

Date: Tuesday 25th June 2019 – 1.30pm – 3.30pm – Taylor Wimpey, 20 Air Street, London, W1B 5AN

Attendees: Sarah Pratt (*Barratt Developments*) – Chair, Mandy Messenger (*Advanté*), Laura Boccadamo (*Berkeley Group*), Roger Morton (*Bovis Homes*), Andy Sharpe (*Grosvenor*), Jamie Roberts (*Reconomy*), Zoe Dickinson (*Stroma*), Tony Lavers (*Taylor Wimpey*), John Dwyer (*Telford Homes*), Hilary Hurrey (*Supply Chain School*), EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*)

Apologies: Patrick Guest (*Arnold Laver*), Sophie Connolly (*Barratt Developments*), Helen Wickham (*Berkeley Group*), Jenny Herdman (*HBF*), Gemma Tovey (*Lovell*), Rob Worboys (*Lovell*), Ian Heasman (*Taylor Wimpey*), Joan Meakin (*Taylor Wimpey*), Cara Palmer (*Wates*)

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

Meeting notes

1. Welcome and introductions

- ✓ **Zoe Dickinson, Head of Sales**, attended the meeting on behalf of **Stroma**
- ✓ **Tony Lavers, Sustainability Analyst**, attended the meeting on behalf of **Taylor Wimpey**

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 the 2019 – 2020 meetings to share challenges, successes and benefits of School Partnership** (as per business plan) – **Grosvenor** confirmed they would speak at the Jan 2020 meeting about their Supply Chain Charter. One other Partner required to volunteer.
 - **Encourage social housing providers to engage with the School – Ongoing** – *Stroma confirmed that they have entered discussions with L&Q and have a meeting scheduled for mid-July to discuss further. Barratt Developments confirmed they would be happy to enter discussions with Sovereign.*
 - **Consider signing up to the [GLAA protocol](#) – Ongoing** – *Barratt Developments, Taylor Wimpey, Bellway, Morgan Sindall Group, Persimmon, Kier and Reconomy are already signatories. Telford Homes confirmed that internal discussions on this are in progress*
 - **Share the impact survey results with their supply chains and colleagues** (as per the Partner commitment in the business plan) – **Outstanding** – *The results were shared by EJ on email on 25th June. Please share on social media / email accordingly before September Leadership Group meeting*

- **Volunteer to speak at the Cardiff Breakfast Briefing about regional housebuilding priorities in March 2020 – Outstanding** – *no volunteers have been received to date.*
- **Confirm which workshops they would like the School to run, either for internal teams or supply chains – Outstanding** – *Partners to review the workshop offering and request workshops via Becky. There is budget dedicated for this, but no requests made to date for this financial year. Partners simply need to provide a suitable training venue, secure attendees, and the School team will deliver. Workshops on a wide range of sustainability topics are available.*
- **Share the Plant Group reports and resources with colleagues and consider joining the Group – Outstanding** – *NB: Barratt Developments have joined the Group recently, sitting alongside Telford Homes.*
- **Send feedback to Helen Carter on the “People Matter Charter” and consider joining the Labour Group – Outstanding** – *No feedback received from Homes Partners.*
- **Supply Chain School to:**
 - **Look into platforms for remote meetings which could facilitate the September Leadership Group – Ongoing** – *Becky will begin arranging this in Mid-July.*
 - **Follow up with BRE about Crest Nicholson presenting at a future Leadership Group on the Homes Quality Mark – Ongoing** – *EJ is liaising with the relevant parties, however BRE have not committed to partnership this year.*
 - **Check if the People Matter Charter developed by the Labour group has been shared with the Home Building Skills Partnership group (HBSP have representation on the Labour Group) and liaise with partners to understand why no feedback has been received.**

Emerging Actions / Comments:

- **Supply Chain School** to share with the Group the catalogue of CPD accredited workshops which the School can deliver for Partners.
- **Supply Chain School** to request an agenda slot at the HBSP to present the work of the Labour Group (the HBSP has representation on the Labour group, however a dedicated agenda item may help to engage the Homebuilders)
- It was agreed that the Homes Group were highly focused on the Modern Slavery workstream for the housebuilding supply chain, which could be the reason for the lack of commitment to the Labour Group / feedback on the People Matter Charter. People resource is a challenge amongst all school Partners, and there may be a view that some of the School groups may duplicate the work of the Home Building Skills Partnership (*the names may sound similar; however, focus is different*)

4. Embedding the School in Partner Organisations and Monitoring Success

The Group undertook a collaborative feedback session, during which they discussed the opportunities and challenges and how the School could help them to progress along the Partner Maturity Matrix and secure maximum value from the School. This exercise focused on internal use, collaboration with the School, supply chain engagement and advocacy. Please review the attached maturity matrix to view individual Partners’ comments on their maturity (they were asked to plot where they are now, and where they would like to be in 12 – 18 months’ time).

Advocacy

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> Mention the School on their websites / supply chain portals Utilise social media channels Mention the School on corporate publications Bring the School to the attention of suppliers / contractors / consultants 	<ul style="list-style-type: none"> Time required Resource / personnel required Coordinating a single, captivating message out to numerous regions / divisions – message can become diluted Not all Partners on the Group are major developers, so their sway is less over the supply chain 	<ul style="list-style-type: none"> Rationalise / further coordinate the Groups to relieve the pressure on Partners’ time

Collaboration

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> Consider combining some of the smaller Groups (e.g. Wellbeing / Labour and Carbon / Plant) Engage with other bodies within the sector e.g. HBF Share more Partner case studies 	<ul style="list-style-type: none"> Prioritising which groups and tasks are going to be of best use to the Partners and add the most value Allocating enough resource for all the elements that the School covers Gaining buy-in from across a large organisation It is difficult to understand a summary of all current activities to allow Partners to prioritise 	<ul style="list-style-type: none"> Provide a “status update” of all the Groups on a quarterly basis so that Partners can decide where best to allocate their internal resource Ensure that the scope of all new SIGs and Groups is clearly defined and underlines precisely why it is different to other Groups currently run by the School Embrace technology (e.g. teleconference meetings) Ensure the number of meetings and their content is as concise as it can be

Internal Use

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> Utilise “internal champions” where possible 	<ul style="list-style-type: none"> Large businesses do not have the way to force the School through 	<ul style="list-style-type: none"> Encourage partners to report / measure progress against

<ul style="list-style-type: none"> • Bring the School in as a positive and drill it down (<i>e.g. Advante introduced the School to their colleagues from a FIR basis as that is relevant to all people in all job roles and it was able to expand from there</i>) • Embed the School within internal colleagues' progress (<i>e.g. Telford Homes have implemented learning requirements for all colleagues and provide updates to instil a sense of friendly competition</i>) 	<ul style="list-style-type: none"> • Gaining Director level endorsement • Embedding School LMS into own learning strategies • Keeping the "momentum" going • Showing continual relevancy to the business to inspire and help to engage staff 	<ul style="list-style-type: none"> • internal engagement – possible utilising a checklist process • Provide quantifiable Partner benefits • Develop a workshop on the benefits of the e-learning resources • Provide Partner case studies and examples of how they are using the resources
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Supply Chain Engagement

Opportunities	Challenges	How the School can help
<ul style="list-style-type: none"> • Partners to provide an update to the School's "mandating membership" table for the School to share • The School allows a collective voice across developers in the industry • Partners to embed the School into their PQQs 	<ul style="list-style-type: none"> • Internally engaging the right people with impact on the supply chain • Housebuilding is primarily a decentralised industry, so the supply chain is very autonomous, and challenges can be very regional • Maintaining supply chain engagement • Keeping up to date with a list of priority suppliers across autonomous business units • There is no "one size fits all" supply chain 	<ul style="list-style-type: none"> • Soft sell of the benefits • Provide case studies on how other Partners monitor supplier performance and share best practice • Continue to provide tailored supply chain training for Partners to utilise

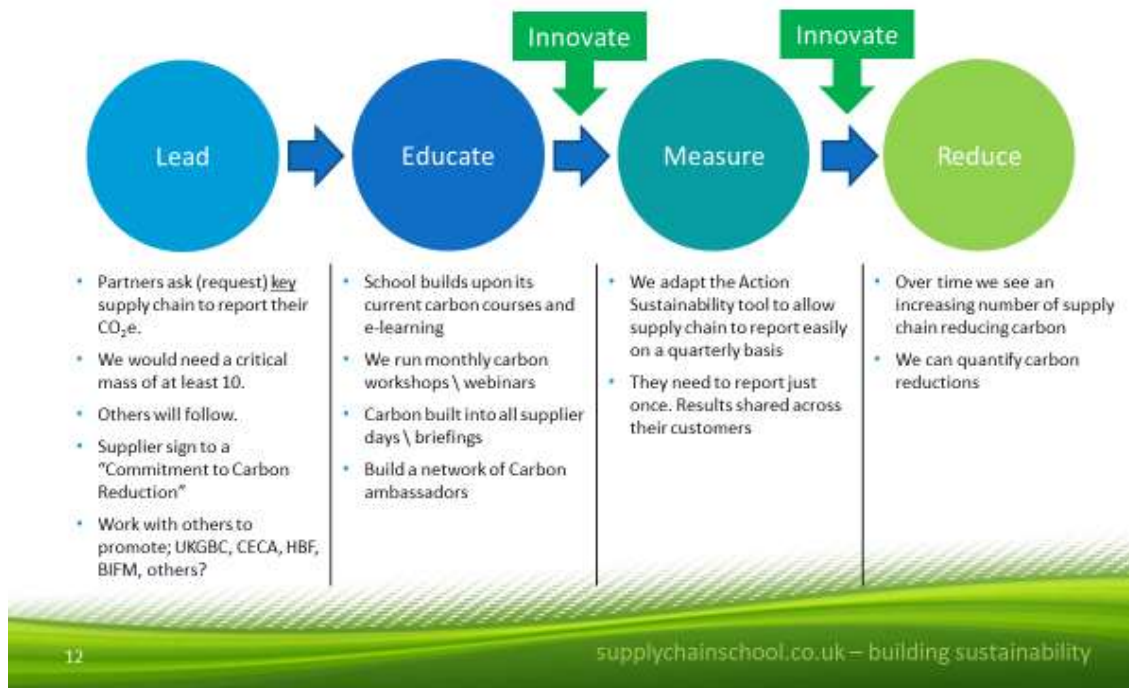
5. Carbon SIG

The Group were provided with an update in relation to the School's proposed response to the Climate Emergency. The full proposal deck was circulated prior to the meeting.

The School's member impact survey showed that only 33% of respondees has reduced their carbon in the last 12 months. This, together with the declaration of a climate change emergency and with the need for net zero emissions by 2050, the School proposed to act...

Carbon campaign

We lead a campaign to get the construction supply chain doing more



Group Comments:

- Richard Twinn at UKGBC (Carbon lead) was not aware of the proposal (despite School meetings with Julie Hirogoyen, CEO about the proposal, and UKGBC agreeing to support)
- The above proposal would be included in the current Partner fee, including the use of the Sustainability Tool to report carbon
- Measurement stage would be undertaken on a "self-assessment" basis by the School, and it would be Partners' responsibility to audit figures fully
- Only reporting on scope 1-2 felt more of a short-term solution and that, to really make a difference, the School would need to look at scope 3 and embodied carbon and be more ambitious
- Quarterly reporting requirements may be too frequent for the housebuilding supply chain
- The Group agreed that any tool development would need to meet future legislative requirements, and link in with Science Based Targets in order to receive Partner buy-in
- The Group felt it was important to demonstrate to the supply chain that the information they were providing was being used by their clients – it was agreed that this would encourage them to utilise the tool offer and report

Actions:

- **Partners to:**
 - Attend the scoping meeting on 23 July if you are keen to feed into / steer the focus / development of this group
- **School to:**
 - Check with UKGBC re. Richard Twinn

- Provide Partners with any updates developing from discussions with the Board and Operations Group
- Call a meeting of sustainability heads from School Partners to work out the scope of supply chain report and the regularity of this
- Engage with other trade associations to ensure activities are not being duplicated
- Engage CITB

6. 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:

Partners

The School now has 86 Partners, welcoming: Recycling Lives and SEWSCAP Framework since the Group last met.

Progress Against KPIs

The Group agreed that these figures were a positive beginning to the 2019 / 2020 financial year, although there is room for improvement in terms of training workshops and self-assessments.

Deliverables <small>Actual/Target</small>	Homes
Active companies (organisations who have done something since 1 st April 2019)	210/800
Sub-contractor breakfast briefings & modern slavery engagement workshops	1/7
Learners @ training	81/420
Training workshops	1/8
Webinars	0/5
Learners @ webinars	0/100
Assessments	51/450 (20 of these are paper assessments not yet input into the website, based on the new sustainability maturity assessment)
Re-assessments	19/300
Bronze/Silver/ Gold	130/300
Case studies	0/2
New Partners active in Homes	0/2
Homes Partners on Waste group	2/4

Actions:

- **Partners to:**
 - Confirm which workshops they would like the School to run for their internal teams / supply chains
 - Make introductions to new Partners as and when possible

- Consider joining the Waste Category group (one of the strategic priorities for the Homes group was to lead this group, however only 2 Homes partners are currently represented)
- **School to:**
 - Provide Grosvenor with the names of our contacts at Crest Nicholson so that they can additionally liaise with them re: becoming Partners
 - Speak to Telford Homes regarding the development of a webinar re: best practise for internal use of the School within a Partner organisations

7. Critical Tasks for Q1

The Group shared progress / plans in relation to the critical tasks for Partners outlined in the business plan. All tasks are currently ongoing:

Critical Tasks for the School:

- Launch new web-platform and sustainability maturity assessment – this has been delayed as communicated to all Partners by Ian Heptonstall, Director of the School. The project remains on budget. The School is hoping to launch the platform in September, but cannot be guaranteed
- Agree action plans with Partners re: Partner Maturity Matrix – Partners will be contacted by EJ to arrange these meetings
- Promote the impact survey results and the value / benefits of membership and Partnership
- Finalise the programme for collaborative training events for the year (including speakers)

Critical Tasks for Partners:

- Engage the supply chain and subcontractors and encourage them to attend the Breakfast Briefings and School workshops
- Identify social housing provider contacts to invite to engage in School events
- Identify speaker opportunities for the School / promote the School at external and internal events
- Recommend suggested case studies of sustainability best practice / innovation to the School
- Recommend Partnership to industry contacts
- Raise awareness of the School both internal and with the supply chain
- Promote the use of the School's learning resources to colleagues

8. Modern Slavery Workstream Update

The Group were provided with a formal update on the Modern Slavery workstream at the meeting in April, this brief was for information only with comments by exception.

Key Points:

- High risks trades have been identified by the workstream (waste, security, cleaning, landscaping, demolition, agency labour)
- Brief summary of engagement programme:

- Partners to provide lists of their suppliers from high risk categories (lists received from Lovell, Kier, Redrow, Taylor Wimpey, Barratts. Not yet received from Telford Homes, Bovis or Berkeley)
- Homes Partner suppliers from the above high-risk categories invited to complete a survey monkey to assess current approach / progress and level of understanding (July / August)
- Suppliers signposted to a learning pathway, with recommended resources available through the School (July / August)
- 3 identical workshops will be delivered in the North, Midlands and South. Attendees will develop their own organisational action plans committing to specific activities to improve their organisational approach (Sept). Partners will also be encouraged to attend.
- 1 x final breakfast session will be run in Birmingham. All companies engaged in the programme (including partners) will attend to share learning / challenges, finalise plans, identify areas for collaboration / validate commitments and plans. NB: This session will run on 4th December in Birmingham and a diary invitation has been issued to the workstream. Please contact Becky if you would like this to be forwarded
- **Final benchmarking survey to gauge impact**
- GLAA have agreed to participate in this briefing

Actions:

- **School to:**
 - Develop comms which the Partners can then circulate to their chosen companies
 - Check with Partners regarding the companies that have been invited to participate in terms of the “high risk” trades
- **Partners to:**
 - Respond to Helen’s emails and provide feedback wherever necessary
 - Take ownership of chosen suppliers throughout the project - this will be partner led, supported by the School
 - Lead on communications to the supply chain to ensure there is a drive for companies to participate

9. AOB

Wellbeing SIG – Supply Chain School

First scoping meeting to take place on 24 July, 11am – 1pm. Proposal already circulated to the group by EJ on 26 June. The proposal is to produce an **output relevant to the wellbeing of occupiers interacting with the built environment**. This emergent field covers aspects of both individual and collective wellbeing, emphasises long term impact and value, and requires holistic consideration of wellbeing. The suggestion is that the SIG **considers the fullest meaning of wellbeing rather than attempting to address mental wellbeing in isolation**. This will avoid

duplication of effort in an area that is already well-resourced and will afford the SIG the opportunity to contribute clarity to a broader, evolving discourse.

Update of Social Value Briefing Paper - Supply Chain School

The Group was notified that the Infrastructure Group had allocated some of their budget to update the [Social Value Briefing Paper](#) for Industry and had opened the opportunity up to other Groups to input / participate.

- The Group agreed that Housebuilding is a very different sector to Infrastructure so their input would not necessarily mesh well, but it would be useful to understand what others in the School were doing

Actions:

- **School to:**
 - Produce a time requirements proposal for the Social Value Briefing Paper update.
 - Liaise with Grosvenor to discuss their new Supply Chain Charter at the meeting which will be held in January 2020.

10. Close

Date of Next Meeting: Tuesday 10th September 2019 – 10.30am – 12.30pm – Virtual Meeting