

Homes Leadership Group Meeting
 Wednesday 29th May 2024

Date: Wednesday 29th May 2024

Attendees: Rob Worboys (Lovell), Andrew Read (AJR Management), Juliet Mathers (CITB), John Bowden (Keepmoat), Karen Markey (Reconomy), Lindsay Roberts (McCarthy & Stone), Lucy Hawkins (London Square), Maisie Collins (Hill), Mandy Messenger (Advante), Olivia Parry (Redrow), Rebecca Abbott (Keepmoat), Stephen Horridge (Redrow), Richard Lankshear (Future Homes), Steve Attfield (Marshalls).

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 – Rob Worboys, Head of Procurement and Sustainability, Lovell

Rob Worboys set the agenda for the meeting and welcomed new attendees to the group.

Rob addressed the news of the upcoming election on the 4th July and the launch of the Future Homes Hub’s (FHH) new carbon assessment tool which you can find [here](#).

ACTIONS:

School to:

- Reach out to Richard at FHH about linking the tool up with the School and speaking on this at a future Homes meeting / event (ASAP).

2. Diversity Benchmarking Data – Liv Banfield, Analysis and Impact Manager, Action Sustainability

Liv Banfield gave background on the Sustainability Tool and presented some of the key findings of the 2023 Diversity Survey.

The Diversity Survey is platform on which organisations can report their employee’s diversity data. This data is aggregated anonymously to form industry benchmarks which allow organisations to see how they compare so they can identify areas they may need to work on or improve data collection.

The ONS data point is from the UK general census data.

Please see below for a snapshot summary of this data:

Our industry in 2023: Full data set

Sample size:



526,415 employees
 versus 339,912 in 2022

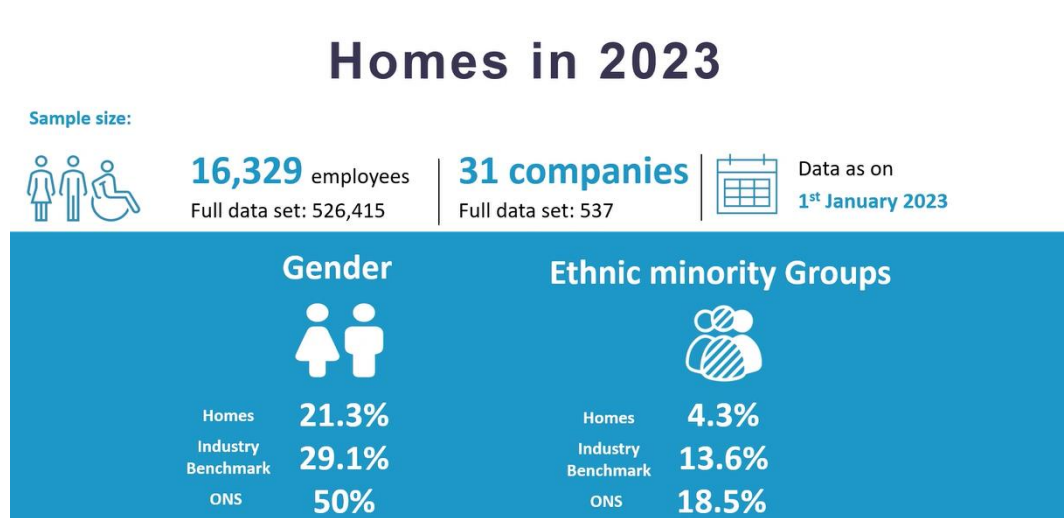
537 companies
 versus 270 in 2022



Data as on
1st January 2023

2023	29.1%	13.6%	2.8%	2.04%	26.5%	7.7%	31.0%
Women	Ethnic Minority Groups	Disability	LGBTQIA+	All Religions & Beliefs	Age 18 to 25	Age 50+	
2022	23%	13.7%	2.4%	1.7%	25.4%	7.3%	31.3%
ONS (2021 census data)	50%	18.5%	17.8%	3.1%	56.9%	12.8%	29.9%

Over the last year, there have been significant improvements in the number of women entering the industry, particularly amongst tier 1 contractors. However, there is still a long way to go. The number of people from ethnic minorities and with disabilities has stayed much the same.



Taking a closer look at the Homes sector in 2023, two protected characteristics of interest are gender and ethnic minority groups. The percentage of women and ethnic minority groups in the Homes sector are much lower than the industry average. These are two areas that the Homes sector could work to improve, by collecting more data and tracking progress.

In 2023, 31 companies inputted their data from the Homes sector. The aim for this year is to increase the number of organisations inputting their data into the survey which is live until September 2024.

Please see slides 11 – 12 for more information regarding the attraction, recruitment and retention of talent within the sector.

ACTIONS:

Partners to:

- If you would like to find out more about the Diversity Tool, please contact [Liv](#) (*Ongoing*).
- Share and complete the Diversity Survey for FREE [here](#) by September 4th 2024.
- For further information regarding how to report your data, please click [here](#).
- If you would like us to have a further call about how you can get involved in this, with your HR colleagues etc, let Sophie know.

School to:

- Sophie to contact Liv to find out who the 31 Homes companies that reported their data were (*ASAP*).

3. Waste & Resource Efficiency Case Study – Olivia Parry, Sustainability Manager, Redrow

Olivia Parry gave an overview of Redrow’s Reduce the Rubble research project and the waste reduction initiatives they have implemented since then.

Reduce the Rubble project

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The project's aim was to track waste produced during construction of a 4-bed home. They did this on three different sites, with site managers keeping a daily log of all waste and its root cause.

The waste was segregated and kept on plots until the plot was finished and then weighed. Redrow could then see how waste could be reduced during procurement, design and construction.

The top three waste streams were found to be:

- Plasterboard
- Timber
- Inert

This was due to supply chain errors including incorrect deliveries, inefficient use of materials and long lead times (no return of damaged products). Redrow identified numerous means to design out waste as well.

The full project report can be found [here](#).

As a result of the study, an internal working group was set up to help identify ways to build more efficiently and reduce waste. They have since:

- Produced a [Waste and Resource Efficiency](#) policy which is now available on-site environmental notice boards
- Produced a "Resource Efficiency and Waste" strategy which focuses on designing out waste, supply chain collaboration and operating responsibly. Please see slides 25 - 34 for further information.

As a result, Redrow have exceeded their initial waste reduction targets.

- Richard Lankshear (Future Homes Hub) asked if the strategies Redrow produced could be delivered sector wide. Olivia said that collaboration could take place to identify common issues in the supply chain and to produce sector-wide packaging schemes. The Waste & Resource Efficiency group at the School has been a useful forum for these discussions in the past.
- John Bowden (Keepmoat) questioned what metrics are useful at the corporate level for overall waste management other than waste intensity and diversion from landfill. Olivia added that material replacement reports have been useful (identifying lost, damaged and stolen materials). Redrow have also asked some waste brokers to do random "tipping of skips", so they can follow up with sites if they find things like pallets and remind them of their expense to dispose of.
- Zero Waste Scotland have produced a resource that identifies the true cost and waste exercise of using a skip which you can find [here](#).

The group then moved on to breakout rooms to discuss future waste reduction ideas. Please see below for key outputs or [view the Mural here](#).

Group 1 – Material Protection and Storage:

- The use of brick and plasterboard jackets as many suppliers are moving away from providing packaging.
- The importance of incentivising the right behaviours amongst those on site, and making sure that people are aware of expectations on how to treat and store materials.

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Group 2 – Contra-charging:

- Looking into the possibility of prescribing skip allowances to subcontractors with excessive waste. Lindsay Roberts at McCarthy & Stone has done some work on how many plasterboard skips a site should be using, so if sites go above the limit set out in their contract, they will have to pay for that themselves.

Group 3 – Delivery Accuracy:

- Focused on the quality of data to baseline where organisations are at.
- Research needs to be done on what trades need to be educated and to target repeat offenders so there's more impact.
- There has also been some work on integrating waste reduction into performance reviews and bonuses. This seems to have had quite positive results from an economic perspective.

ACTIONS:

Partners to:

- If you would like to find out more about the Waste and Resource Efficiency group on the School, please contact [Mark](#) (*Ongoing*).
- Contact [Olivia](#) if you would like to find out more about Redrow's work on waste reduction (*Ongoing*).
- Share any initiatives you are working on with regards to waste reduction with the School (*Ongoing*).

4. REGO/Unmetered Supplies: A Case Study Solution – Andrew Read, Managing Director, AJR Management

Andrew Read from AJR Management spoke through their solution on REGO and unmetered supplies.

AJR Management is a utility management company whose client base is mainly housebuilders, housing associations, landlords and local councils. Their solution is exclusively available to them through one of their suppliers who offer a 100% REGO backed contract for unmetered supplies. This is offered at broadly an 18% reduction to AJR's client base. Please refer to slide 42 for more information on the solution.

ACTIONS:

Partners to:

- Get in contact with [Andrew Read](#) if you are interested in hearing more about AJR's offering (*Ongoing*).

5. Operations Update & AOB – Sophie Coyle, Sector Lead, Supply Chain Sustainability School

Sophie gave an update on this year's business plan and highlighted a few key points we are currently working on:

- Continuing to drive the use of groundworks Learning Pathway
- In-person conference for supply chain
- Improving navigation of School platform to signpost resources relevant to different trades
- Deliver a series of training and best practice guides on sustainability strategies aimed at different trades.

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In person conference is confirmed for the 7th November at Daikin's showroom in Birmingham for 75 attendees. Initial ideas for the conference would be to focus on carbon, waste and water. Keepmoat have also shared some ideas linked more into the materiality/ sustainability strategy piece.

Going forward, the School will be setting up a sub-group to discuss the conference in more detail.

In other news, the following resources have been updated on the School:

- [Refreshed Module: Overheating in Homes](#)
- [Refreshed Module: Life Cycle Assessment & EPDs](#)
- [NEW: Sustainability Strategy Module](#)

Please refer to slides 44-5 for more information on our business plan progress so far.

ACTIONS:

Partners to:

- If you would like to be part of the in-person conference sub-group, let [Sophie](#) and [Lucy](#) know (*ASAP*).
- Let us if you can attend our upcoming Homes meeting (details below) by responding to the diary invite (*ASAP*).

School to:

- Continue working on the business plan priorities as highlighted above (*Ongoing*).
- Set up a sub-group for planning the in-person Homes conference (*ASAP*).

The date of the next meeting is 10th September, 13:00 – 15:30 (meeting starts at 13:30) at Lovell Partnerships; Marston Park; Tamworth; Staffordshire; B78 3HN with an option to join virtually via Teams as well.