

Thursday 27<sup>th</sup> April 2017 – 10.30am – 1pm – Lovell Offices, Marston Park, Tamworth, Staffordshire, B78 3HN

**Attendees:** Ian Heptonstall – Chair (Supply Chain School), Patrick Guest (Arnold Laver), Georgina Mclean (Barratt Developments), Steve Woodcock (British Gas), Caroline Johnstone (Galliford Try), Rob Worboys (Lovell), Alice Flint (Lovell), Kate Marcus (Redrow), Scott Jackson (Saint Gobain), Joan Meakin (Taylor Wimpey), Emma- Jane Allen (Supply Chain School), Rosie Watts (Supply Chain School)

**Apologies:** Cara Palmer (Wates), Laura Boccadamo (Berkeley Group), Anne Smales (Bouygues UK), Richard Bayliss (CITB), Sarah Pratt (Barratt Developments), Andrew Sharpe (Grosvenor), Paul Voden (Kier), Susan Schnadhorst (Osborne)

Please note these meeting notes are to be read in conjunction with the agenda and pre-read slides as circulated to all.

## Meeting Notes

### 1. Welcome and introductions

Patrick Guest, Group Commercial Director at Arnold Laver was introduced to the Leadership Group as the newest Partner to join the Homes School Leadership Group.

**Ian Heptonstall** conducted the meeting as interim chair due to Sarah Pratt from Barratt Developments being unable to attend

### 2. Agree minutes of last meeting

Minutes from the last meeting were agreed.

### 3. Review outstanding actions

- The School to consider how the management department of the School will be governed - *Ian Heptonstall reported that the Offsite Management Leadership Group have been asked if they would like to do this, considering that 'management competencies' used to sit in the Offsite School before the launch of the new platform. If the Offsite Leadership group do not wish to govern this sector, this will be taken to the School Board for comment / suggestions.*
- Berkeley to confirm if they would like a workshop for their supply chain in London – *this has now been confirmed*
- The School to provide suggested quotes to Partners for them to approve for general marketing purposes – *in progress.*

### 4. Getting online- group exercises

The Group was split into 3 groups, with each group being given an online exercise to complete in relation to providing feedback and comments on the new Supply Chain School web platform. When completing the tasks the group was asked to consider the following points:

- How do you find the navigation amongst the site?

- How did you find the school and feel of the site as a whole and within your market area?
- Is the information you are reading clear?
- Are there any other issues the School has missed?
- Are there any improvements that the School can make?

#### **Agreed points:**

The overall feedback from the website was positive. The group agreed that the navigation on the website was straightforward and were pleased with how the new web platform looks. The School will take comments and suggestions from both members and Partners on an ongoing basis in order to provide all users with the best possible experience and to drive for continual improvements.

#### **Feedback:**

The group provided feedback on what they believed worked well with the new school platform, and where improvements could be made. General feedback provided as below:

- The registration process on the site is simple and straightforward
- The layout of the new platform is a significant improvement on the old platform, it is much clearer and intuitive, however there are still some areas that are tricky to navigate
- Management competencies are easy to find – there are a lot less steps than the Sustainability section of the School.
- Workshops and events calendar are easy to find on the School Site.

#### **Suggested improvements for the new School platform:**

- During the registration process on the page that provides colleagues already registered within the School it would be helpful to know who is the admin for each organisation's account. This would help to identify who receives the approval email for when an individual clicks 'Join account'.
- The message that appears at the end of the registration process, after an individual has clicked 'join account' feels very final and it's not obvious what the next steps are. It should state that you are now registered, and can access the resources in the School, but cannot access the company corporate account until this has been approved by the company 'admin'.
- Provide additional links to make it clear how to go back to the Homepage- clicking on the School logo will do this, but not everyone will find this intuitive
- The Search function is currently not working. Results using the search function show up as not found and reverts to the homepage.
- On the menu at the bottom of the website there is a heading called 'contacts', however the headings below are not all linked to 'contact' e.g. Social Value, performance measurement, supporters etc.

- A Market 'pop up' to be created so that the markets within the School can be promoted. Now, the links in the bottom menu of the homepage currently presume that individuals are in the Construction market of the School.
- The 3-horizontal line drop down menu on the website to be labelled more clearly such as stating 'more' so that members can identify that it is a drop-down menu.
- Links to be placed on the Partner section of the homepage- taking members to pages with more information about Partners.
- Partners logos to be hyperlinked to individual Partner pages (on the School website, not external links).
- Workshops and supplier days to have a filter so that they could be filtered by location. Workshops and supplier days also to be colour coded to identify which market they sit in.
- 'Partners' page to read 'Find out more about becoming a Partner' rather than 'Find out more about becoming a Member'.
- 'Learn more about being a Partner' page to include a link to the benefits of Partnership
- Event titles (on event listings and event calendar) to be standardised so that they include market, topic, and location
- Action Plans when using Ipads to be reviewed the action plans open in ibooks however ibooks does not appear to work.
- E-learning modules should be categorised by 'issue'. At present if you click on e-learning modules you just get one big long list of all 50+
- Consider a different word to 'issue' as this has negative implications and might not be clear to the Suppliers / sub-contractors
- Consider how to make areas where there are banks of resources linking to the output of Special Interest Groups (SIGs) e.g. Social Value, Modern Slavery, Performance Measurement clearer
- 'View all resources for this issue' on the specific 'issues' pages to stand out more

#### Actions:

- **Supply Chain School (Rosie)** to add the issues appearing on the website to the Itineris issues log so that Itineris can investigate these issues.

#### 5. Operational Update:

##### Progress against KPIs and deliverables

The group were invited to comment by exception on the performance of the Homes School against the 2016 – 2017 Deliverables, which can be reviewed in the attached presentation. Overall, the Homes School performed well, hitting, or exceeding all targets, except for those for self-assessments and re-assessments.

A possible reason for the assessment targets not being hit is that prior to the launch of the new School web platform, members were only able to assess in one market, and given that many of the Homes supply chain were signed up to the Construction School, they were not able to assess in Homes. With the new web platform, members can assess in multiple markets.

All Partners were thanked for their support in helping to achieve these targets.

The Group were informed that the figure of 57 Partners had increased to 60 Partners with the latest Partners to join the School being **Network Rail, Tobermore and Travis Perkins**.

### Sub-contractor breakfast briefings

An update on progress with the sub-contractor breakfast briefings is provided below.

Date	Region	Confirmed active in the region / will support	Partner speaker	Social Housing provider speaker
23/5/17	Bristol, South West	TW, Barratts, GT, Redrow	Taylor Wimpey?	
20/6/17	The Studio, Leeds, North East	TW, Robertson, GT, Redrow, Barratts		
22/9/17	Edinburgh City Centre, Scotland	TW, Robertson, GT, Lovell, Barratts, GT, Lovell	Robertson?	
17/10/17	Cardiff, Wales	TW, GT, Redrow		
11/17	Southampton, South East	Willmott D, TW, Barratt, GT, Redrow		
7/12/17	Manchester, North West	Lovell, TW, WD, GT, Redrow, Barratt	Lovell?	
01/18	London, South East	Willmott D, Berkeley, TW, Barratts, GT, Redrow,		
02/18	Lovell, Tamworth, West Midlands	TW, Barratt, GT, Redrow	Lovell?	

As outlined in the slide page, the Bristol Pavilion sub- contractor breakfast briefing has 40 people registered to date. The team aims to have 100 registrations with a view to securing 50 attendees on the day (no show rate is an average of 50% for free events).

### Agreed points:

- It is important that Partners support the events by attending / speaker / inviting their supply chains
- Partners were struggling to engage their regional teams with a view to encouraging them to attend / speak at the events and needed a more detailed briefing on the event, and what the speakers were expected to talk about.
- Important to highlight to potential partner speakers from the region that we would like them to talk about their commitments, targets, workloads, current projects and pipeline of work, key issues / challenges, and what they need from their sub-contractors.
- There is a chance that Taylor Wimpey may be able to speak at the event in Bristol

### Actions:

- **All Partners to:**
  - Forward the updated briefing sent by EJ to colleagues in the regions where sub-contractor events are due to take place, and liaise with EJ / Becky with a view to getting regional colleagues engaged. EJ / Becky are happy to have conference calls to discuss the School and the breakfast briefings in more detail.
  - Contact EJ / Becky to confirm at which of the breakfast briefings your organisation is keen to speak, and if you have a client in the region who you would like to invite –

slots will be allocated on a first come first served basis with a view to populating the table above.

- Liaise with Becky with a view to inviting your supply chains in the region to attend
  - Recommend suggested social housing providers and / or designers / architects to speak
  - Encourage regional colleagues to attend / get involved
- **Supply Chain School to:**
    - (EJ) Update the briefing pack for Partners about the breakfast briefings, and what we are looking for from speakers in the region with more detail, and circulate this to all Partners
    - (EJ) to follow up with Joan Meakin from Taylor Wimpey- Taylor Wimpey are active in the Bristol region, Joan suggested that Taylor Wimpey's commercial director could potentially speak at the event.

#### Identifying new Homes Partners

##### Actions:

- (EJ) liaise with Paul Parkinson and get a target list of Homes Partners and circulate it to the group for comments / suggestions of new partners
- EJ or Becky to cross reference each Homes Partners priority supplier lists to see who is common to all lists with a view to approaching to join the School as a Partner

#### Workshops

The Homes leadership group has a target of running 10 workshops, of which 9 are already planned as below. There is no budget available for venues for workshops, so the School is reliant on Partners to provide use of their meeting rooms / venues at no cost.

	Month	Title	Partner / Public	Location
1	3 April	Internal Procurement Team Workshop	Lovell	Midlands
2	24 May	Introduction to the School	Wates supply chain	North West
3	July	Social Value	Public	North East
4	14 Sept	ISO14001	Public	Edinburgh
5	Sept	Sustainable Timber	Berkeley	London
6	Oct	Introduction to Carbon <u>Footprinting</u>	Public	Cardiff
7	12 Oct	Introduction to the School	Wates supply chain	Wales
8	Late Nov	Embedding Sustainable Procurement and ISO20400	Public	Southampton
9	TBC	Heatmapping and prioritisation	Lovell	Tamworth
10				

All new Partners to the School now benefit from an internal workshop delivered by the School that looks at engaging key influencers from across the business. This includes an exercise on understanding what drives the sustainability agenda within an organisation, and an introduction to the School, looking at how it can help to deliver an organisation's wider business / sustainability objectives. A recent workshop with Arnold Laver was well received with representation from across the business including the Mill Manager, Head of Sustainability, Depot Director, Group Supply Chain Manager, Group Operations, Commercial Director, and Group IMS Manager.

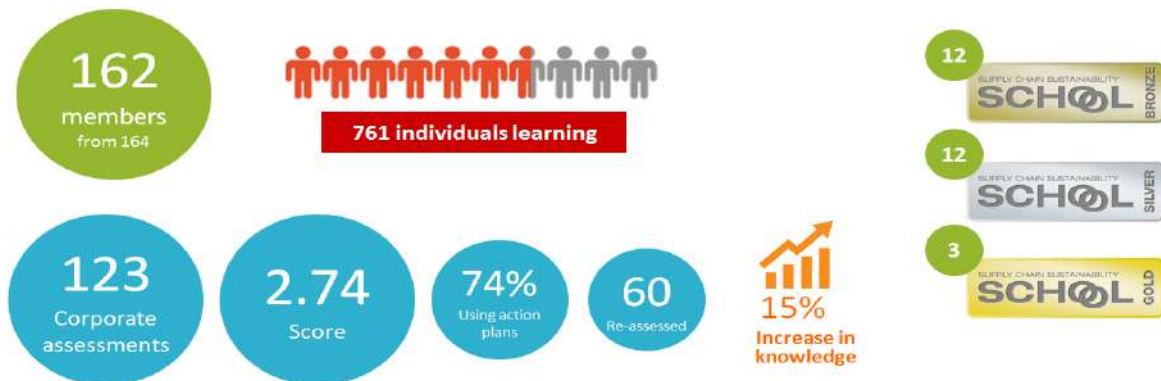
**Actions:**

- **All Partners to:**
  - Contact Becky should they wish the School to run a workshop for internal teams or their supply chain
  - Provide Becky with details of venues you could provide at no cost for hosting School workshops – these would need to seat 17+ people boardroom or classroom, with a screen, projector, and access to tea / coffee
- **Caroline Johnstone** from Galliford Try to look into a venue in Edinburgh for an ISO 14001 workshop on the 14<sup>th</sup> September and liaise with Becky accordingly
- **School to:**
  - **(Becky)** Provide all Partners with a list of all workshops where venues are required
  - **(Becky)** Provide all Partners with a list of workshops on offer through the School
  - **(Becky)** to follow up with Joan Meakin from Taylor Wimpey as Taylor Wimpey would like to host a workshop for their regional team
  - **(EJ)** to circulate the briefing about the opportunity for a free ISO 20400 sustainable procurement briefing and gap analysis to all Partners
- **Alice Flint** from Lovell's to send through quotes from Lovell events to Becky so that the quotes can be used on the School website and in marketing communications.

**6. Insight from Barratt Developments:**

Georgina Mclean from Barratt Developments discussed why Barratt's joined the School, the process Barratt completed to get their supply chain active within the school and how effective this was. See slides for further information.

## Progress in 2016



### Additional points to highlight:

- The School featured on the agenda of the Barratt Development's annual supply chain in March 2017, where the call to action was made for the supply chain to achieve Bronze level of recognition by the end of this year.
- Barratt Developments awarded two of their most engaged suppliers in the School at their annual conference – reward and recognition of those active in the School is important.
- The School is backed from within Barratts at the highest level by the CEO (who attended their supply chain conference in March). Senior level buy in to the School is crucial in order to ensure a strong, consistent message to the supply chain.
- The School has worked alongside Barratts to identify those suppliers who have benefited most from the School, and interviewed them and developed case studies that are now available on the School website  
<https://www.supplychainschool.co.uk/default/becoming-a-member/case-studies.aspx>
- The School ran a briefing for Barratt Development's key procurement staff to highlight the role of the School, and how it can help them to better deliver their business objectives through procurement. This succeeded in getting buy in from the procurement teams.

### Actions:

- **EJ to** circulate the briefing about opportunity to reward your suppliers who are most engaged in the School
- **All Partners to:**
  - Review the briefing about the School awards, and liaise with EJ should you wish to progress this

### 7. Capturing the benefits of the School to Partners:

This was a group exercise with a view to understanding how the School can better capture the benefits of the School to Partners, helping Partners to prove the business case for partnership.



The group was asked to feedback on a series of questions – responses as below:

### What are the benefits the School provides?

#### Who benefits?

- Sustainability team
- Estimators
- Site Managers
- Supply Chain
- Local Communities
- Local Colleges
- Partner Organisations

#### How do they benefit?

- Reducing Environmental impacts
- Cost savings
- Increased efficiencies
- Free CPD resources
- Enhanced Reputation
- Free personal and professional development
- Benchmarking against others in the same trade
- Opportunity to monitor and manage engagement of your own supply chains
- Networking opportunities
- Retain and attract talent
- Catching up on innovation
- Mitigating exposure to risks
- Raising profile of values
- Expertise and shared learning
- Supporting supply chain relationships
- Provide a common approach

### What do you need to prove the benefits to internal stakeholders?

- Case studies (both Partner and Member)
- Feedback surveys of a Partner's own supply chain to gauge the benefits of the School (like the work conducted by Barratt Developments)
- How has the School helped to deliver corporate objectives?



- Evidence of improved relationships with the Supply Chain
- Financial benefits – although it would be difficult to demonstrate the direct link with the School
- Other tangible benefits
- Evidence of cost savings – this could link in to training materials e.g. internal staff accessed xx hours of CPD training equating to ££

#### What does the School need to do?

##### Now: what does it already capture?

- Case studies evidencing impact and benefits of joining the School
- Surveys to Supply Chain for feedback on the offering through the School
- Data on supplier engagement and learning e.g. average scores, increase in scores, sustainability strengths / weaknesses

##### In the future: what does it need to capture?

- Impact of learning
- Tangible benefits
- Equate the hours of learning / CPD points to ££ to demonstrate cost savings. Those 'admin's from Partner organisations will be able to pull off reports to see how many hours of CPD points have been collected by their colleagues within the business, linking in to direct cost savings
- How the school influences key stakeholders

#### Actions:

- EJ to create a briefing paper based on the output from this group exercise, and circulate to all Partners

#### 8. AOB:

- The School is currently drafting a submission for the Housebuilders Award – Best Sustainable Scheme or Initiative. This is due to be submitted by 5<sup>th</sup> May. Partners may be contacted by the School team to provide quotes to support the submission
- The Homes school is liaising with the organisers of the below, with a view to securing a speaker slot of exhibition stand:
  - The National Housing Federation Annual Conference, 19-20 Sept, Birmingham
  - CIH Housing, Manchester 27-29 June

#### Actions:

- EJ or Becky to follow up with Rob Worboys (Lovell) who suggested a managing director who could potentially speak at the National Housing Federation Annual Conference

**9. Close**

**Next meeting:** 14<sup>th</sup> June, One Euston Square, Wates Offices. 10.30am – 12.30pm

Guest speaker, Simon Bayliss from HTA Design will be presenting on Offsite as a tool to deliver sustainability