

Thursday 10th November 2016 – 10.30am – 1pm – Grosvenor Offices, 70 Grosvenor Street, London, W1K 3JP

Attendees: Rachel Woolliscroft – Chair (*Wates*), Richard Bayliss (*CITB*), Ian Heasman (*Taylor Wimpey*), Joan Meakin (*Taylor Wimpey*), Rob Worboys (*Lovell*), Paul Voden (*Kier*), Laura Boccadamo (*Berkeley Group*), Caroline Johnstone (*Galliford Try*), Andrew Sharpe (*Grosvenor*), Georgina McLean (*Barratt Developments*), Sarah Pratt (*Barratt Developments*), Cara Palmer (*Wates*), EJ Allen (*Supply Chain School*), Ian Heptonstall (*Supply Chain School*)

Apologies: Scott Jackson (*Saint Gobain*), Ben Cleaver (*Kier*), Peter Walton (*Willmott Dixon*), Susan Schnadhorst (*Osborne*)

Meeting Notes

1. Welcome and Introductions

Ian Heasman and Joan Meakin were introduced to the Leadership Group as representatives of Taylor Wimpey, the newest Partner to join the Homes School Leadership Group.

2. Agree Minutes of Last Meeting

Minutes from the last meeting were agreed.

3. Review Outstanding Actions

As the previous Leadership Group meeting was just four weeks previously, there are more outstanding actions than usual. An update was provided to the Group with regards to outstanding actions as below:

Outstanding Actions:

- **Ian H** to speak to Grosvenor about the “Refurbishment Best Practises” workshop
- **Grosvenor, Redrow, Saint Gobain and Willmott Dixon** to provide a list of their priority suppliers to Becky when possible
- **All Partners** to contact Becky with any meeting rooms / venue options for workshops at their offices in major UK cities
- **Supply Chain School** to set up public workshops on Modern Slavery and Social Value (*in progress*)
- **Supply Chain School** to set up a workshop on ISO14001 tailored to the Homes market (*in progress*)
- **Becky** to send a series of email templates that Partners can use as a starting point to send to their priority suppliers to encourage them to register / increase engagement (*ongoing*)
- **Redrow** to consider running a workshop for internal staff or supply chain members and look at engaging SHE Managers with support from the School
- **All Partners** to contact EJ if they would like to know further information / order any Awards
- **Supply Chain School** to look into running a fringe event at CIH in 2017 (*in progress*)

- **Supply Chain School** to re-categorise the list of e-learning modules by issue rather than in alphabetical order - **complete**
- **Supply Chain School** to consider having a month dedicated to carbon (*update: Supply Chain School are talking to UKGBC with regards to this, with support from Barratt Developments and the UK Carbon Trust*)

4. Operational Update – Year to Date

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. Notably, in terms of impact; the Homes School re-assessment score for Members has an average improvement of 26.19% which is the highest of all Schools. It was, however, noted, that as the Homes School is only just over a year old, and the sample size is relatively small; the number of re-assessments will soon be increasing and this figure may change.

2016 / 2017 Deliverables

The group reviewed the current performance of the Homes School against the 2016 – 2017 Deliverables with one further quarter of delivery remaining.

Deliverables:

- **Active Members: 500/500** – target has been met
- **Supplier Days: 3/4** – one remaining, this has been arranged for 31st January 2017
- **Supplier Days Attendees: 295/400** – 105 delegates need to be recruited to attend the 31st January Supplier Day to meet target. The Supply Chain School team expect to exceed this target.
- **Workshops: 6/15** – see update below
- **E-Learning Downloads: 246/650** – a marketing campaign encouraging e-learning downloads is to be commenced
- **New E-Learning 2/2** – target has been met
- **Toolbox Talks: 1/1** – target has been met
- **Assessments: 104/250** – a marketing campaign encouraging assessments and re-assessments will launch in December
- **Re-Assessments: 34/100** – see update above (as the School is now a year old, this figure will increase)

Agreed points:

- ✓ The focus for 2017 – 2018 should increasingly be on assessments and re-assessments, with a drive to engage active companies to do more within the School, rather than chasing new member.
- ✓ It is expected that with the new 'One School' approach next year, the assessment process will be both shorter and simpler, with companies able to complete core assessments, and choose to do 'top up' assessments for their market if they wish to do

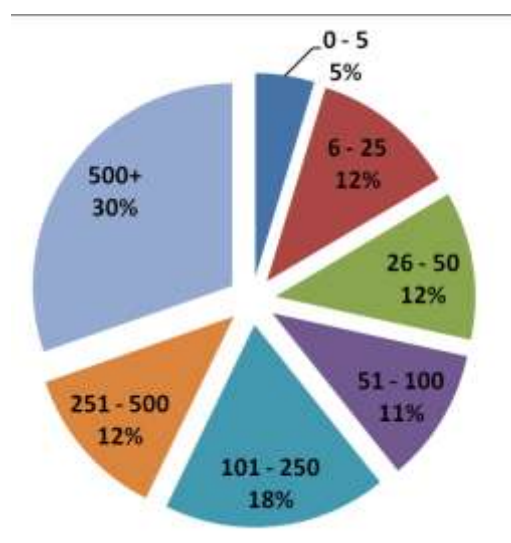
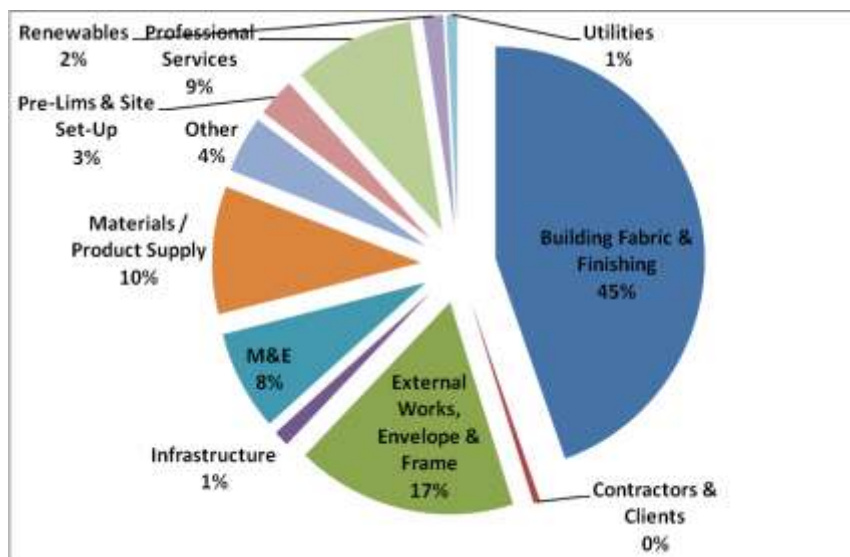
so. This should encourage more members to assess and not be deterred by the high number of questions.

Actions:

- **Supply Chain School to:**
 - provide an update at the next meeting with regards to how the assessment and re-assessment process is to be streamlined under the new One School
 - Share a high level marketing plan with the group to highlight what the School is doing to encourage more assessments / reassessments

Homes School Active Members Business Profile

As the Homes School has now successfully hit its target of 500 active Members, a brief update was provided to the Leadership Group in terms of the company size and listed trade categories of the active Members of the Homes School, to allow for further ongoing discussion regarding how best to engage the School's current members.



Agreed points:

- ✓ SMEs within the supply chain of the Partners should increasingly be encouraged to become Members
- ✓ Trade category knowledge should be used to tailor the types of workshops and online resources which are produced by the Homes School to ensure it is relevant
- ✓ The focus for many of the Partners of the Homes School has, to date, been on engaging suppliers which has resulted in many non-SME companies joining in the first year of the School. Next year will see an increasing focus on sub-contractors, which will assist with the recruitment of SMEs

It was also noted that the introduction of the One School would see an increase in activity within all Schools as it will allow people to participate in more than one School, dependent on their trade.

Workshop & Supplier Day Feedback Statistics

The group was reminded that feedback for all events is measured in terms of “excellent” or “very good” responses prior to reviewing some statistics for the “relevancy” of both supplier days and workshops.

Agreed points:

- ✓ Overall, the relevancy scores for both workshops and supplier days has increased as the year has progressed
- ✓ The relevancy score for the Chepstow Supplier Day on 30th September was recognised as the lowest to date, however, this was acceptable to the Group considering the technical subject matter of the Supplier Day; focusing on the Performance Gap

Workshops

To date, the Homes School has run six workshops and currently has six additional workshops scheduled. This leaves an additional three workshops to be organised.

Agreed points:

- ✓ More emphasis is now being placed on who is invited to workshops, which has improved the feedback regarding “relevancy”
- ✓ It will be interesting to monitor how the feedback from public workshops will differ from those organised by Partners. Public workshops are marketed on the School website to its members, for example 2 workshops are taking place in November on Sustainable Procurement and Responsible Sourcing. Partner led workshops rely on the School Partner’s to invite their supply chain to come along and focus more on what the School is and how the School can help the supply chain to deliver the Partner’s sustainability priorities / objectives.
- ✓ This emphasis needs to continue, with it being vital to mention in marketing pieces, precisely who the workshop will benefit / be of interest to

- ✓ Workshop topics are determined by feedback forms and surveys completed by School Members so as to ensure that topics are relevant.

Action:

- **All Partners** to contact Becky should they wish the School to run / facilitate any workshops on their behalf

Supplier Days

To date, three of four Supplier Days have been organised and run; St Helens (June), Chepstow (September) and London (November) and the final Supplier Day for this delivery year will be in Birmingham on 31st January.

Agreed points:

- ✓ 1st November Supplier Day in London showed how it is important to cover topics in a broad sense which will cover off the entire supply chain. The breadth of speakers at this event was considered excellent, and also worked well to highlight the business case for sustainability throughout the Homes supply chain
- ✓ The Birmingham Supplier day will focus on Social issues, ideally linking in to the Birmingham City Council Charter for Social Responsibility

Actions:

- **Supply Chain School** to ensure the Birmingham Supplier Day on 31st January is marketed in such a way as to achieve 105 attending delegates in order to hit the School's delivery target
- **Supply Chain School and Wates** to work together to confirm additional speakers for the Birmingham Supplier Day on 31st January and to also agree a theme

The School's 2020 Vision

A slide was presented which outlined the School's 2020 Vision to the Group and the Supply Chain School highlighted progress to date.

2020 Vision Updates:

- **Accreditation:** Accreditation with the CPD has now been agreed and the Supply Chain School is in the process of providing this accreditation for the E-Learning modules
- **New Knowledge:** The School is working with industry and academic leaders such as BRE and CITB to ensure new knowledge is translated into the School's learning content in a timely way
- **Geographic Reach:** The Supply Chain School is increasingly focusing on best practise in a more regional sense to ensure it is providing relevant and topical learning across the built environment supply chain. Notably a Wales focused School is due to be launched in January 2017, with three prospective Leadership Group meetings having taken place to facilitate this and a similar process will soon be beginning for Scotland

- **Values:** A “School Values” project is currently being undertaken in order to define the values of the Supply Chain School. Results of stakeholder surveys and workshops will be presented to the Board in March 2017 in order for the Values to be defined and approved

5. Business Planning – Review and Consideration of Strategic Objectives

The Group worked together to consider the Strategic Objectives for 2017 – 2018 and to outline what steps could be taken in order for the Homes School to achieve these.

A detailed outline of the discussion follows, however, in summation, the Group felt:

Building the Brand of the Homes School: Additional promotion of the School to existing members and encouraging members to be more active, as well as exploring further PR opportunities to link with industry partners, exhibitions, awards shows etc in order to reach out to a new audience and facilitate a growth in both membership and partnership

Building Membership of Partners: The Partnership offer should be clear and focus on the added value for the potential Partner. It is important to have the ability to tailor the Partnership offer to encourage more companies to join. Reaching out to members, as well as designers, engineers, housing associations and local planning authorities etc could be of real interest to the Homes School in order for the School to ensure it is representing the broad spectrum of the housing sector.

Engaging Sub-Contractors: The business case for companies to engage with the School needs to be clear and consistent to fully sell the business benefits. Engagement could come through a variety of means, expanding on the current offer to allow for shorter, bite-sized training, toolbox talks that can be viewed via mobile apps and more regional collaborative events for Partners’ regional supply chains etc

Greater Engagement of Current Partners: The need for Partner training was highlighted, with suggestions being made around a rewards system for Partners and specific Partner resources such as workshops and e-learning modules. The creation of Partner case studies to highlight best practise and how the School can be implemented within an organisation was also discussed. In order for a Partner company to be fully engaged, it should agree to specific actions as part of the Partner Schedule; to fully understand the undertaking prior to joining, and also the benefits that their business will enjoy.

Agreed points:

- ✓ The Business Plan for the Homes School for 2017 – 2018 will be driven from the Leadership Group upwards, with steer/ feedback from the Board
- ✓ EJ will circulate a first draft of the high level business plan for comments / feedback before the next Leadership Group meeting on 10th January
- ✓ Additional collaboration is required between Partners moving forwards in order to facilitate closer working

Building the Brand of the Homes School:

The group considered how to build the brand of the Homes School moving forwards, and who needed to be engaged in order to facilitate this. It was generally decided that promoting the School more to existing members was a key way forwards. Some suggestions as to how this could be achieved were:

- Increasing use of case studies by both Partners and members to highlight the business case for being active within the School
- Publication of the full list of Bronze, Silver and Gold members – this is currently available on the website, however it needs to be more visible
- Promote sustainability success of members as well as outputs and impacts

Other suggestions to build the brand included:

- Linking the School to an industry Partner such as Build UK, CCS, HBF or Constructionline
- Exploring further PR opportunities and ensuring that the School's PR strategy is targeted and tailored
- Undertaking a survey of current members to understand the level of knowledge of the School brand
- Consider running Supply Chain School Awards, or sponsoring an award at a major sector event – publically recognising the achievements and engagement levels of the members
- Ensure the School is exhibiting at the relevant events with the relevant target audience

Building Membership of Partners:

The group considered how best to build on the current Partner numbers by looking at what methods should be used to engage potential Partners and what types of companies the Homes School may be interested in attracting as Partners. The consensus of the group was that the Partnership offer should be clear and focus on added value for the potential Partner company. There was also a strong feeling towards potentially tailoring the Partnership offer to fit a particular business, although there was no set expectation as to how or what this tailoring could encompass.

Some suggestions for new Partner considerations were:

- Management companies
- Architects
- Engineers
- Designers
- Maintenance providers
- Housing Associations with construction arms
- Local planning authorities
- Consultants (energy, planning, geotechnical etc)
- Social landlords
- Property and land developers

In terms of looking to the next generation of Partners, the group felt that existing Members could be an excellent source for this, as well as looking to companies that are in Benchmark.

One specific company of interest to the group was L&G who now have their own Off Site branch.

Engaging Sub-Contractors:

The group worked to consider what methods could be used to engage sub-contractors and what the priorities should be when it comes to providing the training. Should we potentially look to engage sub-contractors via sector, main contractor or spend category?

In terms of the priorities of the training provision the group agreed that the School needed to provide consistent and powerful messaging which focussed heavily on the business case for companies to be active and to sell the business benefits of being an active Member of the School.

There was an agreement that there should be a consolidated list of sub-contractors pulled together and that sub-contractors with the biggest impact on a House build should carry a heavy focus:

- Groundworks
- Concrete frame
- Carbon
- Waste

Some suggestions for which methods could be used to engage sub-contractors included:

- Shorter, bite sized training opportunities
- Collaborative events for shared and regional supply chains
- Allowing the toolbox talks to be viewed via a mobile app for greater roaming consumption
- Making additional links with trade associations and press

The group were keen to recognise that many of the supply chain would have superior knowledge on how to engage sub-contractors and that their engagement would be key to progress this

Greater Engagement of Current Partners:

The group used the Partner Matrix to further consider what support was required from the School in order to facilitate greater engagement, and what the barriers were that could be preventing current Partners from engaging.

One key barrier which was agreed on across the group was the presence of local / regional supply chain ownerships and relationships throughout the largest construction companies. It was also mentioned that the smaller Partners, who do not have the capacity to commit someone to work on the School would struggle to find the resources to fully engage.

In terms of the additional support which could be provided by the School to ensure the engagement of Partners, the group considered the following:

- The inclusion of specific actions in the Partner charter (such as, being involved in at least one supplier event per annum, ensuring that a procurement and a sustainability individual is engaged and represented at meetings)

There was a focus on how important the actual training of Partners was, to ensure continued engagement. The group saw this as being possible via:

- Specific e-learning modules targeted directly to Partners and their employees (to be based around Partner needs and with professional body accreditations to allow for further internal engagement with the School)
- The creation of Partner case studies to include the benefits of being a Partner in the School which could be shared within the Partners and also shown to potential new Partners as an additional driver to join
- A rewards system for Partners in line with the Bronze, Silver and Gold standards for Members (to be linked with the Partner strategy)
- Workshops for Partners on how others are embedding the School in their business and examples of best practise

6. Any Other Business

Barratt Developments

Barratt Developments will shortly be conducting a survey of their supply chain members in order to better understand the impact of the Homes School, particularly in terms of business benefits.

Wates

Wates suggested that a best practise library / innovation session could be used to share and collate ideas, successes and failures and could be used either to further engage delegates at Supplier Days or as an additional section of the website which could then be marketed to the sector as the “home of best practise”.

Galliford Try

Are working with the Supply Chain School to develop new E-Learning modules and wanted the opinion of the Group with regards to the content. It was agreed that “less is more” and that stripping out everything which the viewer could not affect was best policy.

Sustainable Timber

Both Taylor Wimpey and Berkeley Group are soon to be undertaking work into sustainable timber practises, and it was suggested that the Partner members of the Group could work in closer collaboration on this and many other topics.

Modern Slavery supply chain mapping

At the Ops Group meeting the Partners talked about the need to map their supply chains in relation to Modern Slavery, and agreed that rather than all Partners spend money on their own consultants, it would be advantageous to collaborate on one piece of work. Members of the Ops group are scoping out this opportunity and will share a briefing paper with all Partners in due course.

Review of Leadership Group Meetings

It was suggested that, considering the geographical spread of the members of the Leadership Group, it would be more profitable for the structure of the meetings to change moving forwards. The suggested new meeting format would be:

- 2x 4-5 hour meetings (to focus on business planning)
- 2x interim telecons

This was met with approval and it was agreed that this practise would be adopted moving forwards into 2017. All agreed that it is important to get dates set for next year very soon so as to maximise Partner attendance.

7. Close

Next meeting: Tuesday 10th January 2017 – 2.15pm-4.15pm – Wates Offices, One Euston Square