

Date: Thursday 7th September 2017 – Barratts Offices (David Wilson Mercia) 2 Cranbrook Way, Solihull Business Park, Shirley, Solihull B90 4GT – 10.30am – 12.30pm

Attendees: Sarah Pratt – Chair (*Barratt Developments*), Ian Heptonstall, Cathy Berry, EJ Allen, Becky Bryant (*Supply Chain School*), Roger Hewitt and Ian Griggs (*Tobermore*), Rob MacDiarmid (*Redrow*), Rob Worboys (*Lovell*), Paul Voden (*Kier*), Scott Jackson (*Saint Gobain*), Caroline Johnstone (*Galliford Try*), Ian Heasman (*Taylor Wimpey*), Jim Riley and Emma Kerr (*Protec International*)

Apologies: Cara Palmer (Wates), Georgina McLean (Barratt Developments) Joan Meakin (Taylor Wimpey), Laura Boccadamo (Berkeley Group), Andrew Sharpe (Grosvenor), John Slaughter (HBF), Charlotte McDonald (Kier), Kate Harcus, Clive Parry and Stephen Horridge (Redrow)

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

- ✓ **Roger Hewitt** was introduced to the Group as a representative from Tobermore, attending alongside his colleague Ian Griggs
- ✓ **Cathy Berry** was introduced to the Group as the new Secretariat for the School Horizon Group, and was attending the meeting as an observer
- ✓ **Jim Riley and Emma Kerr** attended the meeting as guest presenters from Protec International; Gold members of the School, however, were only present for the duration of their speaking slot

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 are in progress*
 - Ensure that the Partner dashboards are up and running and to circulate a briefing on how the new dashboards work – *the primary functions of the Partner dashboards are now working and Partners can logon (using their existing usernames and passwords etc) and view statistics and information on those who have said they supply to them, however the priority supplier information is still not yet fully functioning. This is a top priority and the School team will keep you*

updated on this. The business unit function is nearly complete. Ian Heptonstall is pushing this forward as a matter of priority.

- Circulate the paper being developed by the Ops Group which looks at the impact and benefits of the School – *a proposed set of questions to use to survey both members and partners is being reviewed at the Operations Group Meeting in September. Leadership Groups will be invited to comment on the survey questions before circulation.*
- Consider running a sub-contractor event in Milton Keynes / Beds instead of Southampton based on feedback from Partners – *this event has now been confirmed for 7th November*
- Contact Rectory Housing with a view to introducing them to the Homes School – *The School has contacted Rectory Housing, following on from an introduction via Kier, but no response to date*

Additional / Emerging Actions:

- **Supply Chain School to:**
 - Re-upload all priority supplier lists to dashboards as soon as the new business unit function is working, and let the Group know when this is done
- **All Partners to:**
 - Contact Becky if you have lost your partner dashboard log on details

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 and Q2 to date.

Key points:

- Overall, the performance of the Homes School is very positive, and progressing well against target.
- Effort needs to continue to drive more active engagement with a view to securing 750 active members by 31st March 2018.
- The Group commented that the School should be looking to secure at least 200 Bronze/ Silver / Gold members (although the business plan stated a target of 100), especially when considering that Barratts have asked their key suppliers to be Bronze by Dec 2017
- The 263 / 122 assessments / reassessments to date from those active in the Homes School consist of 209 core sustainability assessments / core sustainability re-assessments and X Homes top-up assessments / 103 Homes top-up re-assessments.
- Partners should aim to secure Gold status, and lead by example

	Q2 2017	2017/2018 Target
Active members (this is unique companies)	317	750
Self-assessments (only corporate assessments, not individual learning accounts)	263	250
Re-assessments (only corporate assessments, not individual learning accounts)	122	100
Bronze, Silver, Gold members	127	100

- There are now 65 Partners to the School, the latest being Fortel, Hercules Site Services and Telford Homes.
- Existing Partner, Lendlease, are joining the Homes Leadership Group, and will be attending the next meeting

Actions:

- **Supply Chain School** to aim to secure 200 Bronze, Silver and Gold members active in the Homes School (the target set in the business plan was just 100)
- **All Partners** to work towards becoming Gold members of the School. A Gold member needs to have completed a re-assessment in the last 12 months, accessed at least 10 resources in the last 6 months, and actively shared knowledge and experience with other members (the latter is automatic due to your involvement as a Partner)

Workshops

The Homes School has budget to run 10 workshops this financial year. The majority of these are now planned for the year as highlighted below, however, Partners should contact EJ and Becky should they be keen to run additional workshops as there may well be budget to facilitate this.

The Group was provided with an overview of the feedback statistics from the workshops held to date, these can be reviewed in the slide deck distributed for the meeting.

Workshops for 2017 / 2018

Completed:

	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	26 th June	Embedding Sustainable Procurement	Public	London
5	12 th July	Carbon Footprinting	Public	S. Wales
6	17 th August	Introduction to the School	Partner – Redrow internal	N. Wales

Upcoming:

	Date	Workshop	Partner / Public	Location
7	3 rd October	Transition to ISO 14001: 2015	Public	Scotland
8	14 th December	Sustainable Timber	Partner – Berkeley Group	London
9	TBC January	Sustainable Groundworks	Partner – Taylor Wimpey	Birmingham
10	TBC	Embedding Sustainable Procurement and ISO 20400	Public	Milton Keynes
11	TBC	Heatmapping and Prioritisation	Partner - Lovell	Midlands

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
 - Speak to Becky if you have a regional office which could host a future workshop (20 pax capacity room)

Sub-Contractor Events

Key points:

- Feedback from Leeds sub-contractor breakfast briefing was very positive. Full analysis of feedback is in the slides deck.
- The main thrust of improvement suggestions from attendees relate to more Partner regional teams being present, with increased interaction and discussion.
- Sub-contractor events are proving more successful than supplier days in terms of getting attendees to engage more in the School and self-assess
- It is important to monitor and review the impact of sub-contractor briefings over time, and ensure this feeds this into the business planning process for 2018-19.
- Partner support for both Cardiff and Milton Keynes is required if the events are to be a success – only 2 Partners to date have provided a list of sub-contractors for the Cardiff event, and none for Milton Keynes

Remaining Sub-Contractor Dates for 2017 / 2018:

Quarter	Date	Region	Partners Confirmed will support	Partners provided list of sub-contractors	Volunteer Partner Speakers
Q2	22 nd September	Edinburgh	Taylor Wimpey, Robertson, Barratts, Galliford Try, Lovell	Barratts, Wates, Robertson	Robertson Homes, Wates, McLaughlin & Harvey
Q2	4 th October	Warrington	Taylor Wimpey, Barratts, Galliford Try, Lovell, Redrow	Barratts, Taylor Wimpey	Lovell
Q3	17 th October	Cardiff	Taylor Wimpey, Galliford Try, Redrow, Barratts	Barratts, Taylor Wimpey, Kier	?
Q3	7 th November	Milton Keynes	Taylor Wimpey, Barratts, Galliford Try, Redrow, Willmott Dixon		?
Q4	16 th January	London	Taylor Wimpey, Berkeley Group, Barratts, Galliford Try, Redrow, Willmott Dixon		Berkeley Group & Taylor Wimpey
Q4	20 th February	Tamworth	Taylor Wimpey, Barratts, Galliford Try, Redrow		?

Cardiff 17th October & Milton Keynes 7th November – Urgent Actions:

Partners to:

- Volunteer speakers from own organisation to provide a Partner perspective
- Invite regional sub-contractors to attend (using copy provided by Becky) and pass list across to the School for follow-up marketing
- Ensure regional colleagues attend where possible
- Suggest social housing providers / architects or designers to speak

5. Benefits of School Membership – Protec International

At the request of the Group, a short presentation was given by Protec International, a Gold Member of the School. The presentation was followed by a short Q&A session.

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

Comments and Discussion:

- Protec were initially invited by Willmott Dixon to attend a School supplier day. Protec were impressed by the number of main contractors both backing the School, and represented at a senior level at the supplier day. Consequently, Protec went back to the business with a clear message that this was something they needed to get involved in, and that sustainability needed to be a priority for the business.
- Protec then made many significant changes within the business over a period, and in 2 years sustainability had become fully embedded into the core of the business. See [case study](#) on the School website for full details on this
- A Partner push to their supply chain to engage in the School is vital – if the client wants something the supply chain will respond
- Gold is used by the members of the School as a means of demonstrating their credibility and commitment to continuous improvement in sustainability. This helps to reassure clients, and increase competitive advantage.
- Collaboration across the value chain is key to addressing the issue around waste reduction, and minimisation. It is important for the School to continue to provide a forum for the supply chain to collaborate with clients and main contractors.
 - Following on from this, the School will run a “Waste Innovation Forum” at the 17th October Cardiff Sub-Contractor event to stimulate discussion on the topic

Actions:

- **Supply Chain School** to circulate Protec International’s original case study to the Group for additional information on the company and their journey with the School

6. Supply Chain Mapping SIG and School Category Groups

The Group were provided with a presentation on the progress from the Supply Chain Mapping Special Interest Group, following on from the discussion at June’s Leadership Group Meeting.

The Supply Chain Mapping SIG has led to a proposed reformation in the primary function of the Materials Group; full details of which can be found in the slide deck which was circulated prior to the meeting.

Brief Overview of Proposed Changes:

- Use the remaining Materials Group budget for the 2017/2018 FY to pilot a new “category” approach to the Leadership Group, using two categories as samples (Plant and Labour)
- It is believed that this will enable further industry collaboration on the delivery of real innovation and change with all players within the value chain of a certain category
- The category groups will ultimately develop content and deliver outcomes that are important to addressing the key sustainability issues specific to them
- The Groups will do this by:
 - Undertaking a materiality assessment

- Produce and facilitate the implementation of annual “category plans”
- Provide category leadership in areas of common concern
- Creating a category based best practice library
- Offering best practice CPD accredited sessions to contractors and designers
- All existing Partners will be invited to take part in the two-pilot category schemes this financial year free of charge. From 2018, product Partners will be required to pay £6,000 +VAT to become a Partner of the School with access to only one Group. Main Partners will have the choice of sitting on one of these groups as part of their typical Partner invoice

Comments and Discussion Points:

- It is compulsory for these new groups to focus on how they solve the problems which are key to the industry, and ensure they are not just a ‘talking shop’ about the problems. Each Group would need to produce resources that would benefit both the School Partners and Members, that would be made available for free through the School
- Once the category approach has been formalised, all Leadership Groups should be approached to consider which members of the supply chain should be invited to participate in the Category Groups
- Partners will be able to input into the creation of new categories moving forwards, as they currently do with the Special Interest Groups
- It is important to the Category Groups to ensure that their guidance is tailored to the different markets for the School and the specific considerations for them
- The Groups will need to be of use to SMEs as well as the Partners and will need to produce guidance on what is most important to their sector as well as a more concise /simple ask from the clients to make it easier for the supply chain to deliver what is required of them
- It is important to set the measures of the success of these groups early on. Some suggestions were:
 - Willingness of Partners and Suppliers to join / membership figures
 - Continued engagement by initial members
 - Use of resources which are published
 - Any measurable impacts to the supply chain

The Category Group approach is due for submission and discussion at the Board Meeting on 19th September 2017 and the results of their consultation will be circulated to all Partners for consideration.

7. Sustainability SMART Targets Matrix – How Best to Use It

Following on from the development of the second draft of the Homes Group Sustainability SMART Targets Matrix, the Group received a brief presentation highlighting progress so far and the School’s proposition for use. The presentation was followed by a short discussion.

The full Matrix was circulated prior to the Group; however, the following simple Matrix was discussed during the meeting for ease:

	Energy & Carbon	Waste	Water	Materials	Biodiversity	Environmental Management	Sustainable Procurement	Local business and community	Employment, Skills and Ethics	Offsite
Barratt Developments	✓	✓		✓	✓		✓	✓	✓	✓
Lovell	✓	✓				✓	✓	✓	✓	
Taylor Wimpey	✓	✓	✓	✓		✓	✓	✓	✓	✓
Redrow	✓	✓	✓	✓				✓	✓	
Kier Living	✓	✓	✓	✓			✓	✓	✓	
Linden Homes	✓	✓	✓	✓			✓	✓	✓	
Berkeley Group	✓	✓	✓	✓	✓	✓		✓	✓	
Wates	✓					✓	✓	✓	✓	
Willmott Dixon	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Comments and Discussion Points:

- The Group was keen to not lose sight of the differing reporting styles of the major house-builders and the possible confusion this could cause
- An “overall narrative” approach was tabled, as opposed to referring to specific Partner targets, however, it was felt that this may negate some of the weight of the Matrix, where the supply chain would be able to see many of their main customers with similar requirements
- It was felt that the simple, tick box Matrix (above) was a good “starting point” and could potentially be used on the website as a holding Matrix which was then linked through into additional information and web-links, but that it was too simple to act as the primary Matrix
- The Group highlighted the need to update the Matrix twice annually

Actions:

- **Partners** who have not yet responded with their current targets to send these across to EJ and Becky by the end of September, for incorporation into the next draft of the Matrix
- **Supply Chain School** to consider the feedback of the Group and develop a third draft of the Matrix for consideration and approval at the next meeting in November

8. AOB

Supply Chain School

- The Group was advised that there are still 3 spaces available for Partners to join the School at the Housebuilder Awards on 2nd November at the Intercontinental Hotel at the

O2 in London; at which we are a finalist for the Best Programme / Initiative. If Partners are interested in attending, they should contact EJ to reserve a space.

- In line with the Homes School objective of building the brand; new PR suggestions will be distributed to the Group in the next few weeks for consideration. Partners are invited to comment where possible and to submit their own case studies for inclusion in any forthcoming PR pieces

9. Close

Date of Next Meeting: Wednesday 14th November 2017 – 10.30am – 12.30pm

Wates Offices, One Euston Square, London, NW1 2FD