

Homes Leadership Group Meeting Wednesday 16th September 2020

Date: Wednesday 16th September 2020

Attendees: Sarah Pratt (Barratt Developments), John Dwyer, Andrew Day (*Telford Homes*), Nicola Johansen, Stephen Horridge and Olivia Ward (*Redrow*), Roger Morton, Amit Patel (*Vistry Group*), Gemma Tovey (*Lovell*), Ian Heasman (*Taylor Wimpey*), Carl Bairstow (*Efficiency North*), Graeme Hannah (*Robertson*), Charlie Thomas (*McCarthy & Stone*), Patrick Guest (*Arnold Laver*), Emma-Jane Allen, Imogen Player and Sophie Coyle (*Supply Chain Sustainability School*)

[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

Charlie Thomas was welcomed to the group as a new representative from McCarthy & Stone.

The group discussed sustainability priorities post COVID-19 and key topics included biodiversity, wellbeing and carbon. The poll results and word clouds have been circulated with the minutes.

2. Agree minutes of last meeting and review actions

The previous meetings minutes were agreed, and an update was provided on progress on actions in the actions log. **For full details please review the updated action log.** Key points were:

- Partners should share their updated priority supplier lists with Sophie to upload on to their partner dashboards. This will enable partners to be able to monitor and encourage engagement and improvement over time, and to understand how engaged suppliers have been since COVID-19.
- AD (*Telford Homes*) and the School to discuss TCFD (Task Force on Climate Related Financial Disclosures) and implications for homebuilders and the supply chain. Homes Partners who would like to be involved in a working group or meeting on this to contact EJ.
- Each Partner can benefit from 5 workshops per year (for supply chain or colleagues). These can be virtual sessions. Workshops delivered or scheduled for Redrow, Telford Homes and Taylor Wimpey in the last 12 months.
- Partners are encouraged to introduce their marketing/comms contact to Emily McBride, Marketing Manager at the School.
- An update on the School's Climate Action Group - It has been challenging to get key suppliers engaged in the reporting through the Climate Action Group. A joint charter has been suggested for the group to show alignment. EJ will provide an update from James Cadman in terms of their next steps to engage suppliers.
- The School are looking for Partners to share best practice on supply chain engagement and internal stakeholder engagement with the School at upcoming leadership group meetings or webinars. This will help all Partners to make the most out of the School.
- [Homes carbon event](#) confirmed for 17th November with speakers from Barratt, Telford Homes, Taylor Wimpey and HBF.
- An update on the HBF Future Homes task force – Shaun McCarthy, Chair of the School, has been attending as well as other Homes Partners. The group aims to develop a roadmap towards climate commitments and facilitate collaboration between Homes sector and supply chains, government and academia.
- [Business Bytes on biodiversity](#) net gain has been confirmed for 13th October with speakers from Balfour Beatty, Canary Wharf Group, Berkeley Group and Redrow.

ACTIONS:

- **Partners** to share updated priority suppliers lists with SC to upload to their School dashboards (*Ongoing*)
- **Partners** interested in being involved in discussions with EJ and Telford Homes on TCFD and implications for Homes sector to contact EJ (*November*)
- **Partners** to contact SC to run CPD workshops for internal staff or the supply chain (*Ongoing*)
- **Partners** to contact EJ if they would volunteer to speak about their engagement with the School - challenges, benefits, successes etc (*Ongoing*)
- **Partners** to promote the forthcoming [carbon reduction in Homes](#), and [biodiversity net gain](#) business bytes to colleagues and the supply chain (*November*)
- **School** to provide update on the Climate Action Group and progress with engaging suppliers (*ASAP*)
- **School** to send round minutes of HBF Future Homes task force (*ASAP*)

3. Operations update

EJ Allen announced that 11 new partners have joined the School since 1 April 2020, including 2 new Partners in the Homes Sector (McCarthy and Stone and Efficiency North), and there are now 105 Partners collaborating on the School.

EJ outlined the new resources created and added to the School's resource library since 1 April 2020. Partners are encouraged to share any case studies from their supply chain to be added as a resource on the School.

Sophie Coyle outlined the website and virtual training statistics from the period 1 June – 31 August 2020. The key points were:

- When comparing the period April – August 2020 to the same timeframe in 2019, resource views and e-learning views have both increased by over 80%. The School can engage and upskill more people when it is done virtually (+89% increase in no. of training sessions compared to last year). Largely attributable to the launch of the new website and clear to see there is an appetite to learn.
- The most accessed resources include video and e-learning content. Popular topics are sustainable procurement, social value and modern slavery. The School signpost to suggested resources within the School after virtual training, so popular resources often reflect what training has taken place.
- The impact of the School's new learning pathways is clear through the most popular resources; the most viewed resource comes from a learning pathway set up by a Partner.
- Individual assessments for this financial year have increased, demonstrating a clear intention to learn. Whilst company assessments are down, likely due to competing priorities and furloughed staff, individuals assessing ultimately helps to develop the competence and skills of the company as a whole.
- The School has responded to the demand for more virtual training on 'hot topics' such as wellbeing and race and culture, as well as on the key priorities for Partners, such as carbon, waste and social value. The virtual training programme is steered by School partners – if there is a topic Partners would like the school to cover let Sophie know.
- Learning through the School in June-August 2020 is down compared to Q1 but at a similar level to pre COVID-19 (February 2020)
- Partners suggested the following topics for upcoming training sessions:
 - Retrofit – There is lots of government focus on this but little knowledge in the supply chain. Retrofit Academy suggested as a starting point for resources and training.

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- Green finance – This is a grey area. How can we access it, and can the supply chain access it?
- There are currently difficulties communicating with the supply chain; identifying the right people within the organisation, and momentum has been lost due to COVID/furlough.
- Can the School be the place to create a standardised method to sustainability requests to the supply chain? Sector specific learning pathways could be a way to approach this.

EJ Allen provided an update on progress on KPI's for 2020/2021. Key points were:

- School Operations Group to reflect on the criteria for the current badging system; Bronze Silver and Gold. At present it is based on company assessments and resources accessed but does not consider individual assessments or learning pathways. What are the activities that the Partners want their supply chain to do through the School? The Partner led Operations Group will begin these discussions and consult leadership groups in due course.
- Partners are encouraged to share case studies on their engagement with the School, particularly on how challenges are overcome and what has worked well.
- Partners confirmed they are happy with partner newsletter and do not currently require Homes specific ones.

ACTIONS:

- **School** to follow up with Efficiency North on retrofit training and resources for the School (*November*)

4. **Progress update: Waste group (Material Exchange Platform mapping & findings from the plastics packaging survey) and 'Offsite for Everyone'**

Imogen Player, Consultant Researcher at Action Sustainability provided an update from the School's waste and resource efficiency group. Key points were:

- The School has launched its free Materials Exchange Platform Map (MEP Map). The mapping tool provides homebuilders, contractors and their suppliers with a central database of local MEP projects aiming to find a home for unused construction materials.
- The MEP Map was developed through a collaboration of the School's industry Partners and is a simple yet effective way of finding a home for unused materials. Partners involved in the development include Berkeley Group, Barratt Developments, Redrow, Taylor Wimpey, Telford Homes and Vistry Group.
- The MEP mapping tool gives access to a network of Materials Exchange Platforms nationally, allowing the user to compare those in their local or regional areas.
- As well as saving disposal costs, and potentially generating income, the tool aids local businesses and smaller contractors, by offering them access to quality materials at a lower cost, or even free.
- The MEP Map performs the crucial task of connecting those with excess materials and products to those who can make good use of them, therefore reducing the volume of waste we send to landfill.
- Access to the MEP Map is free as a School member. View it [here](#).
- The waste group are drafting text to include on the map to help with any potential legality and regulation issues. Imogen to discuss with the waste group about discussing the map with Environment Agency.
- The group ran a plastic packaging survey to establish a baseline for plastics packaging waste to help inform future activities. It received 101 responses, and detailed results are available in the slides.

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- The group are now undertaking a packaging data collection trial with three major housebuilders and Zero Waste Scotland to gain detailed understanding of packaging flows from major suppliers. The data will inform how the sector can improve packaging to reduce waste.

Imogen provided an update on the 'Offsite for Everyone' materials developed by the School. Key points were:

- The School will launch a new suite of materials to guide the construction industry in its adoption of offsite construction and Modern Methods of Construction (MMC) on 20th October. Partners and members can register for the Industry launch event: Offsite for Everyone [here](#). There are also a range of taster workshops as part of the event.
- The materials include 7 workshops, including job specific workshops, 27 videos and case studies and 21 e-learning modules. See slides for further information.

ACTIONS:

- **Partners** to share any updates – new platforms or updated information - to the MEP map with Imogen@actionsustainability.com (*Ongoing*)
- **IP** to discuss potential regulation issues regarding the MEP map with the waste group (*November*)
- **AD** to put IP in touch with Lucy Rees at UKGBC (*ASAP*)

5. Developing learning pathways for the Homes supply chain

EJ Allen introduced the School's new learning pathway feature, a tool for Partners and members to embed sustainability learning within their organisations and supply chain. There are three types of pathway; Priority Supplier (Partner only), Individual and Self-enrol.

Key features of the pathways include:

- The ability to pick a specific curriculum of activities and set completion route, such as mandatory resources and due dates
- An option to create bespoke "badges" to be received on completion
- Resources accessed via a learning pathway count towards a company's membership level with the School
- Downloadable reports for all pathways
- Partners can upload their own content for inclusion in a pathway
- If a supplier is asked to complete a learning pathway by one partner, and then requested to complete the same learning resource by another partner, the system will immediately recognise that the resource has already been completed, and will appear as completed

For more information on learning pathways, click [here](#).

The School has already set up one 'self-enrol' pathway, called 'Sustainability: An introduction', comprised of 17 introductory videos on the key topics in the School and a quiz to test learning. This is now available for members to 'self-enrol' in and complete. Members can enrol through their dashboards [here](#). This could be used as part of an induction pack, for graduate recruits etc.

Developing homes learning pathways for the homes supply chain (focusing in on specific topics) could help the School in its quest for a common and consistent message to the supply chain. The group were asked to consider:

- What self-enrol learning pathways should we develop?
- Who would they be for?

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- What would be the outcomes of the pathways?

The group raised the following points:

- Currently, only one individual from a priority supplier must complete a set learning pathway to receive a badge. However, Partners can easily download a report to view every individual who has completed the pathway from within a company.
- You can only set learning pathways to suppliers who have an account on the School.
- Redrow have set up a pathway for their internal team as a trial and will then roll it to the wider business. Redrow to report back to the group on the success of the learning pathway.
- Redrow commented that the email sent to prompt you to complete the pathway looks like a spam email. The School team have investigated this, and the reason is because Redrow have not customised the email copy that was sent out inviting them to complete the pathway. It is important that when creating learning pathways, Partners are prompted to tailor some suggested copy to ensure the right tone / message, and avoid the appearance of spam.
- Important to determine the best approach to targeting suppliers - by value, regions or impact? Categorisation is important to ensure different contractors are not contacting the same suppliers about different learning pathways.

ACTIONS:

- **School** to continue developing self-enrol learning pathways on key topics and share them with Partners for feedback before the next Homes leadership group meeting review (*November*)
- **Partners** to watch the [webinar demo](#) on how they can make use of learning pathways
- **Partners** to contact EJ if they are willing to peer review the proposed learning pathways or be involved in a separate working group to develop for the Homes sector (*ASAP*)
- **Redrow** to report back to the group on success of the learning pathway (*November*)
- **School** to investigate learning pathway emails (*Complete*)

6. AOB & date of next meeting

Leadership group business planning for 2020-2021 workshop on 5 November 2020, 10.30am – 12.30pm, as a virtual meeting on Teams.

EJ will circulate a briefing paper that partners can use to gain feedback from colleagues in relation to priorities for the business plan for 2020-2021.

It is important that partners come to the next meeting with an understanding of what their business would like to get from the School in 2020-2021 and feed their ideas/priorities into the interactive workshop.