

Date: Wednesday 20th January 2021

Attendees: Sarah Pratt (*Barratt Developments*), John Dwyer (*Telford Homes*), Stephen Horridge (*Redrow*), Amit Patel (*Vistry Group*), Anthony Lavers (*Taylor Wimpey*), Gemma Tovey and Rob Worboys (*Lovell*), Kathryn Gillard (*McCarthy & Stone*), Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*), Alan Douglas (*Ardent Hire*), Philippa Bolton-Hadfield (*Persimmon Homes*), Lorraine Richardson (*CITB*), David Ford (*CHAS*), Patrick Guest (*Arnold Laver*), Emma-Jane Allen, Shaun McCarthy and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Ian Heasman (*Taylor Wimpey*), Olivia Ward (*Redrow*), Gina Ciotaki (*Wates*), Andrew Day (*Telford Homes*)

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

Meeting notes

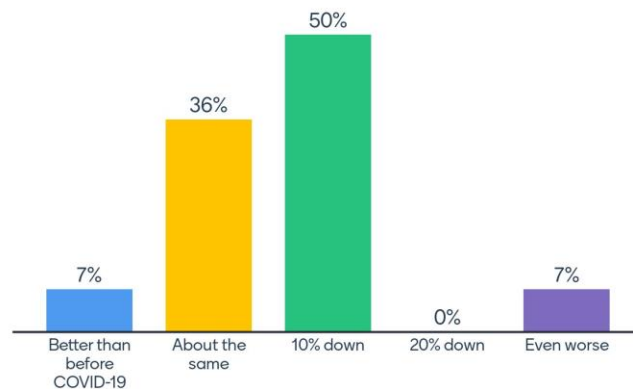
1. Welcome & introductions

Philippa Bolton-Hadfield, Group Sustainability Manager (*Persimmon Homes*) and David Ford, Compliance Lead (*CHAS*) were welcomed to the group as new Partners.

Kathryn Gillard, Group Procurement Director (*McCarthy & Stone*) and Lorraine Richardson, CITB Advisor (*CITB*) were welcomed as new representatives on the Homes group.

The group were asked to reflect on the impacts to their business of COVID-19. The results of the polls are below:

How is business for you now?



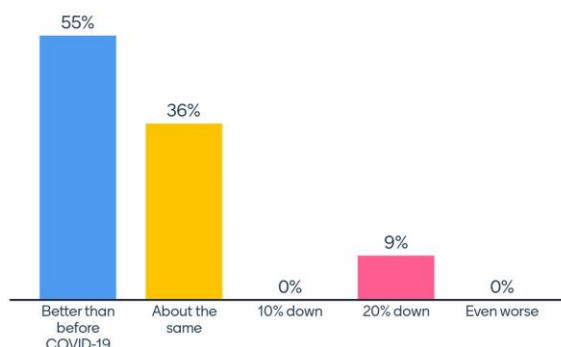
In a word, how would you describe the outlook for the Homes sector over the next 12 months



challenging
 uncertain
 fhs
 encouraging
 optimistic
 positive



Looking forward, where do you see your business in 12 months' time? SUPPLY CHAIN SUSTAINABILITY SCHOOL



2. Review and agree Homes business plan

EJ Allen outlined the business planning timeline and 2021/22 budget (see final slide deck for reference). The key priorities for 2021-22 were agreed as:

1. Drive engagement & training with priority suppliers & sub-contractors

- Getting suppliers as active companies (unique companies to access resources and training between 1st April 2021 - 31st March 2022) on the School is a key priority for Partners, as many suppliers are still unaware of the School and its benefits. This is the first step before increasing the target for companies at bronze/silver/gold level.
- Consensus that the Homes sector should focus on one specific learning pathway and get this out to the supply chain in 2021. Agreed priority as 'Sustainability for Groundworkers' due to their impact on key issues such as carbon. School will begin development on this pathway with peer review support from Partners.
- For future learning pathways, can information from the impact survey to be used see which trades require more support on the different topics?
- Patrick Guest (*Arnold Laver*) tabled the suggestion of having a subgroup of suppliers to the homes market to explore some of the blockers / challenges from a supply chain perspective that often hinder the delivery of sustainable outcomes and consider potential solutions.

KPI'S:

- Target around the number of bronze/silver/gold member companies suggested at 300 which is the same as 2020/21. These levels reflect how committed a company is to continually improve its sustainability knowledge and requires members to complete sustainability maturity assessments to secure the badges. These badges are time limited. Agreed to feedback to EJ by 25th Jan with comments.
- Should a KPI target for the number of suppliers completing learning pathways be included? Do Partners plan on encouraging key suppliers to complete learning pathways, or use the dashboard to create their own tailored learning pathways for suppliers? Agreed to feedback to EJ by 25th Jan with comments.
- Agreed importance of building the School's library of case studies, and that Partners have a role to play in this. All Partners should be able to share at least one case study (this could be innovation in the supply chain or within their own organisation) with the School each year.

This is simply about sharing links rather than the expecting a partner to develop a new resource.

- Number of Business Bytes, workshops and lunch n learns is based on the total School budget available and divided by the different sector groups. Cross sectoral training on topics related to carbon, resource efficiency, FIR, People Matter Charter, wellbeing, air quality/plant, supply chain resilience, lean construction, Offsite / MMC etc. will all be delivered and steered by the relevant sector groups. The assumption is that the KPIs for number of events in the Homes business plan is for events that are tailored to the Homes market e.g. Future Homes Standard, Retrofit etc.
- It is up to Partners to steer the content and focus of the Homes specific Business Bytes and lunch n learns. All suggestions of content, and most importantly, suggestions of speakers, to be shared with EJ and Sophie.

2. Collaborate to cut carbon

- 9 homes partners are currently represented on the carbon action group, but not all have requested the supply chain to submit data through the reporting tool.
- Homes Partners need to share knowledge on what they are doing to achieve carbon reductions, beyond just the metrics. The School can be a platform to share this.

KPI's:

- Agreed KPI that 7 homebuilder partners will actively recommend the carbon reporting tool to suppliers (the assumption is that this would be a targeted list of suppliers based on carbon impact)
- Agreed homebuilder partners should aim for 10 – 15 suppliers each to report data using the tool throughout the year. The group acknowledged this is not particularly ambitious, but it is early stages for the tool, and the pilot phase has only just finished.
- Getting suppliers to report their data is the starting point. Ultimately this project should move towards capturing baseline data and suppliers setting emission reduction targets.

3. Maximise Partner value and engagement with the School

- Engaging internal stakeholders and using the School to upskill internal staff is a key priority for majority of Partners.

KPI's:

- The work done on monetising partner value to date highlights the link between partner value gained, and active engagement in the School's various category groups and special interest groups. Partners agreed the more you put in, the more value you get. KPI around Homes partners being active in at least one school category group/ SIG reflects this.
- Should a KPI be included linked to the number of internal Partner colleagues active in the School as this is a key priority for Partners? This data can be accessed on the School dashboards. Agreed to feedback to EJ by Feb.

4. Collaborate through 'performance through procurement' to improve procurement approaches across the housing supply chain

- KPIs for this to be set for this once the procurement group is up and running and there is clarity around the exemplar projects in the Homes sector.

5. Collaborate with manufacturers and waste management companies to improve packaging options (reductions in single use plastics and improved recyclability)

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- The expectation is that this will be a follow-on project from the current packaging waste stream trial with Zero Waste Scotland, Barratts, Bellway and Taylor Wimpey.

KPI's

- Impossible to set KPIs around this at this stage as the scope of the next phase of work hasn't been developed or costed out. Ultimately the targets should be about driving change rather than number of Homes Partners active in the group. Outcome needs to reflect the collaboration piece rather than the numbers involved.

Upcoming virtual training:

- The School will run a programme of cross-sector virtual training on key themes such as carbon, waste, social value, wellbeing etc in 2021/22.
- In addition to those already suggested, Partners to suggest any Homes specific training themes for Business Bytes and Lunch n Learns to the School. The School training calendar is led by our Partners, so any suggestions of themes or suggested speakers would be welcomed.

ACTIONS:

- **School** to start development of a groundworkers learning pathway and consult partners accordingly. (*Ongoing*)
- **School** to investigate if the results from the impact survey (closing mid-Feb) can feed into KPI's, and whether the timing of the impact survey can change next year so that the results are available in Jan ready to inform the business planning for the following year(*March*)
- **Partners** to suggest training themes or topics for virtual training that are specific to the Homes sector (*Ongoing*)
- **Partners** to send suggestions of speakers for training to the School (client, case study supplier or sub-contractor, subject matter expert) (*Ongoing*)
- **Partners** to contact EJ on views around number of companies in the homes sector at bronze/silver/gold by 25th Jan (*Complete*)
- **Partners** to contact EJ on feedback around a KPI on the number of internal Partner colleagues active on the School (*Feb*)
- **Partners** to contact EJ to feedback on target KPI on number of suppliers completing learning pathways, and what the view is for their own organisation (*Feb*)
- **Partners** to feedback comments to EJ/Patrick Guest on the suggestion of a subgroup of suppliers to explore blockers/challenges/potential solutions (*Feb*)

3. Performance through Procurement – improve procurement approaches across the housing supply chain

Shaun McCarthy outlined the School's new Performance through Procurement workstream. Key points were:

- Funded by CITB to deliver mainstream procurement training, it looks at how procurement in construction affects outcomes, and how effective procurement improves overall productivity and performance. Initially a 3-year programme of funding was secured, but this was withdrawn by CITB in summer due to COVID, but likely to be reinstated. The School has continued to work on the project throughout this period.
- The project aims to upskill all those involved in the different stages of the procurement process, from specification through to contract management.
- The School has developed 8 new e-learning modules from beginner level to advanced. Topics include cost and value, supplier relationship management, performance management

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and collaborative procurement (the latter developed with input from Anglian Water and Highways England). Modules have been developed with Kings College London, CIPS (Chartered Institute of Procurement and Supply), the Institute of Collaborative Working and School Partners. These will be launched at an event in March.

- A Procurement Maturity Matrix, online self-assessment and new knowledge library is also being developed and launched in March.
- Future work includes expanding the scope of the sustainability performance tool (the carbon element of this tool is used by the Carbon Action Group) to add procurement and consultancy support into specific projects to demonstrate the value of improved procurement. These projects will be badged as 'exemplar' projects and there will be opportunities for partners to engage.
- This has been led by a steering group alongside working groups for e-learning, maturity matrix and tool. There is an opportunity for Partners to be involved in these groups.
- KG (*McCarthy & Stone*) asked if the modules give exemptions from completing CIPS modules. Confirmation that currently they don't but School to check if possible.

Shaun provided an update on the Future Homes Taskforce with the HBF. Key points were:

- This is an initiative led by HBF, with various government departments and housing organisations involved, looking at a programme of work to move to zero carbon homes.
- They are proposing to put an organisation together similar to the zero-carbon hub which will require £3m funding.
- Shaun McCarthy is representing the School on this group and the ambition is to get the School as the hub for the skills agenda on this project.
- The notes from the previous meetings are available to be shared with the Homes Leadership Group.

ACTIONS:

- **Partners** to contact Shaun McCarthy (shaun@actionsustainability.com) if they would like to join the steering/working groups on Performance through Procurement project (*Ongoing*)
- **Partners** to confirm with the School if they want to put forward a project to receive procurement and consultancy through the Performance through Procurement project (*Ongoing*)
- **School** to send excel copy of Maturity Matrix to all (*complete*)
- **SM** to check with CIPS if the modules will give exemptions from CIPS modules (*March*)
- **EA** to share briefing notes of the Better Homes Taskforce (*Complete*)

4. AOB & date of next meeting

The next Homes group meeting is on 21 April 2021, 10.30am – 12.30pm, as a virtual meeting on Teams.

The School is **launching the output from the Wellbeing Special Interest Group on 10th February**, with speakers from WGBC, UKGBC, Grosvenor, Airlite and SI partnership. Register to join [here](#).

The School has recently launched a new **Partner Pack**, a private "Partner-only" section of our website with a variety of tools to support the engagement of your employees and supply chain. You can access this [here](#) – enter the password **SCSS_Partner** once and you won't need to again.