

Homes Leadership Group Meeting

Tuesday 28th February 2023

Date: Tuesday 28th February 2023

Attendees: Rob Worboys (Lovell), John Bowden (Keepmoat), Lindsay Roberts (McCarthy Stone), Stephen Horridge (Redrow), Sophie Connolly (Barratt), Jenny Herdman (HBF), Mark Kershaw (Crest Nicholson), Anna Norbury (Greater Manchester Housing Providers), Adrian Hill (Bellway), Gemma Tovey (Lovell), Patrick Guest (National Timber), Peter Shepard (Reconomy), Emily Landsborough (Ibstock), Amy Twist (Vistry Group), Lucy Hawkins (London Square), Jon Walker (MJ Gleeson), John Tucker (Telford Homes), Lizzie Eyre (Taylor Wimpey), Richard Lankshear (Future Homes Hub)

[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 and introductions

- Rob Worboys was introduced as the new chair of the Homes Leadership Group.
- Catheryn Greville introduces herself as the new Head of Fairness Inclusion and Respect in the School. If interested in getting involved contact cathryn@supplychainschool.co.uk

2. Homes Business Plan 23-24

The School is currently on 17,512 active individuals, 2022/23 target is 25,000. The goal is 50,000 active users by 2025. To achieve this goal, we need to (Partners to impact the bold priorities):

- Increase Partners
- **Train more Partners suppliers**
- Build relationships with multipliers
- **Train Partners internal workforces**
- Improve web development
- Implement marketing automation
- Gain recommendations

Sophie outlined the suggested 2023/24 business plan for the Homes group, based on discussions at the November 2022 meeting and feedback from the Board. The overarching priorities are below. Refer to the slides for the full business plan and KPI's.

1. **Drive engagement and impact in the Homes sector**
2. **Collaborate to reduce carbon**
3. **Collaborate on waste reduction and resource efficiency**
4. **Industry engagement**

- Jenny (HBF) works with lots of trade associations who they can engage the School with. Both Future Homes Hub and HBF have close links with NHBC and can introduce Sophie.
- Patrick Guest knows TDUK and PEFC UK would very keen to engage with the School on joint learning opportunities.
- Active companies in the Homes sector to increase by 50% YoY
- Aim to engage 8000 individuals in the Homes sector in 2023/24
- Targets for Partners to keep their priority supplier lists up to date, set targets for their supply chains to engage in the School and set learning for their internal workforces using the School

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- Another target is to drive use of the Groundworks Learning Pathways. John (Keepmoat) raised the point about understanding the impact these are having. The School Impact Survey investigates impact more widely, there is scope to have feedback forms/ data reviews specific to this.

ACTIONS:

School to:

- Speak to Jenny (HBF) and Richard (FHH) re engaging with NHBC and other trade bodies
- Speak to Patrick Guest re engaging with TDUK and PEFC
- Work with Partners to update priority supplier lists and set targets for internal / supply chain use. Sophie to set individual meetings to agree actions
- Explore setting up feedback process for Groundworks Learning Pathway
- Look at a re-engagement plan for the Groundworks Learning Pathway

Partners to:

- Invite supply chain and colleagues to training activities and learning resources, utilise their workshops, and embed the use of the School across their business through targets
- Ensure their priority supplier lists are up to date
- Share groundworker lists with Toby to drive pathway completions

3. Breakout discussion

Sophie outlined the scope of reach with Partners to engage more suppliers and colleagues in the School. Key takeaways:

- Updated priority supplier lists enable us to have better data on who is registered and engaged in the supply chain
- Many supplier companies are not registered with the School
- Need to increase active companies and bronze, silver and gold engagement – many are “inactive”
- Some Partners have not allowed the School to contact their priority suppliers not yet members of the School

The group went into [breakout rooms](#) to discuss how the Homes group can achieve the targets set in the Business Plan and to share learnings on engaging supply chain and colleagues:

Group 1

- Frequency of emails is overwhelming. Need to focus on how best to communicate.
- School platform quite difficult to navigate – should be able to get to what you need within 3 clicks.
- F2F training would drive engagement and is worth tackling a supply chain on a regional basis.
 - o There is scope to host f2f sessions but due to budget this it would only be possible regionally if several Homes Partners hosted together / provide a venue.

How can we achieve the targets set in the business plan? *E.g. Develop relationship with HBF to share School's training*

- London Square - I think the school could send a few less emails. The campaigns are a little too frequent for me and I think when this happens the email has less impact
- Engagement with targeted topic issues to engage with supply chain and HBF
- regional supply chain presentations with all housebuilders present
- understanding the why! to get supply chain operatives to change behaviours

How can you help the group to achieve the business plan? *E.g. Connect the School team with a contact at HBF*

- HBF will introduce to other relevant trade associations
- HBF promote SCSs training etc in our weekly newsletters etc
- HBF and SCSs consider joint events? working projects etc
- ask TRADA and the Trussed Rafter Association to join - Lovell
- Offer wider consultancy bodies to engage
- EPD awareness sessions
- London Square - Investment in a face to face supply chain day. I think we have lost some of the benefits of 'in person' events
- tackle supply chain at a regional basis - all HBFs together on same message

Can you provide examples of how you have engaged your supply chain / internal colleagues? What worked well, what didn't? *E.g. Set Learning Pathway for all 100 top-spend suppliers to complete*

- Used the resources in engagement campaigns e.g. net zero week
- Set targets for no. of suppliers signed up to SCSs
- how to get the message to the individuals on site doing the work
- Crest Nicholson - set targets for Group suppliers to actively engage with the school. Communicated requirements to all Group suppliers.
- Crest Nicholson - Developing specific learning pathway for suppliers
- Redrow mandate member status and usage report
- London Square - Used the Telford model to set learning pathways for all employees with a 6 month timeline for completion
- Lovell include SCSs membership in all PQQ documents for new supply chain
- London Square - the free member workshops are great for gaining engagement

Group 2

- Coordinate homebuilder messaging for the supply chain so suppliers get one coordinated message. School can help do this so that all top homebuilders are demanding the same things.
- School company assessments - Do we have/ need expectations of where the knowledge should be?
 - o Company assessments are being developed to consider action rather than knowledge.
- Regional breakfast briefings organised by regional business units can engage regional suppliers better.

How can we achieve the targets set in the business plan? *E.g. Develop relationship with HBF to share School's training*

- Partners should update their lists
- Clarity over supply chain tiers we should be adding e.g. tier 2/3
- Webinar or something to convince suppliers of benefits of joining/learning
- Make direct relationship to homebuilder/partner more apparent to suppliers when they join

How can you help the group to achieve the business plan? *E.g. Connect the School team with a contact at HBF*

- Setting engagement targets for the supply chain
- Coordinating our (homebuilder) messaging so supply chain get one message
- Ensure partners are coordinating supply chain sustainability roadmaps as they develop
- Be clear about minimum expectation on certain topics
- How far should the school go in coordinating the industry on specific and aligned messaging to supply chain?

Can you provide examples of how you have engaged your supply chain / internal colleagues? What worked well, what didn't? *E.g. Set Learning Pathway for all 100 top-spend suppliers to complete*

- Mix of in-person 'breakfast briefings' is a better way of engaging some supplier on a regional basis
- We (Gleeson) have set up learning pathways for all colleagues
- Sustainability champions in all business units (Taylor Wimpey)
- Carbon pledge for all colleagues (Lovell)
- Could sustainability champions in all business units help to connect people to the school?

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Group 3

- Lots of opportunity for greater collaboration with industry bodies. This will help Partners achieve priorities quicker and cheaper. It isn't about the School only being responsible for this, Homes group members need to participate.
- Need to avoid duplication. Supply chains cross over so need to make sure Partners aren't doing the same things with the same suppliers.
- School can run more Partner sessions to show best practice for engaging the supply chain.

How can we achieve the targets set in the business plan? *E.g. Develop relationship with HBF to share School's training*

Connecting all the Supply Chain Partners / Influencers to drive real change at pace - for less money. National Timber Group (NTG)

Look at variable membership targets for small, medium and Large companies. Potentially normalising against number of direct employees.

Look at including common PQQ items within the SCSS assessment. Look at linking with systems such as builders profile

FHH: Develop network of communications between supply chain groups & industry bodies to coordinate/cross fertilise activity. E.g. IEMA,

Engage with other working groups in other organisations to ensure there is no duplication in efforts and provide a joint approach

How can you help the group to achieve the business plan? *E.g. Connect the School team with a contact at HBF*

Support a collaborative Trade Association / Certification meeting with SCSS. NTG

How do we avoid duplication? .. NTG

Consistent Approach to sub-contractor/supplier requirements for SCSS engagement for PC's/clients

FHH: We are working with NHBC to ensure consistency on guidance - we can bring in the SCSS to explore how impact could be measured.

Can you provide examples of how you have engaged your supply chain / internal colleagues? What worked well, what didn't? *E.g. Set Learning Pathway for all 100 top-spend suppliers to complete*

Crest Nicholson - set targets for Group suppliers to actively engage with the school. Communicated requirements to all Group suppliers.

Crest Nicholson - Developing specific learning pathway for suppliers

Focus on a specific project with shared goals. NTG

Telford Homes - Engagement workshops with larger suppliers on specific issues such as carbon reduction (embodied and operational)

Group 4

- Mandating Gold membership in the School has helped drive Bellway's supply chain engagement. If all homebuilders asked for this, there would be much more success in getting people to join the School.
- Haven't engaged subcontractors to be part of the School which is a missed opportunity
 - o Been difficult getting data off subcontractors which highlights how they need to be better engaged.
- Push notifications for basic subjects and learning could help us drive engagement.
 - o This is happening through the marketing automation from the School. Partners setting learning directly would also drive this.

How can we achieve the targets set in the business plan? *E.g. Develop relationship with HBF to share School's training*

Understanding any blockers for businesses not active/engaging	Conversations with companies will provide intel into impact of engagement with School - examples are helpful	Procurement team raise engagement as an agenda item when meeting with supply chain (Irwell Valley Homes)	Targeted email correspondence with businesses not yet engaged to advertise (Vistry Group)	Have mandated engagement with School - were encouraged to tell them to do it! Ultimately want everyone to become involved (Bellway)	After mandating - Once people are involved with the School, they quickly make use of resources and go through learning pathways (Bronze, silver, gold) (Bellway)	Collate examples of positive experiences from various businesses to encourage others (Irwell Valley Homes)	EG Regular requirement to watch video/do short training - also guided approach "This is something you will find useful" Try different approaches
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How can you help the group to achieve the business plan? *E.g. Connect the School team with a contact at HBF*

Talk upward with supply chain about joining the School - promote School from different angles (Reconomy)	Trade body contacts - scaffolding, plumbers, electrical, roof filling, plastering.	Could do more with sub-contractors - current focus on suppliers (Bellway)	Include requirement to be involved with school in tender docs	Look at permissions - consider giving authorisation for School to contact supply chain to help drive it through supply chain.	Use School resources if corresponding with supply chain directly	Take opportunity to introduce School to supply chain through supplier forums (School staff member to speak, after context and importance of involvement discussed)	Set up learning pathways for your supply chain (School staff can assist with how to do this)
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Can you provide examples of how you have engaged your supply chain / internal colleagues? What worked well, what didn't? *E.g. Set Learning Pathway for all 100 top-spend suppliers to complete*

Bellway Engaged on Teams with our Divisions - poor response to be fair - Consider 'push' notification for training	Bellway - set learning Pathways to get staff going with their learning - limited success	Tender Docs - expect suppliers to be part of School (Barratt Developments)	Annual Supplier Conference - Sustainability section including the SCSS - Barratt Developments
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ACTIONS:

School to:

- Consider hosting a webinar which explores how Partners can better engage their supply chains in the School

Partners to:

- Share if they have a venue available to host f2f sessions regionally
- Confirm whether the School can contact their suppliers who are not School members
- Contact Sophie to be involved in School Sustainability Maturity Assessment update process

4. Ops update and 2022/23 progress

- Could be worth piloting a regional f2f workshop around the Groundworks Learning Pathway to see if that drives engagement

5. AOB & date of next meeting

- The School's Partner AGM is on 10 May, 10.00-12.00 on Zoom. This is your chance to hear the whole School Business Plan for 2023/24. [Register here](#)
- Cathryn encouraged Partners to share and complete the FIR culture impact survey to shape what the FIR programme will look like moving forward:
<https://www.surveymonkey.co.uk/r/FIR-Culture-Survey-2023>
- Date of next meeting: **03/05/23, 10:00 – 12:00**

ACTIONS:

School to:

- Share final Homes Business Plan to the Board
- Inquire about funding for breakfast briefings and other in person sessions