

Homes Leadership Group Meeting

Thursday 5th November 2020

Date: Thursday 5th November 2020

Attendees: John Dwyer (*Telford Homes*), Stephen Horridge and Olivia Ward (*Redrow*), Amit Patel (*Vistry Group*), Gemma Tovey (*Lovell*), Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*), Alan Douglas (*Ardent Hire*), Jamie Roberts (*Reconomy*), Mandy Messenger (*Advanté*), Eugene Meehan (*O'Neill & Brennan*) Emma-Jane Allen, Ian Heptonstall, Mark Turner, Robyn Conway, Andrew Wilson, Hilary Hurrey and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Sarah Pratt (*Barratt Developments*), Roger Morton (*Vistry Group*), Ian Heasman (*Taylor Wimpey*)

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

Andrew Lowe (*Alcumus Group*), Sarah Le Gresley (*Michelmersh*) and Alan Douglas (*Ardent Hire*) were welcomed to the group as new Partners and representatives for the Homes group.

2. Performance to date & reflecting on priorities

Ian Heptonstall outlined the financial implications of COVID-19. There has been nearly a 30% reduction in funding this year due to loss of CITB funding and slight reduction in Partner income. The School anticipates a 10% reduction for next year due to reduced CITB funding. Despite this, the School has delivered 75% more learning this year.

Online training delivery has increased the amount of training delivered, the number of learners training, as well as online resource views.

Ian Heptonstall outlined progress to date on the key performance indicators for 2020/21:

- Currently on track to deliver all KPI's set by the Homes group for 2020/21.
- The School has not yet delivered the carbon ambassadors in this year's KPI's due to reduction in budget / resources. Once the FIR Ambassador programme has been rolled out and web-enabled, the carbon ambassadors can be the next focus.

The group were asked to reflect on the work of the School and rank their sustainability priorities for next year. The results of the polls are in the circulated document, with the top 5 in priority ordering: Energy and carbon, waste and resource efficiency, sustainable procurement, biodiversity and ecology and sustainability strategy

3. Business planning workshop

The group were split into breakouts to discuss 4 'thinking hats' on:

1. Current activities
2. Opportunities
3. Threats
4. Creativity

The outcomes were as follows:



1. OUR CURRENT ACTIVITIES

Consider the current activities undertaken by the School.

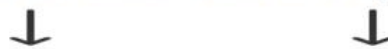
MoSCoW Analysis: What should we do more of, the same of, stop doing



See progress against KPIs so far this year



See below for a reminder of some of the key activities



2. OPPORTUNITIES?



What are the opportunities for the School to better address sustainability issues in the supply chain?

See impact survey results



Challenges	Who do we need to engage / upskill to address this challenge?	What do the supply chain need to respond to this challenge?
Future Homes Standard	Everyone ✓, Ensure right job roles involved, and getting the buy in from the wider company, Ground workers and Plant	Relevant people involved are in the room
Net zero carbon by 2050 <small>2030 please?</small>	Educate, Measure - School's CO2 tool ✓, Offsetting education, Hydrogen	Use the School's CO2 tool ✓, Use Plant Charter ✓, Use of data e.g. fuel data and Carbon data.
Biodiversity Net Gain <small>Environment Bill ✓</small>	Everyone, What do we need to do to comply?	Trade specific
Waste, resource efficiency, circular economy	Engage manufacturers ✓, Educate sub-contractors ✓, All personal within the Business to help reduce waste/behavioural change, Sub contractor engagement onsite	Acid test trial on site?, consequence / reward to ensure behaviours change, value rather cost ✓, Concise information, Make sure MEP organisations are not putting us at risk
Air Quality	Not top of agenda, But need to educate how to measure	
	Need Partner members interrogate the data, Trade-specific learning pathways	Set KPI's against fuel idling

3. THREATS?



What difficulties or threats do you see for the School?

What's not working well?	What may we want to do differently?	External (sustainability) threats?
<p>Suppliers feeling isolated / disconnected with virtual environment</p> <p>How we engage and sell to the supply chain</p> <p>Suppliers not always having the time to engage due to onsite programme constraints etc</p>	<p>School Risk Matrix</p> <ul style="list-style-type: none"> E-learning Fatigue is a potential risk Sector-wide approach to building consensus Transition back to F2F - how to handle this going fwds Continued work on engagement is required to ensure adoption of new resources / tools (eg Carbon Reporting) BREXIT - its labour, supply and policies Ensure people attending meetings are influencers / decision makers and leave meeting adn tak action Too many groups and message watered down - diff people from diff business attende diff meetings. Challenges quite similar. Less groups but higher attendance? How get new partners on board - strategy on this 	<p>Reduced funding</p> <p>Continued COVID</p> <ul style="list-style-type: none"> Global Political landscape BREXIT! Economic downturn / recession? Policy / Housing Standards (dilution of regulation) Training & Skills Funding squeeze Supply Chain Agility - ability to scale Increased requirement to do more in current climate - budgets are stretched Pressure on time and support that Partners can offer the School Time / resources for SCSS - Partners leaving - not repeating

4. CREATIVITY



What could the School do that is new?
What will take us to that 'perfect 10'?

Subject Matter	Target Audience	Accreditation	New knowledge
Leadership	Geographic reach	Partners	Funding
<p>Focus on diesel</p> <p>Get rid of diesel?</p> <p>Guidance on Mandating Science Based Targets for suppliers</p> <p>Product protection alternatives for bricks etc. e.g. less GWP</p> <p>Biodiversity Net Gain</p> <p>raise awareness of ESGs - growing importance to investors</p> <p>Environment Bill - the wider piece on the new legislation adn how affects supply chain as well as partners</p>	<p>Supply Chain engagement</p> <p>Focus on what we have, how do we get the message out?</p> <p>Delivering better</p> <p>Signposting for Trades - specific resources and training</p> <p>Less is more</p>	<p>Share knowledge between Partners</p> <p>Innovation special interest group</p> <p>Exploring Alternative Materials</p>	<p>Research on re-engineering of diesel powered plant.</p> <p>Upskilling supply chain on Future Homes Standard 2025</p>

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The full Mural has been circulated with these notes.

Following feedback from the group, the actions below were agreed as priorities to take forward in the business planning process. They are listed in priority order.

Each Partner voted on their top 10 priorities from the emerging actions - total votes are in the total Partner vote column:

	Action	Total Partner votes
1	Pathways for trade specific learning.	11
2	Ensure relevant people within Partner and member organisations are engaged (including commercial and procurement), and with relevant content.	10
3	Portal for partners to share case studies, and look into linking to CCS case studies. Use LG meetings as a platform to share case studies.	10
4	Keep material updated and concise, and market better. Ensure resources are updated with changes in legislation, and respond to hot topics. With budget restrictions focus on what we have rather than creating new content.	9
5	School to facilitate a consistent approach to standards.	9
6	Continue to deliver virtual training / engagement.	9
7	Continue to drive engagement to ensure adoption of existing and new tools / resources.	7
8	Continue to attract new Partners. More £ = more impact	7
9	Develop training to help SMEs to develop sustainability strategy.	6
10	Create climate where suppliers WANT to engage rather than being told they have to. Carrot less stick.	6
11	Drive forward the work of the Plant group on air quality / carbon issues. Linking to fuel.	5
12	Drive use of the School carbon footprinting tool.	4
13	Acid tests trials on site to look at reducing waste and air quality.	3
14	All partners to review and comment on risk matrix.	1

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Next steps and actions:

- **School** to share the key priorities with the board on 24th November
- **School** to share the board's feedback with the group in early December
- **School** to consult Partners by email/phone in Dec/Jan and develop KPIs and programme of activity for next year

Partners to:

- Provide feedback/steer to EJ/the Homes group as the business plan develops, with a view to agreeing a draft business plan at the LG meeting on 20th Jan ready to submit to the board (board meeting 29th Jan).

4. AOB & date of next meeting

The next Homes group meeting is on 20th January 2021, 10.30am – 12.30pm, as a virtual meeting on Teams or Zoom. At this meeting, the group will agree the draft business plan.