

**Homes Leadership Group Meeting**  
 Tuesday 3<sup>rd</sup> December 2019

**Date:** Tuesday 3<sup>rd</sup> December 2019 – 2.45pm – 4.45pm – TOG Eastside Building, King’s Cross, London, N1C 4AX

**Attendees:** Sarah Pratt – *Barratt Developments* (Chair), Mandy Messenger – *Advanté*, Patrick Guest – *Arnold Laver*, Caroline McKittrick – *Barratt Developments*, John Bowden – *Barratt Developments*, Laura Boccadamo – *Berkeley Group*, Roger Morton – *Bovis Homes*, Amit Patel – *Galliford Try*, Rob Worboys – *Lovell*, Jamie Roberts – *Reconomy*, Maria Gkonou – *Redrow*, Ian Heasman – *Taylor Wimpey*, Andrew Day – *Telford Homes*, John Dwyer – *Telford Homes*

**Apologies:** Gillian Brewin – *CITB*, Kevin Horner – *Laing O’Rourke*, Nicola Johansen – *Redrow*, Lewis Claxton-Teagle – *Galliford Try*, Sophie Connolly – *Barratt Developments*, Joan Meakin – *Taylor Wimpey*, Stroma – *Andy Mitchell*

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**

- ✓ **Caroline McKittrick** and **John Bowden** were introduced to the Group as representatives of **Barratt Developments**
- ✓ **Amit Patel** was introduced to the Group as the new representative from **Galliford Try Partnerships**
- ✓ **Maria Gkonou** was introduced to the Group as the guest representative from **Redrow**

**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. For full details please review the updated action log:

**Outstanding actions:**

- **Partners to:**
  - Introduce social housing providers to engage with the School, using the briefing document provided by EJ. *Ongoing (Barratts, Stroma and Telford have done so to date)*
  - Confirm if you can invite a client, colleague or supplier to speak at the Cardiff Breakfast Briefing in February 2020. *Ongoing*
  - Confirm which School workshops you would like to be run for either your internal colleagues or supply chain. *Ongoing*
  - Join School hosted webinars for Partners or request your own internal webinars for colleagues to familiarise themselves with the new web-platform. *Ongoing*
  - Provide the School with details of your marketing teams so that School and Partner comms can become more aligned. *Due end of November.*

- **School to:**
  - Request an agenda slot at the next HBSP meeting to present on the work of the Labour Group. *Requested.*

**Emerging Actions / Comments:**

It was noted that both Galliford Try Partnerships and Telford Homes have engaged with the Homes Quality Mark recently and could present their perspective on this at a future leadership group meeting

- **School to:**
  - Issue copy for Partners to invite their local colleagues, contacts and supply chains to the upcoming Breakfast Briefing in Cardiff
  - Issue a formal invitation to Partners to invite their local colleagues to speak at the upcoming Breakfast Briefing in Cardiff

**4. Modern Slavery Workstream**

The Group were previously invited to share feedback and comments on the proposed next steps by 19<sup>th</sup> November, so this agenda item was simply to clarify and agree the next steps as follows.

**Agreed Points:**

- The Group agreed to use the remaining budget allocated for the Modern Slavery workstream to facilitate additional time from Helen Carter
- Helen will develop guidance / resources to help Partners improve due diligence around this issue. A survey amongst partners will run in December to understand what type of guidance is required (this could be linked to procurement policy and / or procurement process). Any guidance produced will be complementary to the existing resources in the School and will be made available through the School’s web platform.

**Actions:**

- **Partners** to respond to the Survey which Helen will send directly to the workstream participants before Christmas.

**5. Business Planning for 2020 – 2021 (from 1st April 2020)**

The remainder of the meeting was devoted to business planning for the forthcoming 2020 – 2021 financial year. The timeline of the business planning process is as follows:



A facilitated workshop aimed to capture what Homes Partners would like from the School in 2020-21, through open discussion and sharing of ideas of what has been undertaken well, challenges which the Partners (and the School) are facing, and how the School can collaborate with their Partners to produce valuable results.

Initial discussions, prior to the workshop highlighted the following points:

- For the Homes Group, the supply chain piece is the biggest point of consideration for the year to come
- All Partners agreed that they were fully bought in to the School and its message, so this was a real opportunity for them to get benefits from the School and reap the rewards for the efforts they have put in
- The Group considered the impact of the TCFD (Task force on Climate-related Financial Disclosures), which could be used to assist the Group over the coming year
  - The Task Force will consider the physical, liability and transition risks associated with climate change and what constitutes effective financial disclosures across industries.
  - The work and recommendations of the Task Force will help companies understand what financial markets want from disclosure in order to measure and respond to climate change risks and encourage firms to align their disclosures with investors’ needs.
- The Group considered the need for a “change in message” to the supply chain – taking the focus away from environment to make it more about the individuals and their businesses, showing a personal benefit to their engagement with the School
- The Group agreed that there was a need for the message to the School’s members to be clear and succinct to ensure growth and progress, focusing directly in on priorities for the industry as opposed to a broader sustainability concept
- The Group also acknowledged the need for Partners to commit to using the School more. It was commented that many members may have 50% of their workforce registered with the School, but it is unlikely that Partners would be utilising the learning in the same way

Prior to the workshop session, the Group were reminded of the Board Priorities for the 2020 / 2021 financial year; 2025 Strategy; Accreditation; School Ambassadors and Horizon.

All workshop feedback was captured.

**Consideration 1: Current Activities**

More:	Same amount:	Stop:
<ul style="list-style-type: none"> <li>• Focus and materiality of the training and resources provided</li> <li>• Targeted communication of the benefits</li> <li>• Breakfast briefing events to engage the regional supply chains</li> <li>• Collaboration with other industry groups e.g. UKGBC</li> <li>• Stretching KPIs</li> <li>• Focus on “active” members and driving engagement with the School</li> <li>• Context for the supply chain to understand the drivers for sustainability e.g. how the School</li> </ul>	<ul style="list-style-type: none"> <li>• All delivery content (but with narrower focus)</li> </ul>	<ul style="list-style-type: none"> <li>• Producing quantity of content (Groups, resources etc) opposed to focusing on quality</li> <li>• Overwhelming the Partners with new Groups and communications</li> <li>• Over complicating sustainability for the supply chain – make it more directly applicable to individual businesses</li> </ul>

fits in with the SDGs		
<ul style="list-style-type: none"> <li>Relevant content for the supply chain – capture changing customers demands and consumer preferences</li> </ul>		

**Consideration 2: Opportunities**

<b>Sustainability Topics:</b>	<b>Key Audience:</b>	<b>How can the Supply Chain Respond?</b>
<ul style="list-style-type: none"> <li>Future Homes Standard</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers</li> <li>Installers</li> <li>Maintenance</li> <li>Internal workers</li> <li>External workers</li> <li>Partner internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Upskilling themselves</li> <li>Sharing best practise with each other</li> <li>Post occupancy evaluation and metrics</li> <li>Clearer communications</li> </ul>
<ul style="list-style-type: none"> <li>Net Zero Carbon by 2050</li> </ul>	<ul style="list-style-type: none"> <li>Investors</li> <li>Carbon intensive suppliers</li> <li>Planners</li> <li>Local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Upskilling and educating themselves</li> <li>Monitor, reduce, report</li> </ul>
<ul style="list-style-type: none"> <li>Biodiversity Net Gain</li> </ul>	<ul style="list-style-type: none"> <li>Land buyers</li> <li>Communities</li> <li>Offset providers</li> <li>Local authorities</li> <li>Contracts and maintenance teams</li> <li>Management companies</li> <li>Landscape contractors</li> </ul>	
<ul style="list-style-type: none"> <li>Waste: Resource Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Sub-contractor trades – can be specially addressed by specific breakfast briefings</li> </ul>	<ul style="list-style-type: none"> <li>Find a way to address tiers 2 and 3 who will be able to raise the take up</li> </ul>
<ul style="list-style-type: none"> <li>Compilation of Carbon Data (scope 1, 2 and 3)</li> </ul>	<ul style="list-style-type: none"> <li>Groundworkers</li> <li>Energy intensive suppliers</li> <li>Top % of each Partner’s supply chain by carbon emissions</li> </ul>	
<ul style="list-style-type: none"> <li>Air Quality</li> </ul>	<ul style="list-style-type: none"> <li>Industry as a whole</li> </ul>	

**Consideration 3: Difficulties for the School**

<b>What’s not working well?</b>	<b>What may we want to do differently?</b>	<b>External sustainability threats?</b>
<ul style="list-style-type: none"> <li>Selling the School to internal stakeholders</li> <li>Current communications – too many emails</li> <li>Finding the right audience</li> <li>Duplication of ideas across multiple groups</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with the supply chain in terms of the benefits for them and their businesses – “what’s in it for me?”</li> <li>Focus on how it can benefit the bottom line, not just environmental impacts</li> <li>Generate a monthly newsletter as opposed to numerous, ad-hoc seeming emails</li> <li>Create targeted plans for each trade category</li> </ul>	<ul style="list-style-type: none"> <li>Brexit</li> <li>General weight of the sustainability issues which need to be addresses</li> <li>Election</li> <li>Economic cycle (cost and availability of materials)</li> <li>Sustainability has become politicised</li> </ul>

	<ul style="list-style-type: none"><li>• Create trade specific ambassador network where trades can share their expertise in a safe space</li><li>• Do less, not more</li></ul>	
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#### Consideration 4: Creativity - New Activities

- Find a way to show continuous improvement
- Balanced scorecard approach
- Industry standard data set collection
- Effective communications to Partners
- Keep things simple
- Less is more!
- Make badges mean more than just labels
- Drive action and change through a maturity model
- Consider new membership (the right people)
- Less focus on membership, more on specific engagement
- Consider running a site visit by a Group which can be used to identify key issues, practical solutions etc and can be used as a best practise sharing exercise for all
- Supply Chain Sustainability School sponsored category at the HBF awards
- Create a platform for sharing innovation and best practise on the website
- Trade press profile

The Leadership Group fed back on the above discussions, and suggested actions to address key areas were agreed as below. Each representative organisation then highlighted their top 5 priority actions. Summary of priority actions, as voted by organisations, as below

#### Key Actions

1. **Streamline and condense communications:** Particularly to Partners – consider a monthly newsletter updating on all Groups and activities etc – **11 votes** – (*Ease of Impact Grid: 1*)
2. **Set more stretching KPIs:** For the Homes School – **1 vote**
3. **Focus communications to members more:** On the benefits of the School to the bottom line of their business – **2 votes**
4. **Breakfast Briefings:** In more and existing regions – **4 votes**
5. **Drive engagement:** Drive the impact of the School to ensure “active” member figures outweigh “registered” member figures – **8 votes** – (*Ease of Impact Grid: 5*)
6. **Increase industry collaborations:** UKGBC etc – **0 votes**
7. **SDG alignment:** Consider outlining them at regional events and showing the supply chain how the School is aligned to them and which Partners are also – **0 votes**
8. **Keep it simple:** Focus on carbon as a primary topic to really drive engagement and improvement in the supply chain – **8 votes** – (*Ease of Impact Grid: 8*)
9. **Share examples of best practise:** Up the supply chain as well as down – consider running events for all LGs which can allow supply chain to present innovations and examples of best practise – **3 votes**
10. **Trade specific ambassadors:** Plasterboard to be initial focus with a view to expanding in the future if approach is successful – **6 votes** – (*Ease of Impact Grid: 10*)
11. **Make badges mean more:** Have a balanced scorecard approach to avoid membership plateaux – **4 votes**
12. **Sponsor HBF award** – **2 votes**
13. **Site Visit:** As a Leadership Group, to identify best practise and ways to improve – **0 votes**

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14. **Drive action and change:** As well as learning within the supply chain – 10 votes – (*Ease of Impact Grid: 14*)

The above actions were then plotted on the ease / impact grid as per the attachment circulated with the notes.

**Actions:**

**School to:**

- Share feedback from the Board on the above priorities
- Produce high level draft business plan based on the outcomes of the discussions above, and send to Leadership Group before Christmas for initial comments and feedback

**6. AOB**

No AOB was raised

**7. Close**

**Date of Next Meeting:** Tuesday 21<sup>st</sup> January 2020 – 10.30am – 12.30pm

**Location:** Grosvenor, Annacis Meeting Room, 70 Grosvenor Street, London, W1K 3JP