

Date: Tuesday 30th April 2019 – 10am – 12pm (1pm including BRE innovation park tour) – BRE Innovation Park, Bricket Wood, Watford, WD25 9XX

Attendees: Sophie Connolly (*Barratt Developments*), Gemma Tovey (*Lovell*), Rob Worboys (*Lovell*), Eugene Meehan (*O'Neill and Brennan*), Andy Mitchell (*Stroma*), Ian Heasman (*Taylor Wimpey*), John Dwyer (*Telford Homes*), Nick Lovell (*Tobermore*), Jamie Roberts (*Reconomy*), Gillian Brewin (*CITB*), Mandy Messenger (*Advanté*), Gwyn Roberts (*BRE*)

Dial In: Sarah Pratt (*Barratt Developments*) – Chair, Craig Ferrans (*Bovis Homes*)

Apologies: Andrew Day (*Telford Homes*), Jenny Herdman (*HBF*), Andrew Scears (*Kier*), Patrick Guest (*Arnold Laver*), Andrew Sharpe (*Grosvenor*)

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

- ✓ **Craig Ferrans, Group Technical Director**, was introduced to the Group as a new representative of Bovis Homes
- ✓ **Mandy Messenger, Client Operations Director**, was introduced to the Group as the representative for **Advanté**, a new Partner to the Group
- ✓ **Jamie Roberts, Director of Managed Accounts**, was introduced to the Group as the representative for **Reconomy**, a new Partner to the 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:**
 - **Volunteer to speak at the 2019 – 2020 meetings to share challenges, successes and benefits of School Partnership** – Ongoing – *Advanté confirmed that they would be interested in speaking in Q4. The Group also suggested inviting a member of the Construction LG to speak to provide a diverse point of view.*
 - **Consider signing up to the [GLAA protocol](#)** – Ongoing – *Barratt Developments, Morgan Sindall Group and Reconomy have already completed this.*
 - **Consider and action the “critical tasks for Q1” as agreed in the business plan** - Ongoing – *this was discussed later in the meeting. See section 4 for an update.*
- **Supply Chain School:**
 - **Update Partners with the School’s 2025 Strategy** – Ongoing – *this will be circulated as soon as the briefing paper is approved by The Board.*

Emerging Actions / Comments:

- **Supply Chain School** to invite the Construction Leadership Group to speak at the Homes Leadership Group on engaging supply chain and maximising Partner benefits

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:

Partners

The School now has 87 Partners, welcoming: Advanté, Alstom, Bovis Homes, HE Simm, Kilnbridge and Yorkshire Water since the Group last met.

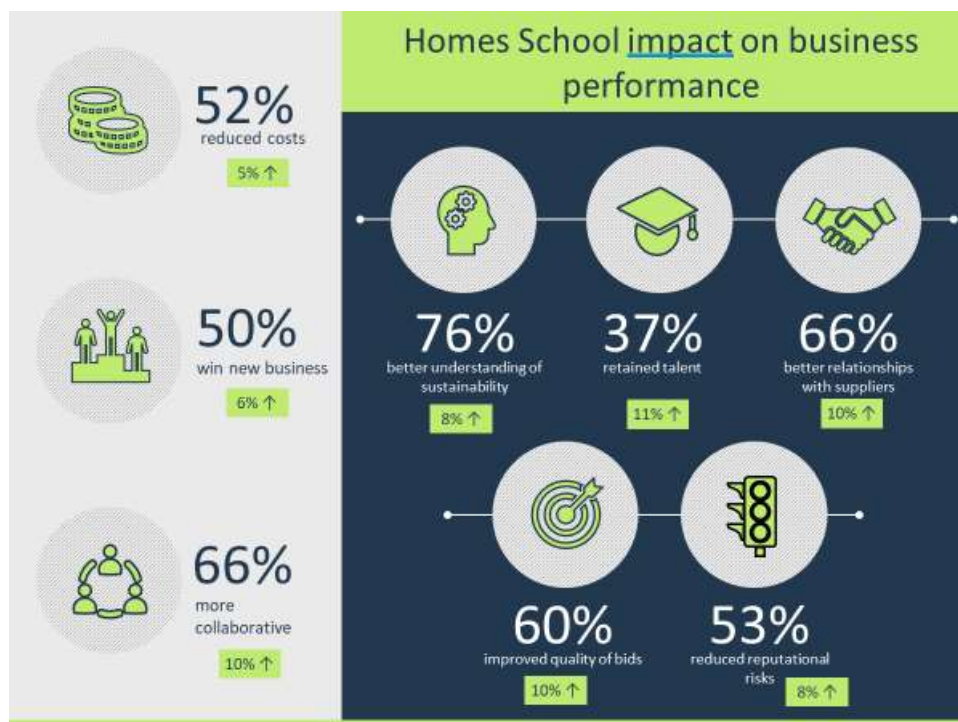
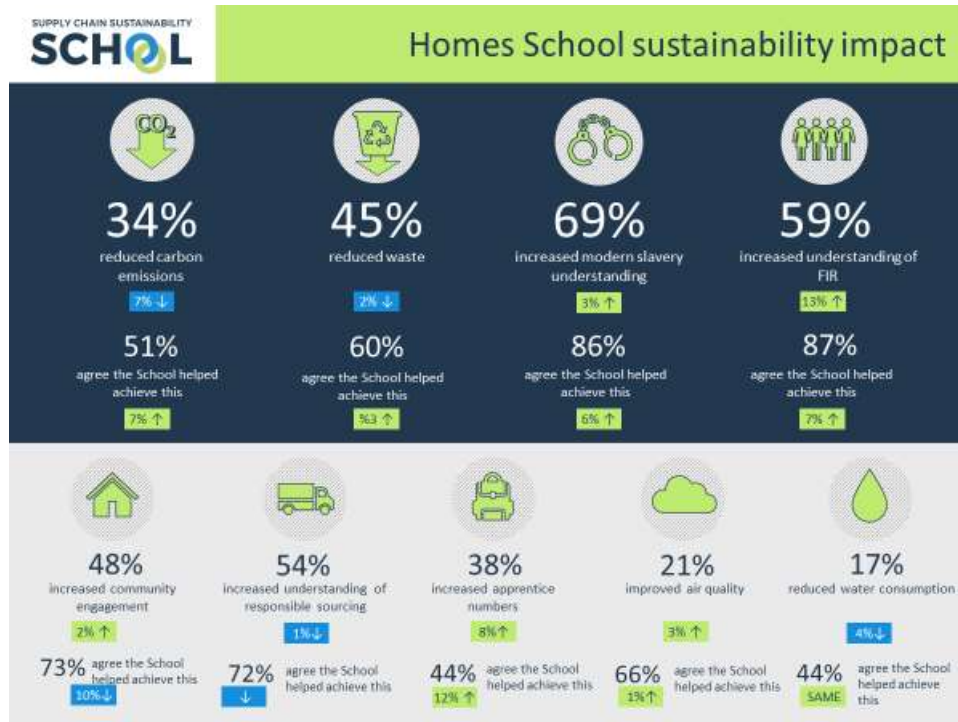
Impact Survey

The School's annual impact survey has now been analysed and the results are illustrated below. Over 888 respondents took part this year, an increase of 48% and the overall results were very pleasing; *(one highlight being that there has been a 41% increase on active companies)*, illustrating that the School's focus on engaging existing members during the 2018/2019 FY was a success.

For full information in the impact survey, please do see the [School Impact Report](#).



The School has produced some impact slides specific to Homes School members, in addition to the whole School impact; and these are illustrated below.



The Group agreed that these figures were a positive reflection of activity undertaken in 2018 and noted that it was important for Partners to keep supporting the School in its activities and to actively drill engagement and membership down throughout their supply chains.

5. New School Web Platform

Following on from previous demonstrations, and the live update during the School AGM, the Group was provided with an update on the development, look and feel of the new School platform.

For any updates or information on this, please contact Becky.

Key Points:

- The new School platform development is nearing completion, and the School team are soon to be entering the testing phase of development
- The new School branding will be released to coincide with the new web launch
- This new branding is fully AA accessibility compatible
- Partners comms are being released to introduce Partners to the new platform and its capabilities
- Partners will be invited to participate in webinars which will introduce the new site and reporting capabilities to them

- An overview of key “new” Partner features includes:

 Internal Use	 Priority Suppliers	 LMS
<ul style="list-style-type: none">• Single sign-on• Assign roles to colleagues (e.g. Partner Dashboard access)• Request Dashboard rights from colleagues• View colleagues and understand their engagement with the School (e.g. Leadership Group participation, Procurement SIG)	<ul style="list-style-type: none">• Upload / manage your own priority supplier lists• Upload / manage your own business units and sub-business units• Download, edit and re-upload priority suppliers list• Set specific learning journeys / expectations for priority suppliers and monitor achievements• Reward priority suppliers with badges / certificates• View learning progress of priority suppliers	<ul style="list-style-type: none">• Host your own e-learning modules in your corporate dashboard• Allocate resources to colleagues for completion and track progress• Send reminders for colleagues / priority suppliers to complete resources

- An overview of key “new” member features includes:

Corporate Use	Company Dashboard	Individual Use
<ul style="list-style-type: none"> • Reminder emails when membership level due to drop • Automatic emails when a colleague requests to join the corporate account • Distribute resources in an action plan to your colleagues • View "user profiles" within your corporate account • Remove historic users from your corporate account without deleting assessment information 	<ul style="list-style-type: none"> • Visual dashboard • View self-assessment renewal dates • Membership level highlighted on corporate dashboard homepage • View progress towards next membership level • Cumulative information on company activity • Monitor company progress against industry standards • Notification of client requirements 	<ul style="list-style-type: none"> • Ability to view past activity • Track progress against individual action plans • CPD certificates stored in dashboard • Request admin rights from colleagues • Tailored progression pathways • Ability to rank / rate resources • Add event registrations to your personal calendar and cancel attendance • Maintain your individual learning log when moving companies

6. Modern Slavery Workstream

In advance of the meeting (and following on from the two scoping meetings), The Group was issued with the proposal for the Modern Slavery workstream. Whilst Partners were invited to consider the proposal in advance of the meeting, Helen Carter attended to provide an update in terms of activity and timescales for the Group to comment on.

Key Points:

- The Group have allocated approx. £15,000 of the Homes budget for this project
- The Group have agreed to focus on engaging with high risk trades (phase 1) and developing a collaborative PQQ approach (phase 2)
- It was agreed that providing guidance on grievance and remediation were not a priority for the Group during this FY
- The Group agreed there is an opportunity to collaborate in supply chain mapping and identify product standards that support better labour standards – to be reviewed upon completion of Phase 1

Phase 1 Activities:

Development & Engagement	Delivery	Action Planning
<ul style="list-style-type: none"> • Agree high risk trades • Agree final list of suppliers • Develop learning pathway • Develop benchmarking survey • Create comms platform on School website • Contact suppliers and invite them to attend the programme 	<ul style="list-style-type: none"> • Benchmark identified suppliers and subcontractors; assessing current organisational approach to combatting modern slavery and level of understanding • Undertake workshops with key suppliers (North, South, Midlands) 	<ul style="list-style-type: none"> • Suppliers and subcontractors to complete an action plan committing to specific activities to improve their organisational approach • Action plans to be presented at a breakfast briefing and approved by the Partners

Phase 1 Timeline:

Activity	Whom	May	June	July	Aug	Sept	Oct	Nov
Homes Partners Identified to work together	Homes Group							
Key trades and suppliers agreed	Homes Group							
Development of Learning & Engagement Journey	Helen Carter							
Approval of Learning & Engagement	Homes Group							
Suppliers & Subcontractors Identified	Homes Group							
Webpage Created	Helen Carter							
Benchmarking Survey Created	Helen Carter							
Suppliers & Subcontractors Requested to undertake the programme	Homes Group							
Suppliers & Subcontractors to undertake the survey	Supply Chain							
Evaluate the survey and publish results	Helen Carter							
Supply Chain to undertake the learning pathway	Supply Chain							
Action Planning Workshop undertaken by the supply chain	Supply Chain							
Action Plan generated	Supply Chain							
Breakfast Briefing to present and review final action plans and hand over to the partners	All							

Actions:

- **Partners to:**
 - Respond to Helen’s emails and provide feedback wherever necessary
 - Take ownership of chosen suppliers throughout the project so that organisations are not being contacted by multiple Partners (to be decided once the high-risk trades and final list of suppliers has been agreed).
 - Lead on communications to the supply chain to ensure there is a drive for companies to participate
- **School to:**
 - Develop comms which the Partners can then circulate to their chosen companies
 - Begin phase 1 activity

7. Critical Tasks for Q1

The Group shared progress / plans in relation to the critical tasks for Partners outlined in the business plan.

Collaborative Supplier Training Events 2019 – 2020

The Group was provided with an update on the proposed event schedule for the Construction Group in 2019 / 2020 with a view to confirming speakers and regional support for as many of these as possible.

Date	Location	Themes	Speakers
24 th Apr	London	Air Quality, Biodiversity, Carbon, Circular Economy	Clarion Housing, Telford Homes, CITB, HBSP, Stroma
4 th Jun	Birmingham	Offsite / MMC, Air Quality, Skills Gap / FIR	Barratts, <u>Advanté</u> , HBSP, CITB +TBC
5 th Sept	Manchester	Regional Priorities	Taylor Wimpey, HBSP, CITB +TBC
Oct	TBC - North East?	Modern Slavery	
Dec	TBC - E. Midlands?	Modern Slavery	
Feb	TBC – London?	Modern Slavery	
March	Cardiff	Regional Priorities	HBSP, CITB +TBC

Actions:

- **All Partners to:**
 - Confirm at which events you / colleagues are willing to speak about your regional priorities, and the implications for your supply chain
 - Maximise opportunities to upskill your supply chain at these events and invite your sub-contractors and supply chain members to attend (using copy provided by Becky)
 - Encourage your regional colleagues to attend and provide representation on the day to take part in table discussions
 - Approach regional social housing providers to speak at the events in Birmingham, Manchester and Cardiff – *(Reconomy, Taylor Wimpey and Lovell all confirmed they would approach contacts for the Birmingham event)*

- **School to:**
 - Produce comms which Partners can send to their social housing contacts to encourage them to engage with the School and the Breakfast Briefings

1. **Waste Category Group** – *“Engage in Modern Slavery workstream and Waste Category Group”*.
2. **Impact Survey Results** - *“Send impact survey results to priority suppliers with clear call to action”*.
 - The School will issue these comms, although the Group agreed to hold off on issuing this to their supply chain until the launch of the new School platform
3. **Partner Action Plans** - *“Agree action plans with the School team re-engagement”*.
 - This is ongoing and the Group will be contacted by EJ to arrange these meetings
4. **Social Housing Speakers** – *“Identify social housing provider contacts to invite to engage in School training / engagement events”*.
 - This is ongoing and Partners are encouraged to propose social housing contacts at any time

Ongoing Critical Tasks for Partners:

- Engage the supply chain and subcontractors and encourage them to attend the Breakfast Briefings and School workshops
- 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. Plant Category Group

Helen Carter, Senior Consultant for Action Sustainability, attended the meeting to provide the Group with an update as to the Plant Group, which has been running with a selection of School Partners for the past 18 months. Full slides will be circulated with these minutes, however, for some key information, please see below.

Key Points:

- This Group is being led by Dr James Cadman, Lead Consultant for Action Sustainability
- Partners currently participating in the Plant Group: Highways England, Costain, Aggregate Industries, WP Group, A Plant, Osborne, Lundy Projects, John Sisk & Sons, Balfour Beatty, Clancy Group, Kier, Morgan Sindall, Speedy Services, GAP Group, Elliott UK, Willmott Dixon, Volvo, Telford Homes, Carmichael UK, Skanska, L Lynch, Advante
- Manufacturers consulted: Komatsu, HGI, JCB, CAT, Kubota, Makita, Prolectric, Volvo, Wacker Neuson, Trime

- The Group have already worked to produce an industry briefing on Clients’ drivers and standards for plant on their sites
- Minimum Standards will soon be published to help the supply chain minimise the implications of poor plant – these look at current standards and on to 2025
- These standards will investigate local authority standards and requirements, considering AQMAS

- Whole life costing documents will be produced to allow hirers to make informed decisions
- The Group will also look to develop training for operatives re: best practise usage and management of plant to improve lifecycle costs
- Having completed materiality assessments for sustainable plant, the Group is just about to begin a piece on the financial implications for plant re: new air quality targets from cities
- The aim for this Group is a consistency of measurement across the industry, so that information can be disseminated down throughout the supply chain
- Engaging the manufacturers in an “open forum” has been difficult to date
- Looking ahead beyond 2020, the Group may consider creating a library of which plant hits which sustainability standard; which the Partners could use for their own sites – however, heavy manufacturer buy-in would be required for this, so it cannot be considered a short-term objective

- **Advanté:** Wacker Neuson have been working with Willmott Dixon on cableless site options and could be a good option for a sustainable innovation case study in this forum
- **Bovis Homes:** Ardent Hire have produced a league table of their sites which could be used

Actions:

- **Partners to:**
 - Consider recommending a colleague to sit on the Plant Group moving forwards (*meetings may move to virtual meetings in the future, so less time would be required from individuals*)
 - Contact [Helen](#) with the name of individuals who would like to receive updates from the Group, but are unable to participate in meetings

- **School to:**
 - Circulate the Plant Group documents already created (*Sourcing Sustainable Plant for Construction Projects E-learning and minimum standards report*)

9. Labour Category Group

Helen Carter, Senior Consultant for Action Sustainability, attended the meeting to provide the Group with an update as to the Labour Group, which has been running with a selection of School Partners for the past 18 months. Full slides will be circulated with these minutes, however, for some key information, please see below.

Key Points:

- Partners currently participating in the Labour Group: VGC, Danny Sullivan, Fortel, Skanska, Morgan Sindall, TfL, National Grid, Network Rail, O’Neill and Brennan, John Sisk & Sons, Kier, Bouygues UK, Aggregate Industries, Sir Robert McAlpine, VINCI, Morson, McGinley, Flannery Plant Hire, Murphy Group, Highways England, Hercules, Costain, VolkerWessels UK, HE Simm, Menfor Group

- This Group is about people as a whole – not just labour agencies

- The focus area for this Group has been on; which standards should be in place and what are the current issues in relation to supply (*it was noted that only 7% of school leavers consider careers in the industry*)
- The Group is also considering the shortage of skills in high tech job roles such as BIM and 3D printing etc – looking to the future
- As per the Group's original terms of reference a "People Matter Charter" will be rolled out in 2019, alongside an organisational commitment for Partners (and other industry members) to sign up to
- It has been agreed that the charter will be split into "commitment" and "intent" categories
 - Commitment – a company will do
 - Intent – a company will endeavour to do
- It was agreed that getting the Partners to sign and commit to the charter will be but the first step – making sure that it gets embedded and pushed down through the supply chain will be the challenge
- The current charter contains 8 commitments (*please see attached proposed charter for full information*), although an addition of a ninth element, concern mental health and wellbeing is also being considered
- Under each commitment there will be a toolbox of resources and the creation of a learning pathway to make it useful throughout the supply chain
- The charter has been made relevant to companies working with an overseas supply chain through the inclusion of the ETI Base Code
- Currently, all Partners are being asked to feedback on the proposed charter; feedback will then be collated and built into the final charter, ready for implementation
- There will also be a need to engage industry stakeholders and federations with the charter, and the Group is planning to host an engagement workshop in May / June to facilitate this
- **CITB:** Also have a suite of resources which can be incorporated and cross-referenced

Actions:

- **Partners to:**
 - Consider the draft "People Matter" charter, circulated with these minutes
 - Complete the stakeholder feedback document (using the comments already provided in the "stakeholder feedback spreadsheet" as a guide) and send to Helen and EJ
 - Consider recommending a colleague to sit on the Labour Group
 - Contact [Helen](#) with the name of individuals who would like to receive updates from the Group, but are unable to participate in meetings
- **School to:**
 - Issue the Group with the draft People Matter charter document, the stakeholder feedback spreadsheet, and the feedback form for completion
 - Liaise with CITB and HBSP to incorporate existing industry resources wherever possible and avoid "reinventing the wheel"

10. Homes Quality Mark

Gwyn Roberts, Homes and Communities Lead for BRE attended the meeting to provide the Group with an update on the Homes Quality Mark and to lead attendees on a tour of BRE's innovation park.

Background to BRE: They are a charitable trust (independent from government for 20yrs) who are involved in all areas of the industry including training, education and innovation

Key Points:

- Homes Quality Mark One was launched in August 2018 and fits into the BREEAM family of certifications
- This is a global standard and 50% of current certifications are awarded to overseas properties
- It is also valid for properties built in Scotland and Wales
- It can be applied to private developments, social housing or council properties
- It has similar customer trust qualities as FSC, MSC, Fairtrade standards
- There are 5 main drivers for different levels of the supply chain (*e.g. Lloyds will give lower interest rates to developers building to this standard*)
- There are 3 main indicators which equate to the overall mark: running costs, health and wellbeing and environmental impact
- There are 3 main measurement factors: surroundings, home, delivery
- It provides both ratings and differentiators
- The star rating has been re-worked recently to include percentage measurements and provide additional reassurance
- Examples of current projects include: Crest Nicholson "Lancaster Grange", Galliford Try with L&G, Runnymede Borough Council
- Currently the standard is just for newbuild properties, but they are looking to join with retrofit standards
- There are 3 elements of costs for the provider

Actions:

- **BRE to:**
 - Support the School in inviting Crest Nicholson to speak at a future meeting from a developer's perspective on the HQM

11. AOB

Supply Chain School

The Group was notified that there was a new funding opportunity available from CITB relating directly to the housebuilding industry. EJ will circulate information to the Group with a request for supporting emails.

Advanté

Will be attending Plantworx conference this year and have engaged the School to see how they can promote their Partnership on their stand / literature. Is this something which other Partners are supporting?

- The Group agreed that Partners should promote the School at any internal events they have and at any trade shows that they attend, and incorporate info about the School into their standard literature. The School is happy to attend and support these wherever possible.

Barratt Developments

Proposed the implementation of remote / WebEx meetings in order to adhere to the School's sustainability ethos and make the meetings easier for colleagues to attend.

- The Group agreed that this was a favourable suggestion and could be utilised for 2 meetings per year (although business planning meetings would still need to be conducted in person)
- The group agreed to trial this at the September meeting if possible

Actions:

- **School to:**
 - Send out an opportunities / blockers questionnaire to the Group to understand what platforms and formats would work best for these remote meetings.
 - Send out new Partner logos to the Group now to allow them to prepare any new printing / literature

12. Close

Date of Next Meeting: Tuesday 25th June 2019 – 1.30pm – 3.30pm

Taylor Wimpey's Offices, 20 Air Street, London, W1B 5AN