to:**
 - Use existing links with Housing Associations to engage HS speakers in above events and update EJ
 - Put EJ in contact with colleagues in the regions to discuss regional priorities / focus for events, and help with links to relevant regional networks/ elected mayor offices
 - Confirm at which of the regional events you / your colleagues will be able to speak at in 2019 / 2020
 - Confirm which of the above events they will promote to their supply chains and colleagues – by March 31st
 - Share any suggestions of sustainable innovation in the supply chain with EJ to follow up with as potential supplier/ sub-contractor case study speakers
 - Consider hosting a “Partner Engagement Workshop” to drive the School through the business
 - Speak to Becky to arrange for the School to host topical workshops for their internal staff members of their supply chain

7. AOB

Supply Chain School

The Group was reminded that the School has no budget for meeting rooms, so relies on members of the Leadership Group to volunteer to host the bi-monthly meetings.

All Partners to check if they could host any of the upcoming Leadership Group meetings on 25th June / 10th September / 12th November 2019 and 9th January 2020 - (10.30am – 12.30pm)

8. Close

Date of Next Meeting: Tuesday 30th April 2019, BRE, Bricket Wood, Watford, WD25 9XX – 10am – 12pm (tour of innovation centre until 1pm)