

**Homes Leadership Group Meeting**  
 Tuesday 21<sup>st</sup> January 2020

**Date:** Tuesday 21<sup>st</sup> January 2020 – Grosvenor, 70 Grosvenor Street, London, W1K 3JP

**Attendees:** Sarah Pratt (*Barratt Developments*) – Chair, Laura Boccadamo (*Berkeley Group*), Andrew Sharpe (*Grosvenor*), Ian Heasman (*Taylor Wimpey*), Andrew Day (*Telford Homes*), Emily Hamilton (*Grosvenor*), Stephen Horridge (*Redrow*), Craig Lucas (*Inland Homes*), Rob Worboys (*Lovell*), Adrian Hill (*Bellway*), Maria Gkonou (*Redrow*), Emma-Jane Allen and Beck Bryant (*Supply Chain Sustainability School*)

**Apologies:** Cara Palmer – Maternity Leave (*Wates*), Mandy Messenger (*Advanté*), Patrick Guest (*Arnold Laver*), Nicola Johansen (*Redrow*), Joan Meakin (*Taylor Wimpey*), Kevin Horner (*Laing O'Rourke*), Jenny Herdman (*HBF*), Roger Morton, Amit Patel (*Vistry Group*), Jamie Roberts (*Reconomy*)

Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.

Meeting notes

1. **Welcome and introductions**

- ✓ **Craig Lucas, Supply Chain Manager**, was introduced to the Group as the representative from **Inland Homes**, a new Partner to the School
- ✓ **Adrian Hill, Group Head of Procurement**, was introduced to the Group as the representative from **Bellway**, a new Partner to the Group
- ✓ **Stephen Horridge, Group Commercial Manager**, was introduced to the Group as a representative from **Redrow**
- ✓ **Emily Hamilton, Associate Director – Sustainability**, was introduced to the Group as the guest speaker from **Grosvenor**

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:**
  - Consider signing up to the “People Matter Charter”. To do this, please login to your School account, and then view the charter [here](#), the corresponding roadmap [here](#) and contact [helen@actionsustainability.com](mailto:helen@actionsustainability.com) for more information.
  - Introduce social housing providers to engage with the School, using the briefing document provided by EJ. *Ongoing (Barratts, Taylor Wimpey, Stroma and Telford have done so to date)*

- Confirm which School workshops you would like to be run for either your internal colleagues or supply chain. Each Partner can book in up to 5 workshops each year for employees / 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. *Outstanding*
- Respond to the Modern Slavery survey which was circulated by Helen regarding the workstream and industry guidance development. *Now complete.*
- Confirm where you would like the final Breakfast Briefing on Q4 to take place and whether you can provide a speaker. *Ongoing*

**Emerging Actions:**

- **Telford Homes** to feed into the Modern Slavery workstream survey – **Complete**
- **Lovell** to check with local colleagues as to whether they could speak at a Breakfast Briefing in Leeds – end Jan
- **All Partners** to check with local colleagues as to whether they could speak / attend a Breakfast Briefing in Leeds
- **School** to send Partners the workshop catalogue so that they can consider which workshops they would like to run
- **School** to consider running the first Breakfast Briefing event of the next financial year in London

**4. Grosvenor’s Supply Chain Charter**

The Group were provided with an overview of Grosvenor’s “Supply Chain Charter” which clearly sets the standards for their supply chain, as well as outlining what Grosvenor commit to themselves. A short presentation was followed by group discussion.

**Key Points:**

- Grosvenor released their 2030 targets last year, including; 0% carbon, 0% waste, valuing nature and engaging supply chain partners. This charter follows on from that
- The Charter sets out environmental, social and governance standards for the supply chain in the form of an ethical responsible framework
- It features 12 commitments from across these fields;
  - Working with our supply chain
  - Health, safety, security and wellbeing
  - Creating a responsible payment culture
  - Ethical conduct, privacy and financial crime
  - Fair employment conditions
  - Inclusive and equitable opportunities for employment
  - Community participation
  - Mitigation and adapting to climate change
  - Materials
  - Waste management
  - Valuing nature
  - Air quality
- The Charter is based on the principles of ISO 20400
- Grosvenor are aiming to be considered an ISO 20400 Level 5 business by 2025

- Initially Grosvenor are piloting the process with 5 of their priority suppliers and will then go out to engage with all their supply chain before updating their Ts&Cs for suppliers to adhere to the Charter
- The Charter will apply to all contracts over the value of £100,000
- The timescales for supply chain involvement are;
  - 2020 – 20 suppliers
  - 2021 – 70 suppliers
  - 2023 – 1,000 suppliers
- Grosvenor are aware that their supply chain is already doing a lot in the way of sustainability and have committed to working with them to assist them in improving even more
- Grosvenor understands that early engagement with the supply chain is key and will be amending their PQQ to include the Charter in due course – it will be built into contracts so that the supply chain is not taken by surprise and can commit to delivering against the standards required
- Internal training took place prior to the launch, with Grosvenor staff participating in gamification processes to encourage active learning and a true familiarisation with the Charter
- Each commitment outlines what Grosvenor will do and then what they expect their supply chain to do
  - *“We commit to” - “we aspire to”*
  - *“Standard requirements” – “advanced expectations”*
- The Grosvenor commitment to paying the living wage applies to the location of the actual site where the work is being done, not where the company is based
- Grosvenor are looking to take the Charter and to form it into a Customer Charter / Partnership with a view to influencing what developers are doing, and encouraging customers to come on the same journey
- Initially, the Charter is aimed at Tier 1 suppliers but will ultimately be delivered down into Tier 2 also
- In accordance with the Charter, Grosvenor has developed a new “sustainable development brief” which is more outcome focussed as opposed to BREEAM requirements

**5. Business Planning for 2020 – 2021 (from 1<sup>st</sup> April 2020)**

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



- The Group was provided with a draft business plan on 18 Dec with a call for comments / feedback by 14<sup>th</sup> Jan. Very few comments were received.
- A best attempt at a final business plan must be submitted by the end of January 2020 (**final comments to be sent to EJ by 29<sup>th</sup> January**)
- The business plan will be reviewed / approved by the Board at their meeting on 11<sup>th</sup> February
- The Group will be able to re-allocate budget throughout the year should they wish to amend their strategic focus and can make final changes after Board approval if needs be
- Emerging top themes from across all Leadership Groups include:
  - Drive supply chain engagement (7 groups)
  - Partner engagement (6 groups)
  - Carbon (5 groups)
  - Waste (5 groups)
  - Engaging clients (3 groups)
  - Raising the School's profile (3 groups)
- The Board's agreed strategic priorities include:
  - **Academy / Upper School** – a re-development of the Horizon Group that would be an advisory group to the board supported by best available research and expertise to industry. This group would challenge assumptions and establish the thought leadership agenda. The Horizon group will no longer exist. The presentation of business ethics and traceability given at the most recent Horizon Group links in with the School's forward plan.
  - **Ambassador networks** – following on from the success of the FIR model, this is about developing both School ambassadors, and sustainability topic specific ambassadors who can act as agents for change within their own business
  - **Certified qualifications** – looking beyond CPD accreditation at learning that contributes to other professional qualifications
  - **Relationship management** – ensuring that Partner do more to drive change, and continue to get value from partnership

The Group moved to discuss the strategic priorities for the Homes School and the specific outputs proposed in relation to these with a view to finalising the business plan.

**Strategic Priorities – Key Points:**

- After much discussion, the 4 key priorities below were agreed as final priorities for 2020-2021
  - Drive and capture impact in the supply chain
  - Maximise Partner value and engagement
  - Collaborate to cut carbon
  - Tackle the packaging waste challenge

**Drive and capture impact in the supply chain**

- All agreed that at present only a very small % of the construction industry are registered with the School, approx. 1.4%, and an even smaller number are active, or have achieved bronze, silver or gold. The School and its partners need to get smarter at how they engage the supply chain and consider focusing efforts on categories of supply where there is the biggest potential for impact or high risk.

- A final decision will be made by the group on target numbers for active members, number of assessments and bronze, silver, gold members at the end of February (once final analysis has been completed)

#### **Maximise Partner value and engagement**

- More School advocates are required within partner organisations. At present with most Homes Partners, there are just one or two ‘school advocates’ driving the School within the business. If there are more advocates within partner organisations, the easier it will be to engage the supply chain. The development of School ambassadors aims to help with this, together with the work being done by the Ops group around the new Partner Maturity Matrix, and the monetisation of Partner value.
- A discussion was had around including a focused priority area on ‘driving and capturing impact in partner organisations’ in order to deliver meaningful impact across Partners’ internal teams (ultimately helping to better engage the supply chain). It was agreed by the Group that the aim of the School was to develop the competence of the supply chain and that the key strategic priorities should not dilute this focus.
- A discussion was had around encouraging more use of school resources within partner organisations. Whilst some partners actively use the School’s resources to upskill their own teams and build the School’s learning into their own learning management systems, others felt that learning content within their own businesses requires high levels of tailoring, and therefore generic school content would not be approved by L&D / HR teams.

#### **Tackle the packaging waste challenge**

- A conference call will take place with Dr James Cadman, School lead on resource efficiency and carbon to discuss potential workstreams. The detail of the workstream doesn’t need to be submitted to the board by Feb, however a direction of travel will be required.
- Partners must steer the focus of any workstream.
- Any Homes workstream on this would link to, and build on the work within the existing Waste Category Group
- It is important to be able to produce tangible results in this field
- Keeping the targets and information provided bitesize will help drive the impact further
- The Group agreed that setting the supply chain tangible things to aim for would be a catalyst to drive change and would encourage actual activity as opposed to a “tick box” exercise
- The preference of the Group is to target where the actual delivery is – 80% of impact is delivered by 20% of the supply chain
- The Group agreed that, on big projects, the Partners can drive their material suppliers to make changes, but these are difficult to maintain across regions and projects
- Barratts, Redrow and Taylor Wimpey are all conducting work to understand exactly what their waste percentiles are and where they are concentrated – this information could be fed back to impact the Group’s focus

#### **Collaborate to cut carbon**

- A conference call will take place with Dr James Cadman, School lead on resource efficiency and carbon to discuss potential workstreams. A detailed proposal of the workstream does not need to be submitted to the board by Feb, however a direction of travel will be required.
- Partners must steer the focus of any workstream.

- Any Homes workstream on this would link to, and build on the work within the existing Carbon SIG
- For this to be successful, Partners will need to share what they are requesting from their supply chain and look for commonality
- The Group would like to consider science-based targets when setting KPIs for this priority
- The Group proposed using the upcoming financial year to map out where the biggest impacts are in terms of shared supply chain and then look to drive actual change in the 2021 / 2022 financial year

**Key Actions:**

- **Partners to:**
  - Review the suggested KPIs in detail, and send comments / edits to EJ by the end of January
  - If possible, join the call on 30<sup>th</sup> January to share any final feedback in relation to the business plan, specifically around the priorities of driving and capturing impact, and maximising partner value and engagement
  - Share with EJ what you will be asking of your supply chain in relation to carbon in 2020-2021 to feed into the discussions around carbon workstreams
  - Consider how the School can cut event costs (*e.g. could the School piggyback off existing supplier events? Do the Partners have access to locations / venues which they can utilise free of charge or at reduced costs?*)
  - Barratt Developments to share feedback on their newly developed maturity matrix approach in Q2/Q3
- **School to:**
  - Organise a webinar in Feb / March to update Partners on snapshot progress relating to the wide range of school groups and activities e.g. Carbon, Waste, Procurement, People Matter, Plant group
  - Engage with Grosvenor regarding them hosting the Q1 Breakfast Briefing in their offices in London
  - Organise a call with Partners and Dr James Cadman to bottom out the priorities for the carbon and waste workstreams. **In progress. Doodle Poll has been circulated to Partners**
  - Organise a call with Partners to receive final feedback on the overall KPIs – **Complete. Scheduled for Thursday 30<sup>th</sup> January**

**6. AOB**

**Actions:**

- **School** to share the link for the 2019 Impact Survey with Partners
- **School** to circulate information about the procurement project, the work done by the carbon group to date, and the work done by the waste group
- **Partners** to share the link for the 2019 Impact Survey with their supply chains and encourage them to complete it, using suggested social media and email templates sent by EJ on 21<sup>st</sup> Jan
- **Partners** to confirm if you can host any of the upcoming Leadership Group meetings (room for approx. 15 people)

**7. Close**

**Date of Next Meeting:** Thursday 23<sup>rd</sup> April 2020 – 10.30am – 12.30pm

**Location:** TBC