

Date: Tuesday 16th June 2021

Attendees: Chair - Sarah Pratt (*Barratt Developments*), Gavin Allan (*Roberston*), Patrick Guest (*Arnold Laver*), Gina Ciotaki (*Wates*), Karl Hetherington (*McCarthy & Stone*), Lorraine Richardson (*CITB*), Stephen Horridge and Olivia Ward (*Redrow*), Andrew Saxby (*Bellway*), Jamie Roberts (*Reconomy*), Rob Worboys and Gemma Tovey (*Lovell*), Ian Johnson and Tobias Jones (*Crest Nicholson*), Alan Douglas (*Ardent Hire*), Sarah Le Gresley (*Michelmersh*), Ian Heasman (*Taylor Wimpey*), Jenny Herdman (*HBF*), Amy Twist and David Stevens (*Countryside*), John Dwyer (*Telford Homes*), Mandy Messenger (*Advante*), Gareth Rondel (*CHAS*), Caroline Johnstone and Justin Bazalgette (*Barratt Developments*), Scott Moore (*Coreus Group*), Edward Lockhart (*Future Homes Task Force*), Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Adrian Hill (*Bellway*), Brian Holcroft (*McCarthy & Stone*), Graeme Hannah (*Robertson*), Emma-Jane Allen (*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

Ian Johnson and Tobias Jones were welcomed to the group as representatives of new School Partners, Crest Nicholson.

2. Engaging internal stakeholders and the supply chain in the School

The group took part in a workshop, asked to consider challenges and successes from their organisation’s perspective on engaging internal colleagues and the supply chain in the School.

Challenges	What’s worked? Successes?	Opportunities	What can the School do to help?
<p>They see this is a lower priority compared to other items on their agenda</p> <p>difficult to monitor engagement for external</p> <p>Accessibility</p> <p>Workload</p> <p>Explaining the benefits / Value?</p>	<p>Supplier seminars.</p> <p>meet the buyer events</p> <p>requirements included in contracts</p> <p>workshops - collaboration</p> <p>Create a supplier development strategy, set gateways and targets to drive focus. Align to wider internal initiatives. I.e. waste reduction etc.</p>	<p>Create award scheme around supply chain school engagement.</p>	<p>Attend Seminars / supplier conference and provide case studies and benefits.</p>

Engaging internal stakeholders in the School

GROUP 1

Who are your internal stakeholders	Challenges	What's worked? Successes?	Opportunities	What can the School do to help?
<p>Employees (Procurement & Commercial)</p> <p>Internal working groups eg. carbon, waste, nature, procurement etc</p> <p>senior directors</p> <p>HR - L&D teams</p>	<p>A lot of communication and emails regarding training.</p> <p>Priorities are around securing material and not necessarily training.</p> <p>Staff have their day jobs</p> <p>struggling to get people to sign up to the bespoke learning plans, they love the idea but won't commit unless its part of their personal development plan</p> <p>Covid - extra pressures due to lack of resource</p> <p>Engaging external</p>	<p>Linking personal development plans with learning pathways</p> <p>Partner Pack has been extremely useful in helping me to further engage colleagues</p> <p>Internal working groups present a good opportunity to share info from SCSS and also identifying representatives to sit on SCSS leadership groups</p> <p>Workshops - Especially the bespoke ones that Partners are entitled to</p> <p>workshops and online training has been a very positive and engaging opportunity, allowing us to collaborate with our s/c</p>	<p>Try to link school training to internal training matrix.</p> <p>Role focused training</p> <p>tenders / bids - love SCSS engagement statements</p> <p>Newsletter/bulletin type document that can be shared to easily explain the benefits of the school?</p> <p>collaboration with s/c in a positive forum</p>	<p>Work with organisation L&D / training teams</p> <p>Could SCSS develop a standard response statement for Partners to use in their tender / bid responses</p>

Engaging the supply chain in the School

GROUP 3

Challenges	What's worked? Successes?	Opportunities	What can the School do to help?
<p>Making time to engage the supply chain. Can the school support us with a template email to send out to suppliers/subcontractors and internally too</p> <p>Not a huge amount of materials for Manufacturing sites.</p> <p>Log in is sometimes tricky, could be easier to log in, including on mobile devices</p>	<p>Different companies have different levels which they want their suppliers to achieve (eg some are just encourage, some are targeting bronze)</p> <p>Companies could highlight the key materials/resources/training which they want their supply chain to complete because sometimes the amount of content on the school could be overwhelming</p> <p>Very good support from the School to pull together pathways. And check/monitor these.</p> <p>Training workshops</p>	<p>Custom pathways</p> <p>Prioritisation of suppliers</p> <p>How does the school ensure that learning material and content is up to date with current legislation/regs? More formal process could be considered</p>	<p>Engagement Pack to email out to stakeholders</p> <p>Manufacturing specific content</p> <p>Notification for any new resources which are uploaded or updated eg every week or month (process for flagging)</p>

Key points:

- Learning pathways are a great addition to the School, but it's a challenge to get take up unless they are linked with personal development plans. Another challenge is duplication with internal L&D resources, as individual organisations have different processes on sustainability topics that are not reflected in the School's resources, so this is a barrier to internal use.
- A benefit to have L&D and HR teams from Partner organisations more engaged. Critical to identify who are the key stakeholders internally, and prioritise engaging these individuals.

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- COVID has been a challenge to engage colleagues due to furlough and increased workloads.
- Current material issues in the industry are taking away the focus of sustainability and the School.
- Partner Pack is a great benefit for Partner engagement (view this [here](#), password: SCSS_Partner). It would be useful to add a standard tender/bid response for Partners.
- Partner workshops and training can lead to more engagement internally.
- Internal working groups within an organisation on sustainability issues are a good opportunity to introduce the School, drive internal engagement and find representatives for School groups.
- Bringing the supply chain together through face to face/virtual training opens communication and increases supplier engagement.
- Sustainability requires a joined up, strategic approach across the sector and the School can facilitate this.
- There is not much content suitable for manufacturers in the resource library and it was requested if more can be developed.
- A huge challenge for the School is keeping the resources up to date with changing legislation and innovations. If they do not reflect current policy etc, it will be hard to engage individuals.
- The current process is that 25% of e-learning modules are updated each financial year and peer reviewed by Partners. Due to the speed of things changing, this is a risk for the School and process should be looked into.
- Partners and the Homes group should also have opportunity to feed into the process of updating resources and this should be flagged at leadership group meetings.

ACTIONS:

- **School to:**
 - Develop a standard tender/bid response template to help Partners (*September*)
 - Share the current process for keeping the School's e-modules up to date and feedback to Partner led Operations group the comments on updates on 5 modules not being sufficient. Consider proposing more budget in next year's business plan to address this (*September*)
 - Include an update in the ops report about e-learning modules being updated (*September*)
 - Ensure that when new modules are being updated, the partners are consulted and opportunities to peer review modules are communicated (*Ongoing*)
 - Include suggested agenda item at next meeting: How can Partners offer a joined up approach to the School to the supply chain? (*September*)
 - Feedback to Operations group on the need for manufacturing specific resources (*Ongoing*)

3. Future Homes Task Force Report

Ed Lockhart, Chair, Future Homes Task Force provided an overview of the Future Homes Task Force and update on the report. Key points:

- Future Homes Task Force are developing a sector wide industry led delivery framework, commitments and roadmap for the Homes sector for meeting net zero and sustainability goals, including but going beyond the Future Homes Standard, Environment Bill, Climate Change Act and other upcoming legislation.
- Plan is structured into four areas, with a huge focus on customers. The sector needs to make sure it is meeting sustainability goals that are good for the customer. The four areas are: homes, places and developments, production and construction methods and business

operations, each with different commitments. The group are establishing the quickest deliverable safe route to deal with these challenges for across the sector.

- Next step is to set up a delivery hub to support sector wide innovation and rollout which will go into more detail on the specific targets and oversee implementation of commitments on the roadmap.
- Key is to collaborate with the whole supply chain in addressing these challenges. Partnership is fundamental, the aim is to share best practice and bring together existing initiatives in a collaborative way.
- The draft report will be shared imminently, and the hub will follow shortly after (this summer). By early Autumn, the group will be operating.
- There will be different working groups, the Task Force will be in touch with housebuilders soon. If Partners would like to get involved contact ed@broadwayinitiative.org.uk.
- They are working with trade associations on how to engage the supply chain.

ACTIONS:

- **Partners** to contact [Ed Lockhart](#) to be involved in the delivery hub and working groups of the Future Homes Task Force (*Ongoing*)

4. Learning Pathways for Groundworkers

Following work at the previous meeting in April on developing Learning Pathways for Groundworks companies, the School has continued progress on the pathways. Sophie provided an update to the group and requested feedback.

Beginner pathway:

- 631 groundworkers are members to the School and the average score on the School's sustainability maturity assessment is around 2, suggesting that a beginner level is required.
- Partners and groundworks companies consulted to date agree that safety issues should stay out of the pathway and support the current resources in the pathways, and the target job roles suggested.
- Proposed that the first resource is a statement from School Partners introducing and endorsing the pathway and suggest including a quiz at the end to check understanding.
- Suggested that it should include resources on soil / contaminated land / materials management plans.
- Reconomy have resources on contaminated land and land remediation that could be included.
- There is no budget to develop new resources this year, so the pathways will be developed using existing resources in the School but could include other resources if they are freely available.
- As a self-enrol pathway the badge will be awarded to the individual, rather than the company.

Intermediate pathway:

- Build on the Level 1 pathway, providing a more detailed insight into the issues, drivers and practical advice.
- Partners and groundworks companies consulted to date agree that safety issues should stay out of the pathway and support the current resources in the pathways, and the target job roles suggested.
- Willmott Dixon have done lot of work with groundworks companies to cut carbon and have endorsed the pathways/believe they are targeted at the right level.

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- Group raised there is quite a significant time increase between the level 1 to level 2 pathway.
- Important to ensure that the knowledge learnt from the pathway, if completed by individuals, is filtered throughout businesses. Need to determine how the group want to ask groundworks companies to complete these pathways and how they should be completed to drive the change required.
- Ensure that procurement and commercial directors in Partners are highlighting the need for this as part of a procurement process.
- Time commitment needs to be considered, and the timescales Partners are asking companies to achieve this in, as it is a big commitment.
- Could level 1 and level 2 names be confused with NVQ levels? Consider amending these - suggested route 1 and route 2.
- Include something on lower embodied carbon material sourcing if this pathway is suitable for procurement professionals.

ACTIONS:

- **Reconomy** to share resources on contaminated land and land remediation to be included in the pathways (*ASAP*)
- **School** to:
 - EJ to continue to consult with groundworks companies, including on the time commitment for the Level 2 pathway (*ASAP*)
 - EJ to draft suggested wording for the Partner endorsement of the learning pathway. (*September*)
- **Partners** to:
 - Share feedback on the Learning Pathways for Groundworkers (*ASAP*)
 - Put EJ in contact with any priority supplier groundworks companies who may be keen to share feedback on the learning pathways in development (*ASAP*)
 - Consider how the group will invite and enrol groundworks companies on the learning pathway and feed back to EJ (*ASAP*)

5. Operations report

The group were asked to review the operations report and update on progress on KPI's prior to the meeting. There were no additional comments on the report and the group agreed with suggested actions.

6. Action log

Urgent actions were highlighted in the action log. Partners to refer to the action log and check for any outstanding actions.

ACTIONS:

Partners to:

- Update priority supplier lists on the School dashboards. Contact Sophie if you need support (*ASAP*)
- Share a case study with Sophie from your business or your supply chain on overcoming sustainability challenges for the resource library. The group agreed to provide 1 each this year in the business plan (*ASAP*)
- Check the Action Log for other outstanding actions (*ASAP*)

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7. AOB

- Reconomy (Diane Crowe) nominated as a speaker for a Carbon focused Homes Business Bytes.
- The next Homes group meeting is on 21 September 2021, 13.00 – 15.00pm as a virtual meeting on Teams.

ACTIONS:

- **Partners** to feedback on Homes Leadership Group meetings with Sarah Pratt (*ASAP*)
- **Sophie** to contact JR/DC (*Reconomy*) about Carbon focused Homes Business Bytes (*ASAP*)