

Attendees: Ian Heptonstall (Action Sustainability), Shaun McCarthy (Action Sustainability), Graham Edgell (Morgan Sindall), David Picton (Carillion), Nitesh Magdani (BAM), Dale Turner (Skanska), Kathryn Gillard (Grosvenor), Martin Chown (Balfour Beatty), Jon May (Lendlease) *dial in*, Hilary Hurrey (Action Sustainability)

Apologies: Anna Baker (Sir Robert McAlpine)

1. Review of Notes of Last Meeting

Ian Heptonstall reported back on action points from the last meeting. Ian discussed the action log with main action points.

Andy Walder from CITB is back at work and the relationship is being picked up. CITB have rationalised their funding streams to just two: tactical and long term. CITB is keen to be involved with the School at a Board level.

Agreed points

- The CITB meeting is a relationship building meeting and attendance should be kept to a one board member and Ian.
- It was agreed that there needs to be a clear business development strategy around business development for clients, contractors and sub-contractors.
- The development of the Client dashboard is a bigger piece of work which requires careful consideration and input after the vision exercise.

Actions

- ✓ IH and Graham Edgell to meet with Andy Walder, CITB after the 2nd week of October.
- ✓ IH to let Martin Chown know the date in case he is able to attend the meeting.
- ✓ IH to meet with Alison Jackson, Group Director, Ecobuild.
- ✓ HH to send registrant details of the Offsite Construction Show, taking place at Excel on 14th & 15th October.
- ✓ IH will circulate the 'elevator pitches'; wording and slide deck to the Board. The Board to feedback any comments.
- ✓ HH to ensure that prospect lists are added to the agenda for the Construction and FM sector groups. A prospect list should be circulated and the groups to suggest which clients to focus on.
- ✓ PP - Full prospect list to be circulated to the Board to identify if and who can help with establishing contact or furthering relationships.
- ✓ Prospect list should be circulated to the Board prior to each meeting.

2. Key Performance Indicator's

Ian Heptonstall presented progress against KPI's which now highlight the changes since last Board meeting. The Offsite Management School has reached target on revenue due to the Innovate feasibility project.

Agreed points

- The Supply Chain Sustainability School is on amber for revenue.
- Paul Parkinson has a long list of warm leads however relationships can take up to two years to come to fruition.

- An option to reduce cost to align to a decrease in revenue would be to use the 11 Supplier forums which are paid for by the FIR work and offset them against the 18 supplier forums which are in the original business plan thereby closing the budget gap (£33k).
- The move from amber to red on the target revenue would only be known by the next meeting in November as it would be more clear as to whether there was any further CITB funding or new Partners at that point.

Actions

- ✓ EJ to include a monthly update regarding the progress against our 2,500 active members target for the year in her monthly School update.
- ✓ HH to advise which award was applied for which was not successful.
- ✓ There needs to be more priority on awards, in particular next year. The secretariats need to make Awards an agenda item to come up with a short list.
- ✓ IH separate session to focus on business planning with Ian Heptonstall, Kathryn Gillard and Paul Parkinson will be set up.
- ✓ Business planning will be an agenda item for the next meeting.
- ✓ IH - A separate session on costs will be set up between Ian Heptonstall and Martin Chown.

3. Election Process

The information has gone out regarding voting and a reminder is going out on Monday 21st September. There has been one completed form to date with several expressions of interest.

4. Special Interest Groups

The Horizon Group met and discussed the SIG's. An outcome of that is that University of Loughborough can tap a legal group who can help with legislative questions (in particular for Modern Slavery and Social Value).

Agreed Points:

- It was agreed that the Horizon Group is more a vehicle to provide new learning on the construction industry but this is a much longer process. The purpose for quicker outcomes comes from the SIG's.
- As part of the visioning process we should understand whether the School should be researching new knowledge and to that effect whether the Horizon Group should be allocated funding so that more PHD researchers can be acquired. A funding stream of £20K could result in another 5 researchers.
- The process behind choosing topics for the SIG's needs to be clearer and more refined. Not enough information was give to the Board to make an informed decision this time round. Next time a one page terms of reference will be circulated prior to the discussion. This will outline what the group will do and what the intended outcome is.
- It was agreed that an informal Executive Sponsor is allocated to each SIG to be a form of support and help to the Chair.

- The SIG Chairs are able to call upon external members who were not involved in the SIG's for expertise and help.

Actions

- ✓ HH to start the process for the next set of SIG's and start the consultation process with the sector groups.
- ✓ IH to revise the current Terms of Reference for the three SIG's and split out objectives and outputs.
- ✓ Each secretariat to indicate the potential time spent (hours) and input (such as research time etc and highlight a minimum expectation from members of the Group.
- ✓ Each secretariat to provide a 'case study' on hours spent on and feedback what worked well and what the challenges are - this should be added to the terms of reference.
- ✓ The groups will need to see whether they are a 'commissioning group' and send Secretariat off to do work (budget implications), or if they are a group where work given out collectively.
- ✓ IH - Build in that Chair can pull in external network to make contributions.
- ✓ IH - The following would be asked to be Executive Sponsors;

Social Value – Aaron Reid, Balfour Beatty

Performance Measurement – Peter Jolly, ISG?

Modern Slavery – leader to emerge from group.

- ✓ Jon May to send across his comments via email.

5. School Vision

Shaun McCarthy presented the proposed process behind the School Vision. In brief the process is three workshops to take place across the country which all Partners are invited to, one workshop for gold and silver members, survey to all members and one to one meetings to key Partners and the Chairs of each Sector Group. Once the feedback has been collated this will be presented to the Board and the Vision Session run for the Board for their final input.

The slide deck was discussed. It includes a section from Jim McLelland who will talk about the future of the construction industry.

Agreed points

- The Board agreed that process is not over the top and it is crucial to get right.
- A positioning statement on each question should be given prior to the questions being asked (a pre-read) which includes the current status of the School.
- There needs to be more clarity on the questions and the use of 0 – 10 scale.
- The questions and scenarios should be revisited to ensure they relate to a 1 – 2 year strategy, a 5 year business plan and then a 10 year vision.
- AS should provide feedback from Leadership group sessions two years prior to track the thought process at that stage compared to current thinking.
- A 'post it note' exercise will be included in the process to capture individual thoughts.
- Feedback needs to have some thought around how it is presented.

Action Points

- ✓ SM to go put together the questionnaire and distribute for feedback based on the above agreements.
- ✓ SM to make necessary alterations to slide pack
- ✓ HH to issue invitation to Board for vision session, probably starting at 2pm or 3pm and being a 'residential' with Dinner and stop over. AS to source venue for this.

6. Accredited Learning

Shaun McCarthy discussed with the group the current position and options for Accredited Learning.

Agreed points

- The vision process will further feedback and insight into the thoughts of those engaged with the School on accreditation.

7. Voluntary, Advisory, Mandatory

The Board held a discussion around the voluntary, advisory and mandatory question.

Agreed points

- It was agreed that there has been a definite shift towards Advisory by many Partner though how this is conveyed by each Partner is based upon their individual business processes.

Action Points

- ✓ HH - Remove reference to voluntary from the slide deck used at the supplier day events.
- ✓ GE - Infrastructure group will continue to develop the scenarios and distribute to the other groups for guidance to Partners on the voluntary; advisory and mandatory status. This also shares best practice.

8. AOB

Agreed points

- BIM4M2 along with Laing O'Rourke, Carillion, Tata and Knauf have approached AS to help embed BIM learning. It was agreed that the conversations and outcomes with BIM4M2 will be taken forward once the feedback for the School vision has been analysed, but currently there is not budget to pursue this as a workstream.

Action Points

- ✓ IH will lead on establishing a relationship with Build UK.
- ✓ IH to forward the statement on what the School collaborates to KG. This needs to be revisited and checked to see if it is fit for purpose from the Clients Perspective.
- ✓ HH to ensure Nitesh Magdani is to be invited to the next DFMA workshop.

Next meeting:

Thursday 26th November, 9.30am – 12.30, Carillion Offices, One Euston Square