

## Homes Leadership Group Meeting

Wednesday 21<sup>st</sup> April 2021

**Date:** Wednesday 21<sup>st</sup> April 2021

**Attendees:** Sarah Pratt (*Barratt Developments*), John Dwyer (*Telford Homes*), Adrian Hill (*Bellway*), Gina Ciotaki (*Wates*), Girvin Gill (*Saint Gobain*), Graeme Hannah (*Robertson*), Ian Heasman (*Taylor Wimpey*), Jenny Herdman (*HBF*), Matt Nichols (*Reconomy*), Olivia Dear (*Countryside*), Olivia Ward and Stephen Horridge (*Redrow*), Alex Roberts and Amit Patel (*Vistry Group*), Gemma Tovey (*Lovell*), Alan Douglas (*Ardent Hire*), Lorraine Richardson (*CITB*), Emma-Jane Allen, Mark Turner, Ian Heptonstall and Sophie Coyle (*Supply Chain Sustainability School*)

**Apologies:** Patrick Guest (*Arnold Laver*), Jamie Roberts (*Reconomy*)

**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

Olivia Dear (*Countryside*) was welcomed to the group as new Partners of the School.

#### 2. 2019-2020 Impact survey highlights

Sophie Coyle and EJ Allen gave an overview of the results from the impact survey for the financial year April 2020 - March 2021, with a focus on the Homes sector. Key points were:

- A clear message has come from the impact survey this year. The COVID enforced move to take all learning online and virtual has proved to be hugely popular with **12,026 (302% increase on last year) learners** participating in training; **101% increase in learning resources accessed** and 88% increase in e-learning downloads this year.
- Increase in both active companies and Bronze/Silver/Gold members, though this is less significant. This is largely because there are significant pressures on the supply chain due to COVID-19, and many Partners have not considered this the right time to set targets for their supply chain or encourage them to actively engage in the School.
- The Homes supply chain is huge – there is still a significant number of suppliers and sub-contractors who are not yet engaged in the School.
- Big increase this year in members stating they have reduced their environmental impacts. This is more likely a result of different working patterns due to COVID (for example the carbon savings and improved air quality due to strict lockdowns), rather than the impact of the School's training. Therefore, the attribution rate of the School has gone down across all areas compared to last year.
- *JD (Telford Homes)*: It would be useful to have these numbers broken down by trade category. Also, the School should make sure to link the impact survey into the Climate Action Group and carbon reduction tool.
- The impact of the School on business performance has remained at a similar level to last year.
- Analysis of Partners' dashboards, where they have uploaded a list of suppliers/subcontractors to track activity, demonstrates a high level of engagement (resources accessed, e-learning completed and active members) with the School in the Homes market supply chain. There is a correlation between having more companies uploaded and tracked on a Partner dashboard and high activity, but some Partners take a more focused approach e.g. want high levels of engagement within certain trade categories.
- There are still many suppliers who are registered with the School but haven't accessed a resource or attended a training event in the last year, and very few Bronze/Silver/Gold members. Bronze/Silver/Gold badges are linked to the completion of sustainability maturity

assessments – if a supplier accesses multiple resources and attends training events but doesn't complete any assessments they are not able to secure their Bronze badge.

- Is Bronze/Silver/Gold badging still the best way to recognise and reward the supply chain? How do suppliers who are very active but do not assess get recognised? The School to consider this going forward.
- *AH (Bellway)*: Bellway have asked all their supply chain to get to Bronze level and have received positive feedback from them on the learning sessions.
- The most popular resources and training are on the following topics: waste and resource efficiency, Social Value, modern slavery, carbon, Fairness, Inclusion and Respect and Sustainable Procurement.
- There has been huge website growth in 2020-21, acquiring 46.51% additional users versus 2019, 82.8% of which had never visited website before.
- The group asked to see the numbers behind this. See below:
  - 2019-2020 Page views: 900,268 / Unique page views: 602,458
  - 2020-2021 Page views: 1,436,026 / Unique page views: 943,011

#### ACTIONS:

- **School** to:
  - Look at ways to incorporate trade categories into the impact survey and investigate existing data on the School which highlights this (*June*)
  - Consider how the work of the Climate Action Group and carbon reporting tool can link to the impact survey (*June*)
  - Consider the bronze / silver / gold badging system – begin with discussing with the Partner led Operations Group (*Ongoing*)
- **SC** to provide marketing stats figures (*Complete – above*)
- **Partners** to contact [Sophie](#) to update their priority supplier lists on their dashboard and agree priorities with EJ / Sophie around supply chain engagement (*Ongoing*)

### 3. Operational update

Ian Heptonstall, Sophie Coyle and EJ Allen gave an update on the new topics, web features and resources in the School. Key points were:

#### a) New resources and web features:

- Radar charts on the company and individual dashboards have been launched to enable members to benchmark their assessment scores against others in the School and in their trade category through an interactive graph.
- A [Partner Pack](#) has been developed to support Partners to engage with the School. It contains a range of email copy, web demos and Partner material with the aim of helping to engage internal colleagues and the supply chain. (**Password: SCSS\_Partner**). Feedback that this has been extremely useful for partners.
- The School has developed 18 self-enrol topic specific learning pathways – a curriculum of resources - on topics such as waste, social value and modern slavery. These continue to be developed and there will be an official launch of the pathways this year.
- 94% of impact survey respondents said they wanted to continue with virtual training. This year, all training budgeted for in business plans is virtual.

#### b) Virtual training:

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- The School has a [cross sectoral programme of training planned](#), with additional budget to run training specific to the Homes sector as detailed in the Homes business plan.
- The School marketing team has set up a weekly training email sent to all members with upcoming sessions to reduce volume of email marketing.
- Homes Partners can actively encourage their supply chain to book on to relevant public training events – Sophie can provide copy to help with this.
- It was suggested that the Homes group may want to run an event aligned with COP26. Partners highlighted they will be involved in various events during this period and there may be limited capacity to speak at School events during this time. However, if 2 School Partners can commit to speaking, it is a good opportunity to tie into COP26.
- Bellway are keen to put forward suggested speakers for upcoming Business Bytes. EJ to follow up with Adrian.
- Agreed that a priority for training is on changes to Part L and Future Homes Standard, and the impact to supply chain. This could link into a session on U values, Y values and Psi values. The group suggested the following potential speakers: Energist UK, AES consultants, HBF Technical Director.
- *AR (Vistry):* Suggestion that there could be an event on net zero commitments around target setting for the supply chain in the run up to COP26. Confirmation that the Climate Action Group are arranging this training.
- Suggestion that the School could run a session on the Environment Bill and what this will mean of the supply chain, led by IEMA.

### ACTIONS:

- **Partners to:**
  - Contact EJ if they are keen to speak about their carbon aspirations and implications for the supply chain at a carbon Business Bytes in November, linking to COP26 (*ASAP*)
  - Feedback to EJ before the next meeting additional suggestions on Homes specific Lunch n Learns and Business Bytes (*June*)
  - Introduce EJ to the following speakers for upcoming training (*June*):
    - Environment Bill Lunch n Learn – IEMA (Suggested by Barratts)
    - Part L/Future Homes Standard/U values, Y value and Psi values Lunch n Learn - Energist UK (Telford Homes), AES consultants (Vistry), HBF Technical Director (HBF)
- **School to:**
  - Follow up with suggested speakers for a Part L/Future Homes Standard/U values, Y value and Psi values Lunch n Learn (*ASAP*)
  - (EJ) confirm the plan of training set by the Climate Action Group in the run up to COP26 (*June*)
  - Follow up with IEMA on Environment Bill Lunch n Learn session (*ASAP*)

### c) Partner update – what's new in the School:

- The School has launched a new [Digital](#) topic area, looking at how digital enablers can help to deliver a more sustainable built environment. It includes a learning programme focusing on Digital Leadership, run by UCL, which is a blend of virtual training and e-learning delivery. The Digital group are looking for housebuilders who want to engage with their supply chain to accelerate digital adoption.
- The School has launched a new [Procurement](#) area in the School with Kings College London and CIPS. Quality of procurement is often highlighted as a barrier to being more

sustainable by the supply chain. As part of this there are 11 supply chain improvement projects for Partners to be involved in which will receive consultancy support and workshops. Partners will be invited to submit their proposals for supply chain improvements very soon.

- There are various new modules available on the topic of [Offsite](#). The School are working with RIBA to update the RIBA plan of works on DfMA overlay and will go out for consultation in June.
- A new [Lean](#) group has started, and it has been agreed with CITB that the Lean courses developed can be funded by the CITB levy – contact the School if you want to find out more.
- The [FIR programme](#) is developing a supply chain diversity reporting tool, to be launched this summer. It is currently for infrastructure but could be adapted to the housebuilding sector if of interest. Also in development is a new self-assessment diversity tool.
- The School are developing a new group for the Finishes and Interiors Sector. There has been an initial scoping meeting with 10 organisations, working collaboratively with the Finishes & Interiors Sector Group. Next step will be to establish the group's focus and then go out to Partners to get further engagement.
- All new areas of the School are aligned with the 5 key themes of the Construction Leadership Council; Digital adoption, Process and product innovation, Building safety, Race to net zero, Skills and competence.

#### ACTIONS:

- **Partners to:**
  - Contact [Ian](#) to find out more or get involved in the Digital programme of work (*Ongoing*)
  - Contact Sophie to be involved with the Lean group or to find out how to take advantage of the CITB levy for Lean courses (*Ongoing*)
- **School** to share when opportunities to be involved with the procurement pilot projects become available to Partners (*June*)

#### 4. Key findings and next steps: Homes packaging data collection pilot

- The School ran a pilot project with Zero Waste Scotland and three of UK's largest Housebuilders; Bellway, Taylor Wimpey and Barratt, supported by Valpak, to gain an understanding of packaging flows from major suppliers chosen on a materiality basis.
- The aim was to provide a baseline from which to go to in future collaboration and help to influence and drive down waste in the packaging market.
- Of 58 suppliers in the trial, 33 came back with useful data, 25 did not respond. However, good responses and performance of some manufacturers and suppliers prove that it is possible to provide this data.
- For detailed findings and data, please refer to the attached slides. Key points were:
  - There was a broadly similar tonnage waste between wood, paper and plastic.
  - If there is not the ability to stop using the product, suppliers should be ensuring it is recyclable.
  - Using the data will enable housebuilders to have conversations with supply chain, and discover which products are contributing to high tonnage of waste.
  - For plastic content the system can look into the data to see if certain plastic polymers that aren't recyclable may want to be removed as this has a large impact on recyclability. There is a commercial incentive on this as with the incoming Plastic Packaging Tax suppliers will be taxed heavily.
  - Housebuilders must look at what they are doing corporately before looking into the supply chain and what they are doing to ensure a clear aligned approach.

- Data gives perspective on where to prioritise.
- The next steps are to push ahead with a “packaging innovation day”, focusing on reducing and improving performance on packaging delivered to construction sites in the housebuilding sector, develop the programme into other sectors and start a more thorough analysis of the data. Partners agreed to go ahead with the date proposed by Mark Turner prior to the meeting which is on 24th June.

**ACTIONS:**

- **Partners** to contact [Mark Turner](#) to be involved in future activity around packaging, the packaging innovation day or with any further questions (*Ongoing*)

**5. Sustainability learning pathways for groundworks**

- As agreed in the Homes Business Plan 2021/22 the group will develop and embed tailored learning pathways for groundworks companies to help develop a common and consistent message to the Homes supply chain.
- Learning pathways enable an allocation of a curriculum resources to specific individuals or companies. Badges can be provided upon completion.
- In the absence of partner volunteers following on from initial discussions at the January leadership group meeting, EJ did some initial work on this, using the School’s heatmap that sits behind the SMART sustainability maturity assessment and action planning tool. This maps out the high impact / high priority sustainability topics for groundworks (carbon and climate change, air quality, waste and resource efficiency, biodiversity, wellbeing, modern slavery).
- The initial proposal is that there are 2 learning pathways: Level 1 for beginners, mainly consisting of short, animated videos, Level 2 is more focused on Manager level and includes intermediate modules and e-learning.
- These 2 levels are merely proposals at this stage – it is up to Partners to steer content and agree who they are aimed out and what they focus on.
- The School does not have budget set aside to develop any new resources for inclusion. Existing resources that are available for free that may not already be listed in the School can be added.
- Engaging and consulting groundworkers in this process is crucial.
- The group participated in a workshop to feedback immediate initial thoughts on these learning pathways , the following comments were shared (view all [here](#)):
  - **Level 1:** Broad agreement that the correct resources are in the Level 1 pathway, but it would be good to include something around plant efficiency training.
  - **Level 2:** Some missing topics were highlighted: importance of data, HVO fuel, air pollution, materials management plans, biodiversity net gain, an overview of sustainability basics following on from Level 1.
  - SBT’s video is very relevant to groundworkers and should be included for context.
  - It would be good to engage groundworkers now to understand more about their challenges and to capture their steer into the target audience/job roles for the pathways and to understand what’s missing.
- Once the pathways have been developed and agreed with a smaller group of Homes Partners and groundworks companies, they will be trialed with a group of groundworks companies volunteers.





## Level 1 – Sustainability for Groundworks

	Format	Duration (total 68 mins)	Include? Y/N /?	Required or optional? R/O	Are any topics missing? Are there any specific resources that should be included?
<a href="#">Sustainability &amp; Groundworks</a>	E-learning	30 mins	Y		<p>Next steps would be to check Groundworkers understanding of these topics already and what has been requested of them from their customers/housebuilders etc. Check with contractors in the next stage.</p> <p>Conversation with CWKs</p> <p>Soils?</p> <p>Green fuels - is this something for level 2</p> <p>Idle training / energy management/ efficiency.</p> <p>Target job roles? Other comments?</p> <p>is this targeted at operatives on site?</p> <p>procurement teams</p> <p>Job role - onsite staff maybe. More on the people on the tools</p>
<a href="#">Air Quality</a>	Sust' Short	10 mins	Y		
<a href="#">Biodiversity</a>	Sust' Short	10 mins	Y		
<a href="#">Energy Management Efficiency</a>	Sust' Short	2 mins	Y		
<a href="#">Waste Management</a>	Sust' Short	2 mins	Y		
<a href="#">Modern Slavery – Spot the Signs</a>	Sust' Short	2 mins	Y		
<a href="#">FIR: Wellbeing</a>	Sust' Short	2 mins	Y		
<a href="#">Water</a>	Sust' Short	5 mins	Y		
<a href="#">Community Liaison – Managing Conflict</a>	Sust' Short	5 mins	Y		



## Level 2 – Sustainability for Groundworks

	Format	Duration (245 mins / 4 hrs)	Include? Y/N /?	Required or optional? R/O	Are any topics missing? Are there any specific resources that should be included?
<a href="#">Waste &amp; Resource Efficiency</a>	E-learning	45 mins			<p>Setting up modern slavery on site is not relevant for groundworkers</p> <p>Level 2 for groundworkers on sustainability - overview covering carbon, water etc - more in depth</p> <p>Biodiversity - relevance to groundworkers</p> <p>Materials Management Plan</p> <p>Sustainable Soil Management - contamination, compaction, BNC</p> <p>telematic data on utilisation, co2, idle time</p> <p>Importance of data (school data platform)</p> <p>Fuel storage</p> <p>HVO Fuel</p> <p>Target job roles? Other comments?</p> <p>Procurement teams / Senior managers</p> <p>Black hats &amp; contracts manager and higher in Business</p> <p>SBT's could be a level 3 (if there is one)</p>
<a href="#">Intro' to Biodiversity</a>	E-learning	TBC			
<a href="#">Intro' to Climate Change &amp; Carbon</a>	E-learning	60 mins			
<a href="#">Sourcing Sustainable Plant for Construction Projects</a>	E-learning	15 mins			
<a href="#">Air Quality for Plant &amp; Equipment</a>	E-learning	30 mins			
<a href="#">Modern Slavery</a>	E-learning	15 mins	Y		
<a href="#">Concrete (Modern Slavery)</a>	Video	15 mins			
<a href="#">Setting up your site to combat Modern Slavery</a>	Document	20 mins			
<a href="#">Social Value: Part 1</a>	E-learning	30 mins			
<a href="#">Science Based targets</a>	Sust' Short	5 mins			

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### ACTIONS:

- **Partners to:**
  - Volunteer to take part in a 1-1.5 hr meeting with EJ to continue the development of the learning pathways (*ASAP*)
  - Put EJ in contact with some Groundworks companies who could be part of this development process (*ASAP*)
  - Share additional resources with EJ that could help plug some of the gaps identified e.g. importance of data, HVO fuel, air pollution, materials management plans, biodiversity net gain (*June*)
- **EJ to contact Jonathan Ayton (Willmott Dixon) about his previous work with groundworkers (*Complete*)**

### 6. AOB

### ACTIONS:

- **Partners to:**
  - Review circulated Action Plan and follow up on any outstanding actions
  - Respond to Sarah Pratt's email requesting feedback on Homes Leadership group meetings (*ASAP*)

The next Homes group meeting is on 16 June 2021, 10.00am – 12.00pm as a virtual meeting on Teams.