

Date: Thursday 29th September 2016, 2pm – 4pm, Wates, One Euston Square, London

Attendees: Rachel Woolliscroft – Chair (*Wates*), Paul Voden (*Kier*), Caroline Johnstone (Galliford Try), Laura Boccadamo (Berkeley Group), Georgina McLean (Barratt Developments), Robert MacDiarmid (Redrow), Stephen Edwards (Catalyst), Ian Heasman, Nick Dyke (Taylor Wimpey), Ian Heptonstall, Emma-Jane Allen (*Supply Chain School*)

Apologies: Rob Worboys (Lovell)

Meeting notes

These meeting notes should be read in conjunction with the pdf agenda and pre-read circulated to all Homes Leadership Group members.

1. Welcome and introductions

Taylor Wimpey's Director of Sustainability, Ian Heasman, and Nick Dyke, Divisional Head of Supply Chain were welcomed to the Leadership Group. Stephen Edwards, Energy and Sustainability Co-ordinator at Catalyst was also introduced to the Group, and explained that he was attending as an observer, with a view to understanding more about the Homes School and the role of the Leadership Group.

2. Agree minutes of last meeting and outstanding actions

Minutes from the last meeting were agreed and an update was provided to the Group. All actions have been completed or are in progress.

Outstanding actions:

- **Partners** to provide AS with new resources for the School as appropriate – ongoing
- **AS** to follow up with Emily Hamilton from Grosvenor in relation to the "Refurbishment Best Practises" workshop which might be arranged in order to showcase some of the technologies which they have used on the recent development of a listed building in central London, and provide an opportunity for people to meet the Project Managers. Ian Heptonstall explained that this would be workshop for Partners to attend, as well as School members. **Ian Heptonstall agreed to follow up on this with Emily at Grosvenor**
- **Redrow, Willmott Dixon, Saint Gobain and Grosvenor** to provide a list of priority suppliers to Becky@supplychainschool.co.uk

3. Operational update – year to date

a) **KPI Performance dashboard**

The performance dashboard was presented to the Group to highlight progress against key School targets as outlined in the business plan. Overall, the Homes School is performing strongly and is meeting or exceeding the majority of its targets.

Key points highlighted:

- The dashboard is representative of activity for this financial year only, from 1st April 2016, up until 31st August (this is produced at the end of each month by the Ops team)
- The average % increase in score for Homes School members from first assessment, to most recent reassessment is high at 20.57% (against a target of 10%). It is expected that this figure will decrease over the coming months as more organisations self-assess. At present the sample size is relatively small with just 40 companies having re-assessed, a few of which have re-assessed with large increases in scores and therefore skewing the numbers.
- 'Active members' is defined as unique companies who have accessed at least one resource in the School since 1st April 2016.
- The number of Partners has increased to 47 since the update was produced, the latest being Taylor Wimpey and Centrica.

b) Quality of learning

Agreed points:

- ✓ The Homes School workshops continue to have excellent feedback in relation to the quality of the training, with 95% of respondees rating it as excellent or good. They are also having a significant impact with 97% of respondees saying that as a result of attending the workshop they will make changes within their business.
- ✓ The relevancy ratings from the workshop for Barratt supply chain on 17th June (where the majority of attendees were National Account Managers) showed 50% of attendees rating the workshop as only partly relevant, compared to 10% for the Barratt supply chain workshop in September. The content and audience profile at both workshops was the same, however at the beginning of the September workshop Ian H highlighted WHY the workshop was relevant to National Account Managers – something that was not done at the June.

ACTIONS:

- **Supply Chain School** to continue to monitor who is attending workshops (both types of companies, typical job titles, company size etc) and ensure that the relevance of the workshop to the audience is highlighted at the outset of each workshop.

c) 2016/17 deliverables

The 'deliverables' slide shows RAG rated progress in relation to each of the School markets, against KPIs outlined in the respective business plans for this financial year (1st April 2016 to the end of August when the report was produced).

Agreed points:

- The Homes School is making excellent progress with 393 active members against its target of 500, with a steady increase in the number of active members each month. The recruitment of a dedicated marketing / comms team earlier this year, together with the

resource library being updated on a regular basis has helped to drive activity and engagement in the School.

- Regional Partner led workshops such as those run by Wates, Berkeley Group and Barratt Developments for their supply chain have played in a key role in driving engagement in the School.

d) Supplier days

Agreed points:

- ✓ Now that dates for the remaining supplier days for this financial year have been confirmed, effort can now be focused on developing themes, agendas and securing high quality speakers.
- ✓ The number of bookings for the Chepstow supplier day focusing on the Performance Gap is excellent, with 220 booked in total. This is particularly impressive when taking into account that the event is being held on a Friday.
- ✓ It is encouraging to see client organisations engaging with the School with representatives from Metropolitan and Notting Hill Housing due to speak at the London supplier day on 1st November. The team is also looking to secure an economist from RICS to help to set the scene in relation to the London residential property market.
- ✓ Supplier day themes:
 - It works well for the Supplier days to focus on a particular theme. It was agreed that carbon / energy will be a focus for the London supplier day on 1st November, together with social value (if Peabody Housing come on board as speakers).
 - Heatnetworks was suggested as a potential theme, however it was agreed that this may be better as a theme on which to focus a workshop rather than a supplier day.
 - Planned and responsive maintenance, and delivering social value were themes suggested for the Birmingham Supplier day on 31st January
- ✓ Partners should try to ensure representation at Supplier days. There are only 3 Partner organisations to date due to attend the London supplier day on 1st November which is disappointing. Partners can use supplier days as a mechanism to increase engagement in / awareness of the School amongst their own staff in the regions.
- ✓ Given that a key objective of the supplier days is to help encourage engagement of Partner supply chains in the School, it is important for Partners to share their lists of suppliers / sub-contractors from the regions where the supplier days are running with Becky. The School team can then ensure that marketing effort is focused on Partner supply chains.
- ✓ Constructionline news bulletins would be a possible route to market for supplier days – however the risk is that suppliers associate Constructionline with Meet the Buyer events so if the School did work with them, managing expectations would be crucial.

ACTIONS:

- **ALL Partners to:**
 - Send becky@supplychainschool.co.uk an excel list (email address as a minimum) of suppliers based in / around the South East and also in the Midlands. The School can then use this as a starting point to market the London and Birmingham supplier days.
 - If appropriate, email your London based supply chain to alert them of the Homes Supplier day on 1st Nov. EJ will send suggested copy for Partners to use.
 - Try to secure representation at the London and Birmingham supplier days. Calendar invites can be forwarded to colleagues in the relevant regions and badged as an opportunity to raise awareness of the School internally.
 - Forward any speaker ideas for Birmingham Homes Supplier day to EJ
 - Consider bringing clients or other potential School Partners to supplier days
- **Rachel Woolliscroft** to consider possible speakers from Wates for the Birmingham Supplier day, and forward suggestions to EJ
- **EJ to**
 - Consider Birmingham City Council as a possible speaker for the Birmingham supplier day, linking in to their Charter for Social responsibility.
 - Circulate the draft agenda for London Homes supplier day to all
 - Send draft copy to Partners for them to use to invite their London based supply chain to the Homes supplier day on 1st November

e) Workshops

Against a target of 15 workshops to be run this financial year, 5 have been delivered, 5 more scheduled, and 5 more need to be organised. A copy of the menu of workshops currently available through the School was circulated to all attendees.

Agreed points:

- ✓ Linking to the work of the SIGs on Social Value and Modern Slavery, public workshops on these two issues should be run for the Homes market. Whilst only organisations with a turnover in excess of £35m are required to draft their Modern Slavery statement, all agreed the implication for the wider supply chain is significant
- ✓ The School should look into tailoring the existing ISO14001 workshop to the Homes market
- ✓ Voting tablets at supplier days should be used to gauge the attendee appetite for topic specific workshops. Follow up workshops could then take place, with initial marketing focusing on supplier day attendees
- ✓ It was reiterated and agreed that Partners can request workshops for internal members of staff or their supply chain

ACTIONS:

- **All Partners to:**
 - Contact becky@supplychainschool.co.uk if you have any appropriate venues in UK cities which could be used to host School workshops. Workshop venues need to seat circa 20 people and have a screen and projector available.
 - Contact Becky if you would like the School to run a topic specific or general School workshop for internal staff OR your supply chain.
- **Ian to** run a straw poll vote using Powervote in Chepstow to gauge the appetite for issue specific workshops
- **EJ / Becky to:**
 - Look into running a workshop on ISO14001 tailored to the Homes market and keep Rob at Redrow updated on this **(EJ)**.
 - Set up public workshops on Modern Slavery and Social Value **(Becky)**
 - Use voting tablets at all future supplier days to gauge appetite for issue specific workshops, and then organise follow up workshops accordingly **(Becky)**

f) E-Learning

Points highlighted:

- The figure showing in the deliverables of 80 is reflective of the number of views of just the 4 Homes specific elearning modules on the Performance Gap, Overheating, SuDS and Sustainable Homes since 1st April 2016. What this doesn't take into account is views by Homes School members of other e-learning modules that are equally relevant to Homes such as Sustainable Procurement, Responsible Sourcing, Sustainable Procurement etc (totalling 246 to date for this financial year).
- The figures don't include the number of views of e-learning modules where modules are hosted on Partners' own LMS systems. The School team will be contacting Partners each year to get an understanding of e-learning use internally so as to understand the wider impact outside of usage by School members using the School web platform.
- Views of the FIR toolbox talks are not currently captured – reason being a condition of the CITB funding used to develop these toolbox talks was that they are freely available to anyone via the School website, and that log in is not required. It is expected that these will have been viewed by many of the Homes School members.

Agreed points:

- The target set for 650 views of e-learning for Homes should be looking at number of views of e-learning modules by people registered in Homes, plus the number of views of the 4 Homes specific modules (Performance Gap, SuDS, Overheating and Sustainable Homes) by people who are NOT yet registered in Homes. At present it just looks at the number of views of the 4 Homes specific modules. The next set of deliverables shared with the group will reflect this.

g) Self-assessments / re-assessments

Agreed points:

- Although an amber issue, aside from the Construction School, the Homes School is ahead of Infra, FM and Offsite in relation to the number of assessments. Effort needs to continue to focus on this, but the delivery team is confident that the target of 250 self-assessments will be met
- The typical amount of time between first assessment and re-assessment is 6 months, so it is not surprising that the number of re-assessments is low. It is expected that this number will start to increase at the end of October / November, followed by a steady increase until the end of the year
- The introduction of email alerts to inform companies that they are about to lose their bronze / silver badge unless they re-assess etc should help to increase the number of re-assessments
- Next year when the 'One School' is up and running, the Partner dashboards will provide Partners with a report that shows when their priority suppliers' badges are due to expire. Partners will then be able to take a more proactive approach in encouraging their priority suppliers to maintain their status (email addresses are provided in the report)
- The self-assessment is quite a time consuming process. When the 'One School' is up and running next year the self-assessment process will be simpler / shorter as it will consist of all users being encouraged to do one CORE assessment, and then they will have the option of doing a 'top up' for their market e.g. Homes, Construction etc. The suggestion of enabling assessments for different sustainability issues was raised and it was agreed that this would be put forward for consideration.

ACTIONS:

- **Becky to:**
 - Continue to work with the team to encourage more assessments / reassessments
 - Send a series of different email templates to Partners for them to tailor accordingly and send to their suppliers who are not yet registered / registered but not yet bronze / bronze but nearly silver. Partners can then use the reports on their Partner dashboards and send targeted emails accordingly
- **EJ to** put forward the suggestion of issue specific self-assessments to the Ops team who are working on the One School development
- **Partners to** use their dashboards, and suggested email copy from Becky to send targeted emails to their priority suppliers to encourage more active engagement

h) Homes e-learning in development

An update on e-learning currently in development is included in the agenda / pre-read.

ACTIONS:

- **Paul Voden to** contact Ross in relation to the provision of a case study for the e-learning module on Groundworks
- **Rachel Woolliscroft to** contact Ross in relation to the provision of a case study for the e-learning module on Sustainability on Site
- **ALL Partners to** contact Ross@supplychainschool.co.uk if you have any case studies that could be used in the Groundworks or Sustainability on Site e-learning modules OR if you or a colleague would be happy to be filmed talking about these issues

4. Priority suppliers

The importance of Partners sharing their lists of priority suppliers and sub-contractors with the School was highlighted. This combined list is essentially the target market for the entire Homes School. Once the lists are uploaded to each Partner's dashboards, Partners can then monitor progress of their priority suppliers, and understand where the sustainability strengths and weaknesses are in their supply chain, and how they benchmark against other School members.

ACTIONS:

- **Redrow, Willmott Dixon, Taylor Wimpey, Saint Gobain** to send excel spreadsheets of their priority suppliers with an email address as an essential field to Becky@supplychainschool.co.uk *by the end of October*
- **All Partners to** confirm if not already done so if they are happy for the School to contact their lists of priority suppliers on their behalf with a view to inviting them to relevant free School events / workshops and encouraging them to engage more actively in the School.

5. Partner Maturity Matrix

Points highlighted:

- The Maturity Matrix aims to help Partners understand how they can best engage in the School, and get maximum benefit from Partnership. The Matrix could be seen as a roadmap for successful engagement in the School, allowing Partners to plot where they currently see themselves, and look at future opportunities.
- The Matrix could be a useful management tool for Action Sustainability. For example, is a particular market successful in engaging lots of active members because of the way its leadership group engage with their supply chains?
- The Matrix is not intended to be linear – Partners may be active in some areas, and lead in others.

Attendees at the meeting plotted their engagement to date, and pinpointed where they would like to be in 18 months. This is mapped out in the attached Matrix – blue signifies engagement to date, and green represents where the organisations would like to be by March 2018.

The Group were then asked to share their comments in relation to 3 questions. Feedback received on post it notes as below.

How can the School delivery team help you get from A to B?

- Internal use – develop shorter e-learning modules, and look at developing more modules that are tailored to specific employee roles
- Partner meetings with EJ and the School to review progress and agree actions
- Run more supplier days
- Facilitate the sharing of best practice amongst Partners in relation to successful School engagement
- CPD learning logs to encourage more staff to use School resources
- Continue to develop case studies to demonstrate the benefits of School engagement

How do we increase the engagement of all Partners?

- Find more ‘touch’ points with Partners
- Consider School awards for Partners
- Run workshops for Partner’s internal staff
- Up to date calendar of events to be shared with Partners
- E-newsletter to update on key School news
- Case studies from Partners to demonstrate the value of Partnership
- Run workshops for ALL Partner organisations to share best practice

How do we get more Partners on board?

- Better communication of the value that Partnership brings – the information on the website needs to be easier to find, and needs to ensure all benefits of partnership are highlighted, including input into SIGs, Horizon etc.
- Take existing Partners along to meetings with potential partners
- Consider a group of client organisations called ‘advocates’. This could be free but they would need to promote the School on their website. For if local authorities and housing associations were to become ‘advocates’ it would encourage more tier 1, housebuilders etc. to join
- Not for profit / charity discounted fee structure to encourage housing associations to join
- Greater external PR in targeted trade press
- Offer a ‘refer a friend’ discount

Agreed points:

- It is important that all School Partners take specific ACTIONS to help ensure on-going and increased engagement in the School with both their supply chain and internal staff.
- Actions agreed by specific Partners as outlined below.

ACTIONS:

- **ALL Partners to:**
 - Agree actions to help promote engagement in the School with both their supply chain and internal staff (as outlined below), and to work with EJ to help ensure progress in relation to the Maturity Matrix (in line with aspirations for where they would like to be by March 2018)
 - Consider the feedback from the exercise on the Maturity Matrix when thinking about the priorities for the Homes School for next year

- **Wates to:**
 - Push ahead in organising the supply chain workshops in October and November
 - Provide Ross with case studies to be used in the e-learning module on sustainability on site

- **Taylor Wimpey to:**
 - Consider inviting the School to present at future National Vendor / Supplier days and provide EJ with possible dates
 - Consider inviting the School to come and run a workshop / present to procurement teams about the School

- **Berkeley Group to** work with the School to engage commercial teams, with a view to them then engaging their supply chain.

- **Kier to:**
 - Liaise with Becky to re-organise the workshop in Scotland
 - Liaise with Becky / Ian to organise 4 regional workshops for commercial / technical teams in Solihull, Exeter, Tempersford, and the North

- **Barratt Developments to:**
 - Progress plans to:
 - Conduct the survey amongst key suppliers to understand both tangible and intangible benefits of the School
 - Work with the School to develop some case studies of how their supply chain have benefited from School membership
 - Ensure that the School is on the agenda at the annual supplier conference in 2017, and look at the potential of rewarding suppliers who have been most engaged in the School

- **Redrow to:**
 - Attend and participate in Chepstow supplier day and look to engage commercial teams in the region

- Send an excel list of priority suppliers to EJ / Becky – this needs to include email addresses as a minimum
- Consider running a School workshop for internal staff or supply chain, and look at engaging the SHE Managers with support from the School

- **Galliford Try to:**
 - Ensure representation at the future Homes supplier days in London and Birmingham
 - Look into the use of promoting School resources as part of site inductions
 - Liaise with Ross in relation to supporting development of the Groundworks and Sustainability on site E-learning modules

6. School awards for your supply chain

The slides circulated outline the key elements of the award proposal

ACTIONS:

- **All Partners** to contact EJ and Becky if they would like to order any awards

7. School values

The slides circulated include all relevant information in relation to the forthcoming surveys and workshops involved in the development of the School values. It was highlighted that this work is not funded by the School nor the School's Partners. It is funded by Action Sustainability CIC, together with Loughborough University.

8. AOB

- **DfMA Overlay to the RIBA Plan of Work** - The School has worked in partnership with RIBA in developing a DfMA (Design for Manufacture and Assembly) overlay to the RIBA plan of works. This launched on 28th September. The link to the overlay will be circulated to all.
- **Strategic partnership with UK Green Building Council (UKGBC)** – The School has recently signed a strategic partnership agreement with UKGBC to cement collaborative working. This will also play a key role in helping better engage designers / architects in the School
- **Carbon month?** – The idea of having a month dedicated to looking at Carbon related issues was proposed. This could act as a hook for the press and School members, and help to engage Partners' internal comms teams.
- **CIH event in Brighton** – The CIH run an annual conference and exhibition in Brighton (circa 1,200 attendees). It was suggested that the School look into running a fringe School event alongside this in 2017. This usually runs in March.

ACTIONS:

- **EJ to:**
 - Identify the top 20 housebuilders with a view to understanding who the School can target to become Partners
 - Share feedback with the Ops team in relation to the group of e-learning modules. At present on the menu of all e-learning modules, they are listed in alphabetical order. It would be better to group these by sustainability issue
 - Share the idea of a discounted partnership fee for not for profit / charities as proposed by Catalyst
 - Circulate the link to the DfMA overlap to the ROBA plan of works with all
 - Send through link to School member case studies / video testimonials, and Skanska's case study (highlight the impact of the School) to all Partners
 - Look into the idea of having a month dedicated to carbon related issues, and liaise with Partners accordingly
 - Speak to the School marketing team in relation to running a fringe event alongside the CIH Brighton event in 2017

Next meeting: Thursday 10th November, 10.30am – 1pm at Grosvenor's offices, 70 Grosvenor St, London. W1K 3JP. The key focus for this meeting will be on business planning for 2017/2018