

Homes Leadership Group Meeting

Thursday 18th June 2020

Date: Thursday 18th June 2020 – Zoom meeting

Attendees: Andrew Day, John Dwyer (*Telford Homes*), Amit Patel, Roger Morton (*Vistry Group*), Adrian Hill (*Bellway*), Olivia Ward (*Redrow*), Sarah Pratt (*Barratt Developments*), Ian Heasman (*Taylor Wimpey*), Carl Bairstow (*Efficiency North*), Emma-Jane Allen, Paul Parkinson, Robyn Conway and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Cara Palmer – Maternity Leave (*Wates*), Patrick Guest (*Arnold Laver*), Andrew Sharpe (*Grosvenor*), Stephen Horridge (*Redrow*), Rob Worboys and Gemma Tovey (*Lovell*), Jamie Roberts (*Reconomy*), Mandy Messenger (*Advanté*), Jenny Herdman (*HBF*), Louise Clarke (*Berkeley Group*), Brian Holcroft (*McCarthy & Stone*), Eugene Meehan (*O’Neill & Brennan*).

[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 & introductions

Efficiency North were welcomed to the School and a new Partner and Carl Bairstow, Head of Membership Development, was introduced as their representative for the Homes group.

2. Agree minutes of last meeting and review actions

An update was provided on progress on actions in the actions log. For full details please review the updated action log. Key points were:

- Each Partner can benefit from 5 workshops per year (for supply chain or colleagues). These can be virtual events or face to face (post COVID-19).
- OW (*Redrow*) provided an update on the series of waste and resource efficiency workshops run by the School for Redrow in March. These were successful with great feedback from attendees. They plan to run the remaining two (postponed due to COVID-19) later this year.
- Priority supplier lists for 95% of Homes partners are 1.5+ yrs old. Important for Partners to update these lists. Once lists are provided the School can calculate the total number of unique companies across priority supplier lists, and target marketing accordingly.
- AD (*Telford Homes*) provided an update on the work of the Wellbeing SIG. He welcomed the group to share any case studies on examples of how organisations are addressing health and wellbeing challenges, particularly in the context of COVID-19.
- The School encourages anyone who would like to share their story around wellbeing – there is the opportunity to host podcasts on this or publish website case studies.
- JD (*Telford Homes*) outlined how they have encouraged furloughed staff to complete learning through the School. Employees were assigned an action plan through internal LMS and most departments are now well ahead of their plans, with 90-100% completion rate. They saw an increase in use of resources in March and April.
- The group highlighted there are currently huge challenges around capacity and competing priorities which might make it difficult to speak at upcoming events in the short term.
- IH (*Taylor Wimpey*) would be interested in presenting Taylor Wimpey’s new environment strategy at an upcoming Homes event.
- OW (*Redrow*) will speak to colleagues to see if there is appetite to speak at the upcoming Social Value Business Bytes on 22 July about Redrow’s social value calculator.
- AD (*Telford Homes*) Telford Homes have recently launched a new sustainability strategy with key science-based targets on net zero carbon, zero to waste landfill and net biodiversity. They are happy to present this in the future if there is capacity.

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- McCarthy & Stone are now Partners of the School, following their involvement at the previous Homes group meeting.
- The School are still planning to run a virtual event in October/November with HBF and UKGBC on carbon.

The previous meetings minutes were agreed.

EJ Allen presented the new resources that have been launched by the School in May and June.

ACTIONS:

- OW (*Redrow*) to ask Nicola if she can speak at the upcoming Social Value Business Bytes on 22 July about Redrow's social value calculator (*ASAP*)
- **Partners to:**
 - Contact SC if they would like to speak at any upcoming virtual training (*Ongoing*)
 - Contact SC to run workshops for internal staff or the supply chain (*Ongoing*)
 - Share updated priority suppliers lists with SC to upload to their School dashboards (*Ongoing*)
 - Promote new School resources to colleagues (particularly the modern slavery ones produced by the home workstream last year)

3. Coronavirus – impact on business plan

3.1 Is there an appetite for learning?

Sophie Coyle updated the group on the virtual training feedback and plan for Q2, and marketing statistics for Q1. Key points were:

- There has been a significant increase in e-learning and resources accessed when comparing to the same time last year. Largely attributable to the launch of the new website but clear to see there is an appetite to learn. Also, an increase in active users and companies on the School compared to this time last year.
- Learning through the School in April/May/June is up on pre-lockdown period.
- Individual assessments for this financial year have increased, demonstrating a clear intention to learn. Company assessments are down; likely due to competing priorities and furloughed staff.
- Feedback from training in April and May has been very positive. The School are continuing to assess feedback and popular topics to drive what virtual training is run moving forward. Popular topics and trends so far are carbon, waste, social value, and information around the impact of COVID-19.

The group were asked to highlight any topics that were missing in the upcoming virtual training plan:

- Is their scope to run training on the Construction Leadership Council's roadmap to recovery?
- On the mental health workshop with Lighthouse, note that members of the HBF contributed to this – could this be highlighted?
- Could there be training / roundtables around the new Future Homes Standard and the implications for the supply chain / what they need to do to future proof themselves?
- If reporting against TCFD (Task Force on Climate related Financial Disclosures) what metrics are Partners using on carbon, waste, social value etc? Could this be shared at a high level at a future Homes group meeting?

ACTIONS:

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- **School** to consider a training session / roundtable around Future Homes Standard and the implications for the supply chain, and on the Construction Leadership Council's roadmap.
- **EJ and AD** to develop the proposal around running a Homes group meeting on sharing metrics used in reporting against TCFD, metrics for carbon, waste, social value etc.

3.2 Financial implications

EJ Allen provided the group with an update on financial implications to the School due to the loss of CITB funding and how this will affect the Homes business plan for 2020/21. Key points were:

- The School has budgeted for a 20% loss in Partners, alongside the loss of CITB funding, which will result in a 37% reduction in revenue for 2020/21.

3.3 Impact on Homes KPI's

Key points:

- Homes KPI's remain relevant / current – the key difference being that all training and events will be run virtually.
- Three new Partners have joined the School already this financial year.
- Homes Partner newsletters have been delayed due to competing priorities. Generic Partner newsletters have been circulated to keep Partners up to date on the changes during COVID, however Homes specific ones will replace these very soon.
- Due to the loss of CITB funding there is no budget in the School for the packaging waste pilot with Zero Waste Scotland. Zero Waste Scotland are still part funders and it is now being co-funded by Taylor Wimpey and Bellway. The School are looking for one other homebuilder to contribute.
- How does the school market itself better? It would be helpful to understand public facing dashboard through transparency and collaboration between the group. There are so many metrics/resources out there, how does the School stand out?
- OW (*Redrow*) Redrow have promoted School resources through internal newsletters to their furloughed staff and will ask for feedback on this.
- Is there an opportunity to futureproof and prepare the supply chain for the Future Homes Standard through the School?

ACTIONS:

- SC to put SP in touch with Mark Turner re plastic waste and packaging (*Complete*)
- RM (*Vistry Group*) to liaise with SC to develop an action plan to promote School resources to colleagues and the supply chain (and use the dashboard to monitor engagement) (*July*)
- OW (*Redrow*) to ask for feedback from Redrow staff who have completed the virtual training, and share this with SC and EJA (*July*)
- **School** to consider training / roundtable around the Future Homes Standard (*ASAP*)
- **Partners** to contact Mark Turner on (Mark@actionsustainability.com) if they can help with funding for the waste pilot project (*ASAP*)

4. Update on Climate Action Group & Plant Group

James Cadman and Charles Naud from Action Sustainability provided an update on the School's Climate Action Special Interest Group. Key points were:

- Established in Autumn 2019, the group's aim is to be the forum to enable proactive businesses to come together to make consistent decisions and act against carbon emissions in their own organisations and in their supply chains – through capture of data.

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- This is being achieved using an online performance tool to gather and analyse the supply chain's carbon data.
- Action Sustainability is 'donating' the tool to the School's partners at no cost.
- The tool helps Partners to understand and capture scope 3 emissions and identify the carbon hotspots. It also helps raise awareness of the cost of carbon within the supply chain itself.
- Over 120 suppliers from across the School are involved in the pilot of the Climate Action Group and currently using the tool. The aim is to grow these numbers significantly in 2020.
- Charles provided a demonstration of how this tool works.
- Discussion on the quality and accuracy of the data submitted by the supply chain. The School provides guidance around how to input the data as included in the FAQ's section of the tool, but cannot 'audit' the quality of the data. It is for the Partners to sense check / scrutinise the data and follow up with suppliers accordingly.

James Cadman outlined the recent work of the Plant group. Key points were:

- The School has launched its [Plant Charter](#), a commitment by organisations designed to reduce their air quality emissions, and School Partner [Flannery Plant Hire](#), has committed to be its first signatory.
- The [Plant Group](#) has been working on how the sector can collaborate to reduce both air quality emissions that lead to local health impacts and the global effects of carbon emissions from the plant and equipment we all use. As a result, the group developed the Charter to encapsulate and communicate their approach to this. The Charter lists a set of minimum standards for plant hire and equipment.
- CB (*Efficiency North*) asked what proportion of the assets of the big plant hire companies currently meet the minimum standards? Confirmation that the standards were set considering industry availability.
- The Plant group are currently investigating which operator training schemes have efficient driving and eco-operations as part of their training and will present their findings at the next Plant group meeting on 7th July.

ACTIONS:

- **School** to put AH and CB in touch with James Cadman regarding the Plant group (*Complete*)
- **Partners** to:
 - Contact James Cadman (James@actionsustainability.com) if they want to get involved in the Climate Action Group or Plant Group or identify suppliers and contractors who can participate (*Ongoing*)
 - Consider signing up to the Plant group's Charter (*Ongoing*)

5. Partner Maturity Matrix

EJ Allen presented the updated version of the Partner Maturity Matrix and Partner Value slide. The two are intrinsically linked – the more a partner engages, the more value they get.

Key points:

- Partner Maturity Matrix is a roadmap to demonstrate how a Partner can engage with, and get value through the School
- This will be a key tool to enable Action Sustainability (delivery partner) work with Partners to map out progress to date and agree targets for the next 12 – 18 months, with a corresponding action plan.
- Matrix is relevant to all partners, regardless of size / type / market

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- Partners can choose where they would like to engage / get most value. It is not linear. Consequently, a partner may aspire to be at 'lead' in one area, and 'exemplar' in another.
- The group were keen to engage in a workshop in late July to look at how they could use the matrix.
- Partners agreed this was a useful tool to highlight the range of different benefits available through the School, and identify opportunities to get more value through partnership.

ACTIONS:

- **School** to arrange a workshop for Partners to go through the Partner Maturity Matrix (*agree July date by end June*)
- **School** to share Partner Value Slides with each organisation (*Ongoing*)

6. AOB & date of next meeting

The next leadership group meeting is confirmed for 16 Sept 2020, 10.30am – 12.30pm.