

Date: Wednesday 15th November 2017 – Wates Offices, 14th Floor, One Euston Square, London, NW1 2FD – 10.30am – 12.30pm

Attendees: Sarah Pratt (*Barratt Developments*) – Chair, Georgina McLean (*Barratt Developments*), Miles Lewis (*Lendlease*), Nick Lovell (*Tobermore*), Cara Palmer (*Wates*), Paul Voden (*Kier*), Rob Worboys (*Lovell*), Jenny Herdman (*House Builders Federation*), Andrew Day (*Telford Homes*), John Dwyer (*Telford Homes*), Ian Heasman (*Taylor Wimpey*), Caroline Johnstone (*Galliford Try*), Ian Heptonstall (*Supply Chain School*), EJ Allen (*Supply Chain School*), Becky Bryant (*Supply Chain School*)

Apologies: Rob McDiarmid (*Redrow*), Scott Jackson (*Saint Gobain*), Lewis Claxton Teagle (*Telford Homes*), Joan Meakin (*Taylor Wimpey*), Richard Bayliss (*CITB*), Wyn Prichard (*NPTC Group*)

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

- ✓ **Andrew Day** (Head of Sustainability) and **John Dwyer** were introduced to the Group as representatives from Telford Homes, the latest Partner to the Homes School
- ✓ **Miles Lewis** (Sustainability Manager – Development, Europe) was introduced to the Group as the representative from Lendlease, who have recently joined the Homes Group
- ✓ **Jenny Herdman** (Director, Homes Building Skills Partnership, HBF) was introduced to the Group as the representative from House Builders Federation

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:
 - Review the recommendations for the website from the last meeting and make amendments accordingly – *this has almost been completed, with IT support progressing the final, most complex issues*
 - Update all on Partner dashboard functionality – *the business unit function is up and running, albeit with some ongoing work continuing. There are still a few duplicate accounts to be worked through, and refinements need to be made to make the dashboard more user friendly*
 - Re-upload all partner priority supplier lists to dashboards – *Becky is liaising with Partners to request updated lists where required (if existing data is more than 6 months old)*
 - Consider Group feedback on the SMART sustainability targets matrix and develop a third draft to share with the Group – *this action has been moved to*

the January 2018 meeting, to allow sufficient time and focus for the Group to produce the business plan for the upcoming financial year

- **Partners to:**
 - Work towards Gold membership of the School – *Ongoing*
 - Volunteer to speak at London and Midlands sub-contractor event and to provide Becky with supplier lists for marketing purposes - *Ongoing*

Additional / Emerging Actions:

- **Berkeley Group to:**
 - Confirm who will speak at the London sub-contractor event on 16th January

- **Taylor Wimpey to:**
 - Liaise with the School re. provision of a speaker at the 16th Jan London sub-contractor event

- **Lovell to:**
 - Confirm who will speak at the Tamworth sub-contractor event hosted by Lovell on 20th February

- **Supply Chain School to:**
 - Confirm Berkeley Group as speakers for the London sub-contractor event on 16th January
 - Liaise with Taylor Wimpey over the opportunity to speak at the London sub-contractor event
 - Confirm Lovell as speakers for the Midlands sub-contractor event on 20th February (TBC)
 - Issue marketing to all Partner lists supplied for the remaining sub-contractor events for 2017/2018

- **All Partners to:**
 - Contact Becky if you have lost your partner dashboard log on details
 - Contact Becky if you would like to volunteer a speaker to talk about pipeline / priorities at the Tamworth sub-contractor event on 20th February
 - Provide Becky with an updated list of your priority suppliers if not already done so
 - Provide local contacts and supply chain lists for marketing the two-remaining regional sub-contractor events

4. Review Progress Against Business Plan

[Progress against Strategic Priorities for 2017 / 2018](#)

The Group were invited to comment and raise questions regarding the School's performance and progress against deliverables and KPIs to date, on reflection of the update provided in the pre-read issued prior to the meeting.

Key points:

- The Group are happy with the progress to date, with all KPIs being met, or likely to be met by the end of the year
- Target set around bronze / silver / gold members active in Homes was considered a challenging target at business planning stage, although target already exceeded. In Q4 effort should continue to focus on driving existing members to be more engaged and aim for even more users to be B/S/G. Targets for next year should be ambitious.
- The team have not been able to identify any other potential awards for the Homes School, other than the HBF Best Sustainability Initiative (it was one of 3 finalists, but not the winner). Awards seem to be set up for projects rather than collaborative initiatives. Members of the Leadership Group are to forward any info about suitable awards to the School team.
- Press coverage recently in Refurb and Retrofit (linked to the School’s carbon survey), and Planning and Building Control (linked to Social Value by design). Effort will focus on securing 2 more articles by end Q4 linking in to the synopses circulated to the Group in October

Actions:

- **All Partners to:**
 - forward suggested Homes Awards to the School team
 - 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)
 - Invite regional sub-contractors to attend the 16th January London sub-contractor event, and 20th February Tamworth event (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. Business Planning for 2018 - 2019

Most of the meeting was comprised of business planning for the upcoming financial year. Initially the Group were asked to consider what topics the Homes School may have been missing from the strategic priorities for 2017/2018 (taking into consideration the School 2020 Vision) and any specific issues which should form the basis of the priorities for 2018/2019.

Feedback captured on flip charts from these discussions as follows:

What Are We Missing?

What	<ul style="list-style-type: none"> ● Ability to map the School against Sustainable Development goals ● Understand and build relationships with professional institutions (RIBA, CBRE, RICS UKGBC) ● Engagement with design teams ● Engagement with procurement teams
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Why	<ul style="list-style-type: none"> • Clarity on the School’s focus and drive
How	<ul style="list-style-type: none"> • Engagement with colleges and universities • Engagement with Partner procurement teams • Focus on specific areas of supply with the biggest impact on the Partners

Agreed points:

- The School should map out what the School does against the Sustainable Development Goals
- The School needs to identify other professional bodies active in the Homes market, engage them, and map out the various offerings to ensure the School is aligned with wider Homes initiatives. The School needs to ensure efforts are not duplicated and that collaborative partnerships are in place
- Vitaly important to engage design teams and procurement teams
- The School is essentially about education and delivery of training materials. There is a need to influence clients / planners, but this may be more of a role for organisations like UKGBC, leaving the School to focus on upskilling / developing competence of the supply chain

Sustainability Issue Specific Focus

What	Priority sustainability issues could include: <ul style="list-style-type: none"> • Carbon / Air Quality • Health and Wellbeing • Skills • Brexit • Modern Slavery • Diversity and Inclusion • “Grenfell” (ethics, quality, community)) • Circular Economy / Resource Efficiency
Why	The benefits of a sustainability issue specific approach would be: <ul style="list-style-type: none"> • All Partners getting behind a common approach for their supply chain • Consistency of the message across industry
How	The School could help to drive this by: <ul style="list-style-type: none"> • Running themed engagement events • Focusing on tackling the issues through looking at the wider skills challenge

Agreed points:

- It is impossible to agree a specific sustainability issue that is a priority for all Homes partners. However, the challenge around Brexit is a priority for the market as a whole, and could be

used as a hook to engage Members, focusing on how sustainability is part of the solution to this challenge.

- It is important to understand more about the role and objectives of the Home Building Skills Partnership – Jenny Herdman, Director of this initiative has now joined the Leadership Group and will be presenting on this topic at the January leadership group meeting
- All resources need to be kept up to date, and use of video content maximised.
- Health and wellbeing is hot topic at present, and the School Board need to provide steer as to whether the School should be including resources on this topic within the resource library or not. Historically the School Board has taken the decision that Health and Safety is not to be covered under the School.

Following on from these discussions, the Group were asked to consider the strategic priorities for 2017/2018, their success and the drive for continuing these as strategic priorities for 2018/2019.

Feedback from these discussions was as follows:

Greater Engagement of Current Partners

Who	<ul style="list-style-type: none"> • Procurement teams • HR teams • All internal members of staff – partners to share own expertise within organisations
What	<ul style="list-style-type: none"> • All Partners to be working towards action plans for the benefit of both suppliers and the Partner themselves • Partners to feed back on the quality of learning and provide expert knowledge for updates and revisions
How	<ul style="list-style-type: none"> • Partner to Partner knowledge sharing workshops • “Introduction to the School” workshops for Partners • Mandate Partner status • Mandate status for Partners’ priority suppliers
Keep?	Yes

Building Membership of Partners

Who	<p>The Group must remember the need for a drive for the School to be self-funding and it was agreed that new Partners should still be actively pursued and encouraged</p> <ul style="list-style-type: none"> • Retrofit Partners • Members of aligned organisations such as; HBF, Sustainable Homes, UKGBC, FMB etc
How	<ul style="list-style-type: none"> • Building relationships and co-promotion with external organisations such as HBF and Sustainable Homes

	<ul style="list-style-type: none"> • New “Partner” section of the website created to really sell the benefits. This would be fed into by current Partners and should include: <ul style="list-style-type: none"> ○ Videos, business case documents, FAQs etc
Keep?	Yes – but amended target companies and priorities

Building the Brand of the Homes School

How	<ul style="list-style-type: none"> • Engage with external organisations (such as HBF) to drive brand awareness and increase opportunities for cross working
Who	<ul style="list-style-type: none"> • Leverage PR from collaborative pieces produced by the School (such as the DfMA overlay in 2016) <p>This requires additional meeting and planning to ensure the considerations of the Group are fully reflected</p>
Keep?	Yes

Driving Impact

Who	<ul style="list-style-type: none"> • Registered but not yet active members
What	<ul style="list-style-type: none"> • Increased use of different types of learning to engage as many as possible
How	<ul style="list-style-type: none"> • Re-package content to make it more relevant to the modern supply chain
Keep?	Yes

Suggested priorities proposed to the Board:

1. **Driving impact:** No need to chase ever larger numbers. Focus on getting sub-contractors and suppliers to do more, targeting higher % of priority suppliers to engage and increase the number of bronze, silver and gold members. The challenge around Brexit and the skills shortage will be used as a hook to engage Members, focusing on how sustainability is part of the solution to this challenge. The resource library needs to be kept up to date.
2. **Building collaborative relationships:** The School needs to identify other key trade federations, professional bodies and intermediaries active in the Homes market, and map out the various offerings to ensure the School is aligned with wider Homes initiatives. The School needs to ensure efforts are not duplicated and that a small number of mutually beneficial collaborate relationships are in place.
3. **Greater engagement of current Partners:** Partners should work with the School team to agree action plans in relation to the Partner Maturity Matrix, with a key focus on engaging procurement / supply chain, commercial, and learning and development teams. The School should help facilitate knowledge sharing amongst Partners, both in relation to supply chain engagement and internal knowledge management.
4. **Engaging designers:** The Homes School should work alongside the Offsite, Construction and Infrastructure sectors, and the Professional Practice Group in engaging the designer community as members and stakeholders. If we are to deliver truly sustainable buildings we need to engage design teams and encourage close collaboration between clients, designers,

contractors and the supply chain.

5. **Building the brand of the School in the Homes sector:** Awards, press coverage, presence at key conferences / exhibitions and promotion of case studies will all help to raise the profile of the School in the Homes sector. Increasing the number of active members and Partners will support this.
6. **Building membership of Partners:** The Partnership offer should be clear, and focus on the added value for the potential Partner.

6. AOB

- **Supply Chain School:** The School AGM is on 16th March, 1pm – 4pm at Grosvenor, central London. This is different to the original date highlighted in the Autumn Partner newsletter. A link to book a place will be included in the Christmas Partner newsletter due to go out in early December.

7. Close

Date of Next Meeting: Tuesday 30th January 2018 – 1pm – 3pm

Barratts Offices, Kent House, 14-17 Market Place, Fitzrovia, London, W1W 8AJ