

Homes Leadership Group Meeting
Wednesday 19th January 2022

Date: Wednesday 19th January 2022

Attendees: Chair - Sarah Pratt (*Barratt Developments*), Martin Glover (*Wates*), Adrian Hill (*Bellway*), Mark Kershaw (*Crest Nicholson*), Molly Brydon (*Countryside*), John Dwyer (*Telford Homes*), Patrick Guest (*Arnold Laver*), Mandy Messenger (*Advante*), John Bowden (*Keepmoat*), Gemma Tovey and Rob Worboys (*Lovell*), Gary Beck (*Speedy Services*), Sirio D’aleo (*Berkeley Group*), Alex Roberts (*Vistry Group*), Jenny Herdman (*HBF*), Lara daRocha-Faria (*Redrow*), Sarah Le Gresley (*Michelmersh*), Ed Lockhart (*Future Homes Hub*), Lucky Hawkins (*London Square*), Ross Munro (*Marshalls*), Sabrina Passley (*Saint Gobain*), Fran Leedham (*Persimmon*), Peter Shepard (*Reconomy*), Alan Douglas (*Ardent Hire*), Lorraine Richardson (*CITB*), Emma-Jane Allen and Sophie Coyle (*Supply Chain Sustainability School*)

Apologies: Olivia Ward and Stephen Horridge (*Redrow*), Ben Stone (*Keepmoat*)

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. Agree Homes Priorities for 1st April 2022 – 31st March 2023

Sarah Pratt and EJ Allen outlined the outputs from the November business planning workshop and the group were asked to prioritise and refine what the focus should be for next financial year (1st April 2022-31st March 2023).

The group prioritised the key needs for the supply chain identified at the meeting in November, results below:

Rank in priority order, focusing on the needs of the supply chain:



Based on these results, the group discussed each of the themes, including potential deliverables, considering the needs of the supply chain, and the role of the [Future Homes Hub](#):

a) Embodied carbon

- Embodied carbon is becoming a priority, but the focus is with designers and architects rather than the supply chain. Agreed this is a medium-term issue and a focus of the Future Homes Hub rather than the School.

- Future Homes Standard is the immediate priority.
- Should be a developer and industry led approach to how to tackle embodied carbon, which the Future Homes Hub are currently consulting on. The results of this will set the framework, and the role of the School is to communicate key points for the suppliers and what they need to tackle this.
- School to run a Lunch n Learn or Business Bytes on the outcomes of the consultation and develop a subsequent plan of learning resources required based on the results.
- A key challenge is EPD's – what are they and how to get one. Potential to develop a training session on this.
- Agreed that a key priority for 2022/23 will be to collaborate with the Future Homes Hub and support them in development of resources required by the supply chain to address challenges such as embodied carbon.

b) Approach to data collection and reporting on climate change and carbon

- Future Homes Hub have an open consultation on consistent metrics across the sector, including the finance sector. Opportunity for the School to present these standards to the supply chain once agreed.
- Consistency in the data and standards to align with metrics is more important, rather than a consistent reporting tool.
- EJ presented a piece of work completed by the School's infrastructure group that collates and provides an overview of Partner clients carbon targets. Potential to develop something similar based on Homebuilder's targets.
- Group agreed that a summary matrix of Homebuilder carbon reduction targets would be beneficial for the supply chain to give overview of the direction of the sector. Agreed that it should focus on carbon this year, with potential to add in wider sustainability metrics next year. Need to consider how this is resourced and kept updated as targets change.

c) Develop guidance and case studies on how to incentivise good behaviours onsite to reduce waste

- School [Waste and Resource Efficiency Group](#) have prioritised reducing construction lifecycle waste for 2022 that will include guidance on this.
- Agreed that the Waste group should lead on this and Homes Partners to feed in through representatives on that group.

d) Common tools for the supply chain e.g. maturity assessments/templates

- The School has a maturity assessment on each topic and the [Carbon Calculator](#).
- SP (*Barratts*) shared Barratt Developments' approach to assessing their supply chain. They developed a maturity matrix and assessment around 5 key topic areas and asked 140 high-impact suppliers to rank current competence. Barratt category managers can use the matrix, which highlights target levels for each trade, to understand which suppliers are at the target level required. The group could consider this as a common approach.
- Common standards would be useful for SME's to avoid duplication for different customers.
- Agreed that not a huge amount of additional resource development required as already available.
- Individual Partners should take forward approaches with the School if needed and this will not be a Homes group priority for 2022/23.

e) Build on packaging waste pilot from 2019/20

- Develop more case studies on what the supply chain are doing to reduce their plastic packaging in different formats e.g. written or video
 - Budget should be assigned to develop short video case studies. These could be on waste, carbon or other topics.
 - The packaging waste pilot continuation from 2019/20 would require additional budget for Partners. If Partners are interested in exploring this further, contact EJ to set up an initial call. Agreed this would not be included as a priority in the business plan.
- f) Onsite toolbox talks for carbon intensive trades**
- E-learning module is being developed by the School's [Plant Group](#) on "A Roadmap to a Low Carbon Site".
 - The impact that Site Managers can have is important but limited, and most key areas are already covered in existing Toolbox Talks and Sustainability Shorts. EJ to share the list of what is available and Partners to confirm if there is a gap.
- g) Create resource around climate related risks and opportunities / climate adaptation**
- There is a gap in the resource library.
 - Should focus on more than just climate risks e.g. labour issues, human rights and biodiversity.
 - Potential to develop learning on materiality reviews or TCFD. There is currently a [webinar recording](#) in the resource library on TCFD. Potential to run another session on this in 2022/23 or develop a written resource.
 - Need to make sure suppliers are aware of the big risk/opportunities e.g. potential labour squeeze of retrofitting, meeting Future Homes Standard and encouraging them to think about these risks. This could crossover with the matrix of Partner targets (point a).
 - Develop resource on the initial disclosures put together by Partners, developers and larger suppliers to help capture what the identified risks are and help the supply chain understand how they can support to mitigate these challenges.
 - Opportunity to reach out to the supply chain/ask School membership what they're doing and how they're adapting to risks, combined with climate adaptation. Potential to do this as a survey, or as workshops. Aim would be to share knowledge between supply chain.
- h) Create resource on carbon offsetting**
- The School already has resources and training on this.
 - Important to include carbon removal and net zero strategies in these. Need to be careful on offsetting as claims to be net zero are currently not clear. Offsetting is last resort but also needs to be a credible scheme.
 - Important to make sure existing content is up to date and aligned with Partner thinking, as it evolves.
 - Ensure there is budget to update existing resources and keep content up to date.
 - Agreed not a priority area for development of new resources on this
- i) Pilot project to understand how standard work practice contribute to waste generation**
- Fits in with construction lifecycle approach being taken in the Waste & Resource Efficiency Group. Agreed that this should be led by the Waste and Resource Efficiency group.

Next steps in business planning:

- EJ to share high-level priorities with the Board in January, and Board to feed back with any comments in early February.

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- A smaller group of Homes Partners to meet in early February to agree KPI's and deliverables so this can be presented to the Board. Sarah Pratt, Adrian Hill, Rob Worboys, Mark Kershaw and Alex Roberts to join this group.
- EJ to draft final business plan based on this, share with all Home Partners for review and Board to agree Business Plan at end of Feb.

Additional targets around active members:

- Need to engage with Groundworkers, as currently not many active Groundworks on the School. The Learning Pathway can help with this, and completions should be monitored next year, with a target in the business plan.
- Would be useful to benchmark Gold/Silver/Bronze members against those using the Carbon Calculator.
- The Homes supply chain is huge. Should the group be more ambitious with targets around active members? Over 2,300 Homes priority suppliers are registered on the School in total and currently just over 1,000 are active.

ACTIONS:

School to:

- Propose the development of the homebuilder matrix of carbon targets for inclusion in the business plan, and consider how this is resourced and kept updated as targets change *(March)*
- Share list of toolbox talks and sustainability short resources already available *(Complete)*
- Confirm with James Cadman (Carbon lead in the School) what the content around carbon offsetting includes *(March)*
- Feedback to the Waste & Resource Efficiency Group directly on suggestions around waste pilot projects *(Complete)*
- Arrange meeting with Sarah Pratt, Adrian Hill, Rob Worboys, Mark Kershaw and Alex Roberts in February *(Complete)*
- Benchmark existing Gold/Silver/Bronze members against those using the Carbon Calculator *(March)*

Partners to:

- Check they have a representative on the School's Waste and Resource Efficiency Group as this group will lead the School's work around waste and resource efficiency. Contact naomi@supplychainschool.co.uk if you would like to join this group or check current representation. Notes from all School meetings can be found in the [Partner pack](#) *(Ongoing)*
- Contact EJ to explore common assessment approaches if of interest *(Ongoing)*
- Contact EJ to explore waste packaging pilot continuation project *(Ongoing)*
- Review list of circulated resources and confirm with EJ if there are any gaps *(February)*
- Feed in new developments on carbon offsetting with the School to add to resources *(Ongoing)*

2. AOB

Partners to refer to the action log and check for any outstanding actions.

The Group set a KPI for 2021/22 to share 18 case studies for the School library. Currently 6 have been provided.

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ACTIONS:

Partners to:

- Share case studies from your organisations or supply chain with Sophie – these are looking at how specific sustainability challenges have been tackled, lessons learned, resulting benefits. These could be a volunteer to share the case study via a lunch n learn, or simply by sharing an existing pdf or video for inclusion in the resource library (*March*)

3. AOB

- Aiming to launch the Learning Pathway for Groundworks at end of March. Currently only have 2 Partner endorsements so confirm with Sophie if you want your logo to be included.
- The next Homes Group meeting is on 27th April, 10-12 on Teams.

ACTIONS:

School to:

- Launch Learning Pathway for Groundworks and share suggested comms with Homes Partners (*end Feb*)

Partners to:

- Confirm with Sophie/EJ if you agree the use of your logo to endorse the Learning Pathway for Groundworks (*11 Feb*)