

Date: Tuesday 19th June 2018 – Barratts Offices, Kent House, 14 – 17 Market Place, London, W1W 8AJ 1.30pm – 3.30pm

Attendees: Rob Worboys (*Lovell*) – Chair, Helen Carter (*Action Sustainability*), Sophie Nixon (*Barratt Developments*), Laura Boccadamo (*Berkeley Group*), Paul Voden (*Kier*), Rob MacDiarmid (*Redrow*), Emi Vrioni and Jessica McGoverne (*SEDEX*), Ian Heasman (*Taylor Wimpey*), John Dwyer (*Telford Homes*), EJ Allen and Becky Bryant (*Supply Chain School*)

Apologies: Sarah Pratt (*Barratt Developments*), Patrick Guest (*Arnold Laver*), Martin Dick (*Robertson*), Richard Bayliss (*CITB*), Andrew Sharpe (*Grosvenor*), 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

- ✓ **Sophie Nixon (Group Procurement Manager)** was introduced to the Group as the new representative from Barratt Developments
- ✓ **Rob Worboys (Lovell)** acted as interim Chair for the meeting, in the absence of Sarah Pratt

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:

- **Partners to:**
 - Confirm which Breakfast briefings they can support and how – *Ongoing*. **Please contact Becky to confirm this.**
 - Provide Becky with an updated list of your priority suppliers if not already done so – *lists not yet received from Canary Wharf Group, Grosvenor and Robertson Group*
 - Volunteer to speak at future Leadership Group meetings about the challenges / successes / lessons learned in relation to supply chain and internal engagement with the School – *outstanding*. *A KPI agreed in the Homes Business plan was for at least 2 Partners to share their engagement at Leadership group meetings. To date Wates have spoken, with one more speaker TBC.* **Please contact EJ if you would be happy to do this.**
 - Confirm which workshops you would like the School to run this year; either for internal staff or supply chain members – *Outstanding*. **Please contact Becky to arrange these.**
 - Respond to PR opportunities – *Ongoing on an “as and when” basis.*

- Consider awarding engaged suppliers / sub-contractors with a School branded award. *Ongoing.*
- **Supply Chain School to:**
 - Meet with CIRIA to discuss collaborative working – *Outstanding. Emails have been exchanged, but no meeting set up*
 - Explore the SHIFT awards and consider submitting an entry on behalf of the Homes School – *Complete (no suitable categories were found, so no submission has been put through).*
 - Submit an agenda item to the Operations Group to consider the opportunities around sponsorship of industry events or running own awards – *The School Board have previously agreed not to use School budget to sponsor events / awards, and to focus marketing budget on areas such as automation, focusing specifically on engaging our members and driving impact. The School does act as ‘Sponsor’ for several industry wide events, including Construction Week – the School helps shape the agenda for the event, provides a number of speakers, and the School logo is included in event branding. In return the School helps promote the free event to its members. In the future the School may wish to consider running its own awards, however at present this is not feasible as running awards requires significant resource, both ££ and people.*
 - Circulate a Homes School marketing plan to the Group – *In progress, due in mid-July.*
 - Confirm a partnership agreement with the HBSP – *The key opportunities agreed between the School and the HBSP for collaborative working at present are in relation to the School’s Fairness, Inclusion and Respect (FIR) programme, the work of the Labour Group on Minimum standards, and the running of collaborative events. Lots of progress made to date, albeit a formal partnership agreement has not yet been signed.*
- **Emerging Actions / Comments:**
 - **Becky** to re-issue workshop catalogue to Partners to allow them to select which they would like to run

4. Modern Slavery – Opportunities for Collaboration

Helen Carter, Lead Consultant for Action Sustainability and Sector Manager for the Supply Chain School provided the Group with an overview of the work which has already been completed to date regarding Modern Slavery and highlighted some opportunities for collaboration between the Homes Group Partners.

Full slides are included with these minutes; however, key points are highlighted below:

Key points:

- The School has produced numerous resources on Modern Slavery, which can be found on a [specialist page](#) of the website. Resources include; e-learning modules, toolbox talks, guidance for procurers, supply chain mapping guidance, organisational checklists, Partner videos, and other guidance documents
- These resources have been viewed and shared by numerous members of the Group, including; Lovell, Berkeley Group, Telford Homes and Taylor Wimpey. Lovell confirmed they have used the School’s suggested PQQ questions in relation to Modern Slavery
- The School can run workshops for its Partners and their supply chain on the Modern Slavery Act and how best to respond – this offer has been taken up by Telford Homes with 2x workshops running in July 2018
- The School was recently involved in the development of the Construction Sector Industry Charter, which brought together organisations such as CIPS (Chartered Institute of Purchasing and Supply), CECA (Civil Engineering Contractors Association), BRE (Building Research Establishment), CIOB (Chartered Institute of Building) and others in a commitment to eradicate unethical labour practises. They have committed to:
 - Develop tools, materials and training that support the development of best practice approaches
 - Support best practice through active partnership and research
 - Use their combined influence to support the abolition of unethical practises
- This has led to a Construction Protocol and a GLAA Construction Forum Group
- The GLAA has recently been given the authority to access construction sites and inspect workers’ rights and conditions meaning that even more stringent crackdowns are coming to the industry
 - Additionally, the public sector will not be exempt from these regulations and checks
- BRE have recently launched an Ethical Labour Standard to go alongside BES 6002 and which can be downloaded [here](#)

How can the Homes School Partners collaborate?



Agreed Points:

- It is important for partners to prioritise the risks, with the immediate risk being on Partners’ sites. Next partners need to start opening the supply chain and looking further afield at where there is embedded risk in the materials used.
- It would be beneficial for the Homes School to run a collaborative workshop for all Homes School partners to develop a hot spot map for Modern Slavery in the supply chain. It was agreed that this could run in Q3. Ideally the workshop would run in Q3, the results / recommendations of which could then steer the development of the Homes business plan for 2019-2020
- ISO 20400, the International Standard for Sustainable Procurement aligns well with combatting Modern Slavery and all Homes Partners should consider using this guidance standard

Actions:

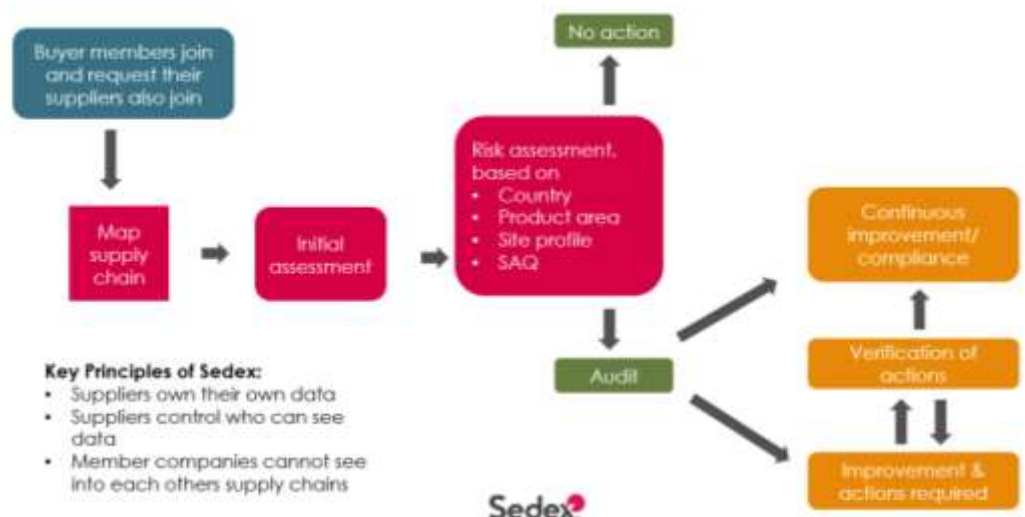
- **Supply Chain School to:**
 - Send Partners the link to the current Modern Slavery resources hosted on the Supply Chain School website
 - Provide suggested dates for the Partner ‘hot spotting’ workshop to run in November 2018 – this would result in the creation of a “Homes Group Modern Slavery Hotspot Map”
- **Partners to:**
 - Offer meeting room availability to host the Modern Slavery Hotspot Map workshop
 - Respond to diary invitations for the above to ensure maximum Partner attendance

5. The Sedex Platform and Tools to Combat Modern Slavery

Emi Vrioni and Jessica McGoverne from Sedex were invited by the Group to present the Sedex Platform and the ways in which it can assist major housebuilders to manage a more ethical supply chain.

Full slides are included with these minutes; however, key points are highlighted below:

The Sedex journey:



Key points:

- Sedex, a not for profit organisation, is one of the world's leading organisations for mapping risks and managing responsible sourcing in supply chains; founded in 2004, it is now available in 155 countries
- A fundamental benefit of the platform is that the supply chain is able to share data with many of their customers at once and clients can use it to access ethical data from many members of its supply chain without any need for multiple data requests / submissions
- By focusing on the following pillars of sustainability, Sedex can report on information covering people, the environment and business:
 - Labour Standards
 - Health and Safety
 - Business Ethics
 - The Environment
- The platform provides data on an individual site basis
- At present the only construction companies using the platform are Mace and Kingfisher.
- Supplier information is collected via the Sedex self-assessment questionnaire and additional onsite audits
 - Sedex does not conduct these audits itself; but has links with numerous accredited auditing firms which it can utilise
- The self-assessment questionnaire is tailored to individual industry sectors (*Manufacturing, Service Providers, Heavy Engineering, Agriculture, Intermediaries etc*) and gathers information about the system in place at individual sites
- The Sedex platform also has the capability to produce a "Forced Labour Indicator Report" which businesses can use to benchmark individual sites
- Members of the Sedex platform are then able to rate each of their sites with a "risk rating". This considers the answers from each business on the site and the results of the forced indicator risk and provides a combined score. This risk assessment is not sector specific.
 - Scores are additionally broken down into the four pillars for additional clarity
- The Sedex platform allows its members to track site performance in real time, identify risks and issues and identify patterns and trend
- The Platform relies solely on data submitted by the suppliers – if a company had been prosecuted for any reason, or been issued with warning notices, this would not be picked up by the system
- **Costs for buyers** (this includes training and account management time):

Annual sales turnover	Set up cost	Annual subscription fee	Total cost (first year)
< £10 million	£2,402	£2,700	£5,102
£10 - 100 million	£3,274	£3,500	£6,774
£101 - 500 million	£5,135	£4,200	£9,335
£501 - £1 billion	£5,927	£5,100	£11,027
£1 - 2 billion	£6,798	£5,900	£12,698
£2 - 5 billion	£13,471	£9,800	£23,271
£5 - 8 billion	£22,858	£19,500	£42,358
£8 - 15 billion	£31,992	£29,000	£60,992
> £15 billion	£41,237	£39,000	£80,237

- **Costs for suppliers** – the annual membership cost for suppliers is £100 per site. This would allow them to:
 - ✓ Enter information for own site of employment
 - ✓ Upload audits, certificates & corrective action plans
 - ✓ Complete assessment for own sites
 - ✓ Share information with customers

Actions:

- **Sedex to:**
 - Send a list of the questions from the self-assessment to EJ for distribution to the Group
- **Supply Chain School to:**
 - Distribute the list of self-assessment questions once received
 - Distribute the slide deck presented for individual Partners to follow up as and when

6. Update on Plant and Labour Category Groups and Workstreams

Helen Carter provided the Group with an update regarding the School’s new Category Groups, formed earlier this year.

Full slides are included with these minutes; however, key points are highlighted below. The Minimum Standards working streams of both Groups currently have the most momentum, so the update primarily focussed on these:

Key points - Labour:

- Current outputs include an agreed list of minimum site check requirements and the development and delivery of a communications plan for this

- The Minimum Standards workstream is primarily focusing on (*each point is elaborated on in the slide deck*):
 - Living Wage
 - Labour Standards
 - Skills and Training
 - Employment Conditions
 - Modern Slavery
 - Environment
 - EDI
- The primary aim of the minimum standard site checklist is to allow for the implementation of identical checks and testing across multiple sites. It also includes relevant mitigation activities

Key points - Plant:

- The current outputs include an agreed minimum site check requirement and the development and delivery of a communications plan for this
- The priorities for this workstream have been decided through a heatmapping process, in which most plant and equipment was a “red” flag across sustainability impacts. Air quality is a key area here.
- The workstream will be considering anything that consumes / produces energy through the maintenance or creation of anything on site
- The Group is making good progress in engaging contractors, clients and manufacturers such as Caterpillar, Volvo, JCB etc and the list of key stakeholders already engaged can be found within the slide deck
- It has been agreed that the focus should be on operated plant, non-operated plant and haulage (linking in to telematics, plant operatives etc)
- The Homes sector will be competing with the large infrastructure projects (Hinkley, HS2 etc) on both Labour and Plant – skills will be a key challenge.

Actions:

- **Supply Chain School to:**
 - Circulate a list of upcoming meeting dates to the Group
 - Circulate the updated paper on minimum standards to the Homes Group for comments / feedback
 - Consider how to monitor and measure the impact of the work of the 2 groups
- **Partners to:**
 - Consider joining the relevant Groups, or inviting their colleagues to join

7. Operational Update

Delivery Against KPIs for 2018 / 2019

The Group were invited to comment on and raise questions regarding the team’s performance and progress against deliverables for 2018 / 2019, at the end of the first quarter of the year. They were reminded that the data circulated with the slides was only until the end of May 2018, so an additional month’s data would be included in final reporting for Q1.

The Group agreed that overall the Homes School was performing well broadly on target for all targets.

- One point of concern raised was that no Partners had yet to request for a workshop to be run. The Homes School has a target to deliver 10 of these.

NB: Berkeley Group requested for one workshop to be reserved for them for later in the year.

Actions:

- **Supply Chain School to:**
 - Follow up with Berkeley Group to facilitate the delivery of a workshop to engage their supply chain
 - Report on the status levels of attendees prior to events and monitor changes in levels to report back to the Leadership Group
- **Partners to:**
 - Confirm which workshops they would like the School to deliver, either for their internal staff members or their supply chain
 - Consider hosting a “Partner Engagement Workshop” to help raise awareness of the business benefits of the School, and resources available

2018 / 2019 KPIs and Deliverables – How Do We Compare to last year

Deliverables Actual/Target	Homes 2017 - 18	Homes 2018 - 19	% difference
Active companies	115	211/(700)	+83%
Assessments	114	89/(400)	-21%
Re-assessments	31	40/(300)	+29%
Bronze/Silver/ Gold	40	114/(300)	+185%

- It was agreed that the reduction in assessments is not a cause for concern, as the Homes School is aiming to drive engagement with already registered businesses this year and the increase in re-assessments reflects this.

Breakfast Briefings for 2018 / 2019:

The Group were provided with an update on the two Breakfast Briefings run to date, with suggestions for improvement moving forwards.

Key points:

- The events can only be successful if Partners actively engage with them by speaking, providing invitation lists and liaising with regional colleagues.
 - It was disappointing that only Kier Living engaged with the event in Cambridge; and the impact this had on the event is reflected in the lower than average delegate attendance figures and feedback included in the slides.

- **Speakers are still required for the following events:**
 - **6th September – Manchester** (1 speaker needed in addition to Lovell)
 - *Lovell offered to speak*
 - **16th October – Glasgow** (2 speakers needed)
 - **31st January – Cardiff** (2 speakers needed)
 - *Redrow said they would consider speaking*
 - **March – North East** (2 speakers needed)

Actions:

- **Supply Chain School to:**
 - Confirm Lovell as one of the speakers for the Manchester event in September, and Redrow for the event in Cardiff

- **Partners to:**
 - Confirm which regional events are relevant to you (*i.e. where you have a supply chain or pipeline of work*)
 - Confirm which events you are willing to speak at
 - Invite your sub-contractors and supply chain members to attend
 - Invite your regional colleagues to attend
 - Provide representation on the day to take part in table discussions

8. AOB

Impact Survey

The Supply Chain School has analysed the results of the School Impact Survey for 2017, purely in relation to the Homes industry. The results shared in the slides are representative of 1/3 of the respondents to the survey, totalling 193 people who had said they were active in 'Homes'. All agreed the feedback was very encouraging, especially in relation to the below:

- ✓ 66% said they had increased their understanding of modern slavery, of which 80% said the School had helped achieve this
- ✓ 55% said they had increased their understanding of responsible sourcing, of which 71% agreed the school had helped them achieve this
- ✓ 47% said they had reduced waste, of which 57% said the School had helped them achieve this

It will be interesting to consider these statistics when developing the business plan for 2019 – 2020.

Telford Homes

Requested an update regarding the School AGM which was held in March.

Emerging Action:

- School to issue any minutes or actions from the AGM or the relevant slides if no other information is available

Supply Chain School

Provided an update on the new **Procurement Special Interest Group** which will be running this year, in collaboration with CIPS (Chartered Institute of Purchasing and Supply) to provide dedicated resources / pages on the School website for procurers / supply chain colleagues. All Partners have been invited to join this group via email; should you wish for this invitation to be resent, **please contact Becky.**

9. Close

Date of Next Meeting: Wednesday 19th September – 10.30am – 12.30pm

Venue TBC

Emerging Action:

- Partners to offer meeting room facilities to host this session