

Date: Tuesday 10th January 2016 – 2.15pm – 4.15pm – 1st Floor, One Euston Square, London

Attendees: Ian Heptonstall – Chair (Supply Chain School), Emma-Jane Allen and Becky Bryant (Supply Chain School), Alice Flint (Lovell), Kate Harcus (Redrow), Peter Simpkins (Willmott Dixon), Clare Telford (Willmott Dixon), Caroline Johnstone (Galliford Try), David March (Keepmoat), Richard Bayliss (CITB), Jenny Herdman (HBF), Susan Schnadhorst (Osborne), Cara Palmer (Wates), John Slaughter (HBF), Rob Worboys (Lovell), Paul Voden (Kier), Laura Boccadamo (Berkeley Group), Sarah Pratt – via telecom (Barratt Developments), Georgina McLean – via telecom (Barratt Developments)

Apologies: Ian Heasman (Taylor Wimpey), Ben Cleaver (Kier), Rob MacDiarmid (Redrow), Martin Dick (Robertson), Scott Jackson (Saint Gobain), Joan Meakin (Taylor Wimpey), Rachel Woolliscroft (Wates)

Meeting Notes

1. Welcome and introductions

- ✓ **Susan Schnadhorst** was introduced to the Leadership Group as the representative from Osborne, one of the latest Partners to join the Supply Chain School
- ✓ **David March** was introduced to the Leadership Group as a representative from Keepmoat, who were participating in the meeting as observers
- ✓ **Clare Telford** was introduced to the Leadership Group as a representative from Willmott Dixon, attending alongside Peter Simpkins
- ✓ **Jenny Herdman** was introduced to the Leadership Group as a representative from House Builders Federation, attending as an observer

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:

- **Ian H** to speak to Grosvenor about the “Refurbishment Best Practises” workshop – **Update:** This has been done; however, the School’s engagement came after the completion of the workshop. The School will request a copy of the presentation used with a view to sharing with the Group and on the School website if appropriate.
- **Grosvenor and Saint Gobain** to provide a list of their priority suppliers. This action is to be closed due to the nature of their supply chains.
- **Supply Chain School** to set up public workshops on Modern Slavery and Social Value- **Update:** In progress to take place in February / March. Both Lovell and Barratt offered venue suggestions.

- **Supply Chain School** to set up a workshop on ISO14001 tailored to the Homes market – **Update:** in progress although this is likely to run in the next financial year
- **Redrow** to consider running a workshop for internal staff or supply chain members and look at engaging SHE Managers with support from the School – **Update:** in progress
- **All Partners** to contact EJ if they would like to know further information / order any Awards

Agreed points:

- ✓ Barratt Developments confirmed they are interested in School Awards to coincide with their business awards, scheduled to take place in March

4. Operational update – year to date

One School

An update with regards to the One School project was provided to the group to highlight progress, answer any outstanding queries and outline any foreseen delays:

- The One School will bring together both current platforms of the School (Sustainability and Offsite) into one simple platform, with a projected launch date of 25th January 2017
- The new web platform will be made up of 3 departments: Sustainability, Offsite and Management
- The “Management” department is new and will focus on resources and self-assessment (linked to 8 enablers for example Leadership and culture, change management, innovation, supply chain management) to develop management competence with a view to addressing the skills gap.
- The user journey for members has been highly streamlined, with members able to conduct a basic “core” sustainability assessment, and then multiple ‘top up’ assessments in the different markets e.g. construction, infrastructure etc (at present a member is restricted to assessing in just one market).
- Members will be able to have either a “corporate” account, or an “individual learning” accounts. The corporate account will enable companies to self assess their company knowledge (or split into business units if appropriate), and each individual associated with this account will be able to set up an Individual Learning Account and conduct self-assessments to further their own professional development, collecting CPD points accordingly. The scores from the Individual Learning Accounts will not affect the corporate account assessment scores. A super-user / admin person will be allocated for each corporate account, who will manage permissions for that account. For example they will ‘allow’ other members from their organisation to view or indeed change the self-assessments.
- Partner dashboards are also to be streamlined and revitalised to reinvigorate the Partner reporting experience; with testing of these due to begin from 16th January 2017.

- All School e-learning modules and training workshops are now CPD accredited.

Agreed points:

- ✓ The primary focus of the One School project is to simplify the user journey and allow them to engage and assess in multiple markets
- ✓ Moving forward, the School will need to consider the impact which Brexit will have on the market and how they are best placed to advise their members. Could there potentially be a Special Interest Group on the topic?

Action:

- **Supply Chain School** to consider how the Management department of the School will be governed – this will need its own Leadership Group. The School team will keep Partners updated on this.

Special Interest Groups

An update was provided to the Group regarding the Special Interest Groups (SIGs) for 2017 as follows:

Supply Chain Mapping – First Meeting: 3rd February 2017

The Group was updated regarding the objectives and outcomes of the SIG, in addition to the basic premise of its formation; stemming from the Modern Slavery SIG of 2016.

Action:

- **Supply Chain School** to re-circulate the terms of reference for the SIG to Homes School Partners and confirm the date for the next meeting. Any Partners are welcome to join this Group.

Social Value by Design – First Meeting: Date TBC

The Group was updated regarding the primary objective and anticipated outcome of the SIG, to produce a social value overlap to the RIBA Plan of Works 2013 in order to continue on from the ethical sourcing guidance produced as part of the DfMA overlay.

Action:

- **Supply Chain School** to circulate details of the first meeting to Homes School Partners. Any Partners are welcome to participate in this Group.

Toolbox Talks

An update was provided to the Group on the newly developed Toolbox Talks which have recently gone live in addition to the 4 existing Toolbox Talks, currently hosted as part of the Fairness Inclusion and Respect (FIR) section of the website:

- Mental Health and Wellbeing – FIR
- FIR Introduction – FIR
- Can you spot the signs of Modern Slavery? – Supply Chain School
- Sustainability at Work, Introduction – Supply Chain School
- Waste – Supply Chain School
- Energy – Supply Chain School

All Toolbox Talks were developed and approved by small working groups of Partners and subject matter experts prior to publication.

Actions:

- **Supply Chain School to:**
 - Circulate details of new toolbox talks and e-learning modules via the Partner newsletter in January. This update needs to include an overview of the target audience, summary of what is covered, and where the module / toolbox talk can be found – Partners will then be able to promote these internally

E-Learning

An update was provided to the Group on the newly developed E-Learning Modules which were launched on the Supply Chain School website prior to Christmas. These were:

- Sustainability on Site
- Sustainability and Groundworks
- An Introduction to Carbon Management in Infrastructure for SMEs

The Group was also notified that all Supply Chain School E-Learning Modules are now CPD accredited.

KPI Performance Dashboard

The performance dashboard was presented to the Group to highlight progress against key School targets as outlined in the business plan, highlighting:

- All data is aggregated and is reflective of this financial year from 1st April 2016 to 31st December 2016
- The Homes School is performing strongly, exceeding its target of active members.

- A 24% increase from members' first assessment to their most recent re-assessment is high, however the sample size is relatively small as only 50 companies have re-assessed since the School launched. It is expected that as the sample size increases, the average increase in score will decrease – a trend that was identified as the construction School matured in its first few years since launch in 2012.
- With One School, there will be a difference between corporate assessments and individual assessments which will need to be incorporated into target considerations
- There are now 50 Partners, with 2 additional verbal confirmations from Arnold Laver and Colas – taking the new total to 52. Discussions with potential new Homes Partners are in progress with Telford Homes, LQ Group, Crest Nicholson, Catalyst, Bellway and Keepmoat

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: 611/500** – target has been exceeded
- **Supplier days: 3/4** – one remaining, this has been arranged for 31st January 2017
- **Supplier days attendees: 295/400** – 105 delegates need to attend the 31st January Supplier Day to meet target – the School is confident it will meet this target, with support from Partners encouraging their supply chains to attend
- **Workshops: 10/15** – see update below
- **E-Learning downloads: 466/650**
- **New E-Learning 2/2** – target has been met
- **Toolbox talks: 1/1** – target has been met
- **Assessments: 121/250** – an update regarding driving users to assess and re-assess was provided to the group. Please see slides for further details
- **Re-assessments: 38/100** – an update regarding driving users to assess and re-assess was provided to the group. Please see slides for further details

Homes School Active Members

The Homes School has overachieved on its target of engaging 500 members in 2016 by engaging 611 companies to date. The Group agreed that this was an impressive achievement and were pleased with progress to date.

Supplier Days

To date, three of four Supplier Days have been organised and run; and the final Supplier Day for this delivery year will be in Birmingham on 31st January.

- Key Theme – Social Value
- 129 bookings to date

- Speakers – Wates Living Space, Birmingham City Council, Willmott Dixon

Actions:

- **Supply Chain School** to distribute a list of which Partners have currently accepted the diary invitation to attend the Supplier Day
- **All Partners** to invite their regional supply chain to attend using the copy provided by EJ, or ask Becky to do this on your behalf

Workshops

To date, the Homes School has run twelve workshops and currently has three additional workshops to run.

Currently scheduled / suggested:

- Kier internal staff workshop – Leeds – confirmed, date TBC
- Social value workshop – Midlands – confirmed, date TBC
- Berkeley supply chain workshop – London - suggested

Action:

- **All Partners** to contact Becky should they wish the School to run / facilitate any workshops on their behalf
- **Berkeley Group** to liaise with Becky to confirm if they wish to move forwards with a workshop for their supply chain in London

Driving More Assessments

The School has been working since the previous Leadership Group meeting to drive members to assess and re-asses in order to meet targets. An update was provided to the Group regarding the current, ongoing activities and the forthcoming activities which will be implemented as part of the One School project.

Agreed points:

- ✓ The current targets regarding assessment were challenging, but the Group would like to see a continued drive to encourage members to assess, highlighting the benefits of doing so

Actions:

- **Partners to:**
 - **Approve quotes sent to them by the School** to help market the School on the website and in emails
 - **Continue to highlight the benefits of assessing** to their supply chains
 - **Look to recognise and reward your supply chain for their engagement in the School**

5. Priority Suppliers Update

Almost all Partners have now provided the School with a list of their priority suppliers; with 1,064 companies being provided overall, making up 849 unique companies across priority supplier lists.

Of the 8 Partners who have provided lists; the following statistics apply:

Organisation	% registered	% self-assessed	% re-assessed	% viewed resources
A	99%	74%	34%	54%
B	83%	58%	27%	45%
C	65%	39%	17%	31%
D	62%	40%	12%	26%
E	57%	35%	19%	28%
F	55%	37%	18%	37%
G	48%	31%	15%	26%
H	35%	15%	6%	15%

Actions:

- **Supply Chain School to:**
 - Email Partners individually to disclose which of the above figures is relevant to their priority supplier lists, together with suggested actions in terms of how to increase these figures.
 - Arrange meetings with all Partners to review their engagement in the School in relation to the Maturity Matrix

6. Home School Business Plan for 2017 - 2018

Objectives

The Leadership Group agreed the 5 strategic objectives as presented:

- Driving Impact
- Engaging Sub-Contractors
- Greater Engagement of Current Partners
- Building the Brand of the School in the Homes Sector
- Building membership of Partners

Actions:

- **All Partners** to suggest any Homes specific awards where there are categories that would be a good 'fit' for the School.

KPIS 2017 - 2018

The group agreed the suggested KPIs, except for the following amendments:

Agreed points:

- ✓ **Engagement and Training:**
 - The target number of active members of the School is to increase to 750 as the School has already reached 600
 - Given that the proposed budget outlined in the business plan assumes more income than is available, the Board have recommended that the 3 supplier days are taken out of the Homes business plan, instead focusing on the delivery of the 8 regional mini supplier days. All agreed with this.
- ✓ **Bronze / Silver / Gold** – the aspirational target number of Bronze, Silver and Gold priority suppliers to the Homes School has been increased to 100 in recognition of the ambitions of the School.
- ✓ **Building the brand of the School in the Homes Sector** - there are very few Homes specific awards, and initial research suggests that those that do exist don't have categories that would 'fit' with the School. It was agreed that the KPI of winning a Homes specific award would be taken out, and that it is more important for the School to have a presence at key Homes exhibitions / conferences

Budget

The Budget for the Homes School from 2017 – 2018 was approved, except for the following amendments:

Agreed points:

- ✓ **Supplier Days** – It was agreed that, in order to work within the budget, objectives and targets set for the School next year, smaller, regional "mini" Supplier Days would be a more productive use of the School's resources as opposed to the usual large scale Supplier Days. It was felt that the smaller events would prove better in terms of cost and relevancy and would go further towards the School's aim of engaging regional sub-contractors. This decision is also in line with the Board's recommendations.
- ✓ **Awards submissions and ceremonies** - it was suggested that given the success of the School in winning awards in 2016, and due to the lack of relevant categories for Homes specific awards, budget may be better spent on exhibitions rather than booking tables at awards dinners.

7. Any Other Business

Chair of the Homes Leadership Group

As per Rachel Woolliscroft's email to the Group, she will be stepping down from her role as Chair of the Homes Leadership Group. The Group would like to express their thanks to Rachel for her support since the Homes School first launched.

Actions: Partners keen to nominate themselves as future Chairs for the Group to contact EJ by the end of January. If there is more than one nomination Partners will be sent a pro-forma to complete with their nomination and the Group will vote for the new Chair via Survey Monkey.

Links with UKGBC

Susan from Osborne requested an update as to the School's engagement with the UK Green Building Council. An update was provided, outlining the three topics on which the School is currently working with UKGBC:

- Carbon Month – to take place in March – jointly being arranged with the Carbon Trust and Eco Build
- Social Value SIG – membership of this has been opened up to UKGBC members who are designers to ensure the main objectives of the SIG can be reached
- Client Group for the FM Sector – this is a work in progress with the group being formed to focus on what is being asked of the sector in terms of sustainability and trying to drive innovation
- **Review of Leadership Group Meetings**
Following on from the Leadership Group in November; it was again brought to the table for the Group to consider re-formatting the Leadership Group Meetings. It was agreed that the provisional suggestion of 2x meetings and 2x teleconferences moving forwards was not practical, and the following was agreed:

Agreed points:

- ✓ Leadership Group meetings will be face to face meetings lasting 2.5 hours
- ✓ The meetings will continue to take place bi-monthly. The locations will alternate between London and Tamworth so as to accommodate all members of the Group

Actions:

- **Supply Chain School** to confirm all diary dates for 2017 as soon as possible to ensure maximum meeting attendance

8. Close

Next meeting: 10.30am – 1pm at Lovell, Marston Park, Tamworth, Staffs