

Date: Wednesday 14th June 2017 – Wates Offices, One Euston Square, 40 Melton Street, London, NW1 2FD – 10.30am – 12.30pm

Attendees: Sarah Pratt – Chair (*Barratt Developments*), Ian Heptonstall (*Supply Chain School*), James Cadman (*Supply Chain School*), EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*), Patrick Guest (Arnold Laver), Ian Griggs (Tobermore), Kate Harcus (Redrow), Laura Boccadamo (Berkeley Group), Richard Bayliss (CITB), Paul Voden (Kier), Ian Heasman (Taylor Wimpey)

Apologies: Cara Palmer (Wates), Georgina McLean (Barratt Developments), Caroline Johnstone (Galliford Try), Rob Worboys (Lovell), Joan Meakin (Taylor Wimpey)

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

- ✓ **Sarah Pratt** was introduced to the Group as the new Chair
- ✓ **Patrick Guest**, Commercial Director was introduced to the Group as the representative from Arnold Laver, a new Partner to the School
- ✓ **Ian Griggs**, National Main Contractor Account Manager was introduced to the Group as the representative from Tobermore, a new Partner to the School

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:

- **Supply Chain School** to make suggested improvements to the website following on from the feedback session at the previous meeting – *the quick fix issues have been addressed. The more complex issues will be addressed once the Partner dashboard is up and running (this is a priority)*
- **All Partners** to share feedback from the “Benefits to Partners” briefing, circulated by EJ – *by end of June (please see attached document)*
 - This document can be shared internally amongst Partner organisations to encourage engagement
- **All Partners** to liaise with Becky / EJ in engaging regions / identifying possible speakers / inviting regional sub-contractors to the regional sub-contractor breakfast briefings – *ongoing*
- **All Partners** to contact Becky with details of venues which you could provide at no cost to host School workshops – *ongoing*
- **Supply Chain School** to follow up and liaise with Rob from Lovell re: the opportunity for a speaker slot for MD at the Homes Conference – *ongoing*

Additional / Emerging Actions:

- **The Supply Chain School** to:
 - Share the paper which is currently being developed by the Operations Group re: measuring the benefits and impact of the School
 - Consider creating a “Benefits to Partners” document specifically relating to the Homes School – the document as it currently stands is based on benefits reported by Partners to date (including Homes Partners) so will continue to evolve over time.

4. Operational update

Progress against KPIs and deliverables

The Group were invited to comment and raise questions regarding to the team’s performance and progress against deliverables for Q1 to date.

Overall, the Homes School is performing well, and progressing well against target. The new functionalities within the updated web platform (e.g. being able to assess in multiple markets / departments) is helping to encourage users to engage more deeply, with an evident increase in activity when compared to 2016 as detailed below

	Q1 2017	Q1 2016
Active members (this is unique companies)	115	90
Self-assessments (only corporate assessments, not individual learning accounts)	114	40
Re-assessments (only corporate assessments, not individual learning accounts)	31	13

The Group were informed that there were now 62 Partners to the School, with the latest Partners to join being Arnold Laver, Buckingham Group, Murphy, Tobermore, Travis Perkins and VolkerWessels UK.

Actions:

- **All Partners** to consider potential target Partners for the Homes School and send contact details to EJ (target Partner briefing has been sent to all Partners)
- **Paul Voden** to send EJ/ Becky the contact details for Richard Bland from Rectory Housing for contacting re: Partnership

Sub-Contractor Events

The Group were provided with feedback from the first Sub-Contractor Breakfast Briefing which was held in Bristol on 23rd May. Attendee numbers and feedback statistics were excellent, especially when considering this was the first event of this nature to be held by the Homes School. Please review the attached slides for full statistical analysis of feedback.

Actions resulting from feedback, and discussions relating to the Bristol event:

- **Supply Chain School to:**
 - Include more table discussions at the Leeds event on 20th June, and all future breakfast briefings – *this has been incorporated into the agenda*
 - **Liaise with Partners and develop** a Matrix which will outline the key priorities of all Homes Partners on sustainability themes such as CO2, water, energy, waste etc. This can then be shared at future supplier / sub-contractor events (after approval by Partners), and will also be a useful document for Partners to use for benchmarking purposes – *by 22nd September event in Edinburgh*
 - Consider hosting an additional / alternative workshop /event in East Anglia / Milton Keynes region as a mop up event towards the end of the financial year – budgets will need to be reviewed to understand if this can be run in addition to, or instead of an existing event

Remaining Sub-Contractor Dates for 2017 / 2018:

Quarter	Date	Region	Partners Confirmed will support	Partners provided list of sub-contractors	Volunteer Partner Speakers
Q1	20 th June	Leeds	Taylor Wimpey, Robertson, Barratts, Galliford Try, Redrow	Barratts, Kier, Lovell, Taylor Wimpey	
Q2	22 nd September	Edinburgh	Taylor Wimpey, Robertson, Barratts, Galliford Try, Lovell	Barratts	Robertson Homes
Q3	17 th October	Cardiff	Taylor Wimpey, Galliford Try, Redrow, Barratts	Barratts	?
Q3	7 th November	Southampton	Taylor Wimpey, Barratts, Galliford Try, Redrow, Willmott Dixon	Barratts	?
Q3	TBC September / October	Warrington	Taylor Wimpey, Barratts, Galliford Try, Lovell, Redrow	Barratts	Lovell & Barratts
Q4	TBC January	London	Taylor Wimpey, Berkeley Group, Barratts, Galliford Try, Redrow, Willmott Dixon		Taylor Wimpey
Q4	21 st February	Tamworth	Taylor Wimpey, Barratts, Galliford Try, Redrow		?

Outstanding Actions:

- **Partners to:**
 - Volunteer speakers from own organisation to provide a Partner perspective
 - Suggest social housing providers / architects or designers to speak
 - Invite regional colleagues and sub-contractors to attend

Workshops

The Homes School has budget to run 10 workshops this financial year, as outlined in the business plan. The majority of these are now planned for the year as highlighted below, however, Partners should continue to speak to EJ and Becky should they be keen to run additional workshops (many discussion already ongoing).

There are a wide range of additional workshops being run through the School – many of which will be relevant to the Homes market. These are all listed on the School events calendar online.

Current workshop schedule for 2017 / 2018:

	Date	Workshop	Partner / Public	Location
1	3 rd April	Introduction to the School	Partner – Lovell internal	Midlands
2	25 th April	Sub-Contractor Meeting	Partner – Barratt Developments supply chain	S. Wales
3	16 th June	Measuring and Managing Sustainability	Public	London
4	12 th July	Carbon Footprinting	Public	S. Wales
5	TBC July	Social Value	Public	Leeds / York
6	17 th August	Introduction to the School	Partner – Redrow internal	N. Wales
7	14 th September	Transition to ISO 14001: 2015	Public	Scotland
8	TBC September	Sustainable Timber	Partner – Berkeley Group supply chain	London
9	12 th October	Introduction to the School	Partner – Wates supply chain	S. Wales
10	TBC November	Embedding Sustainable Procurement (linking to	Public	Southampton

		ISO 204000)		
11	TBC	Heatmapping and Prioritisation	Partner – Lovell internal	Midlands

Outstanding Actions:

- **Partners** to speak to Becky if they would like the School to host a workshop either for their internal staff members or their supply chain

5. Partner Dashboards demonstration

Ian Heptonstall, explained that the development / testing of the upgraded Partner dashboards is taking significantly more time than our web developers had anticipated due to the complex levels of reporting. Ian is working closely with them on this and this is being treated as ‘high priority’ (originally, they were meant to be finished in March). Unfortunately, Ian can’t provide a definitive date for when they will be live, but hopefully this will be very soon.

The Group were presented with an update on the status of the new Partner dashboards and a demonstration of the new platform, highlights of which include:

- A new reports tab which allows Partners to review live information from the Supply Chain School by country, department and market
- A new dashboard functionality which allows Partners to review data based on: priority suppliers, suppliers and the whole School
- Ability to select timeframes for reports e.g. view stats from ‘last 12 months’ or ‘from 1st April to date’
- Individual monitoring of independent business units’ performance within Partner organisations

Actions:

- **Supply Chain School** to:
 - Notify Partners as soon as the new platforms go live
 - Create a dashboard briefing doc to circulate to the Partners to assist them with the new features available

6. Update on Supply Chain Mapping SIG

The Group were provided with a presentation on the progress and initial outcomes from the Supply Chain Mapping Special Interest Group. The ultimate product of the Group will be the publication of guidance for procurement teams and the supply chain, as well as supply chain maps for various products and advice on how companies can go about mapping their own supply chains.

Full details of these and the presentation given by James Cadman, Lead Consultant, Action Sustainability, can be found in the documentation issued to members of the Group.

Actions:

- **Partners to:**
 - Agree your organisation's top 5, prioritised categories of supply where there is a high risk of Modern Slavery occurring in the supply chain (focusing primarily on Modern Slavery, but also consider other sustainability impacts)
 - Send these through to Emma-jane@supplychainschool.co.uk by 4th September, (in time for next Homes Leadership Group meeting on 7th September where these will be discussed, with a view to feeding into the work / future plans for the Group)
 - Consider who the key suppliers and key stakeholders / trade associations are linked to these categories of supply

7. How Offsite Manufacturing can help deliver a more sustainable Built Environment

At the request of the Group during the business planning sessions for the 2017/2018 year, a short presentation was given by Rory Bergin, Head of Sustainable Futures at HTA Design on the topic of Offsite Manufacturing and its benefits to the Homes market. The presentation was followed by a short Q&A session.

For full details of the presentation given, please refer to the documentation issued to members of the Group.

Comments made / discussed after the presentation detailed below:

- Early engagement is crucial. House builders need to consider future pipelines and start think about building relationships with offsite manufacturers. These relationships take time to come to fruition and need long term pipelines of work – factories are usually bought for a 3yr period.
- CITB have done a piece of research around the offsite and skills agenda – the resulting work being published in April 2017 entitled 'Faster, Smarter, More Efficient: Building Skills for Offsite Construction'.
https://www.citb.co.uk/documents/research/offsite_construction/offsite_construction_full_report_20170410.pdf
- Offsite manufacturers are typically lacking in marketing skills – they need help to serve the future needs of the industry
- The typical skilled trades are still required, but instead of working on site, they will work in a factory environment.
- Typically, 70% of people are employed in a factory, with the remaining 30%, all of which would be highly skilled, would be working on site.
- Offsite logistics is a key area where there is a lack of skills – there is a need to understand how to deliver large things, on time, and with care. Losses can be significant if mistakes are made on site.
- It is important to ensure the prototype is 100% accurate – advice from HTA is to build this undercover in a 'shed' with a view to getting it right before manufacturing begins. 'Right first time' is crucial.

- The question was asked about the practicality of using offsite in central London / city locations due to issues with access. HTA explained that typical time to unload and install a module is 8 minutes, and that if there is space for a crane turning circle and road access, offsite should be possible. Offsite construction requires very little space as the 'site' is simply the building and the crane turning circle.
- Logistics needs to be considered at the early planning stages
- The following question was asked 'Is Offsite still of benefit to smaller, low rise housing developments where the build time is significantly slower than larger scale developments (in line with the slower sales rates)?'. HTA responded by saying that the benefits in relation to low rise / slower build is not so obvious, however it could be a significant benefit in terms of efficiencies and cost savings to have one factory providing modules to multiple sites within an area of the UK.
- Factories typically provide the ideal environment for collecting and reporting data – audit trails are simplified, with significant efficiency savings, especially in relation to waste.

8. AOB

No any other business was raised

9. Close

Date of Next Meeting: Thursday 7th September 2017 – 10.30am – 12.30pm

Lovell Offices, Marston Park, Tamworth, Staffordshire, B78 3HN