

Date: Thursday 26th November 2015, 10.00am – 13.00pm (Carillion Offices, One Euston Square)

Attendees: Ian Heptonstall (Action Sustainability), Shaun McCarthy (Action Sustainability), David Picton (Carillion), Nitesh Magdani (BAM), Martin Chown (Balfour Beatty), Anna Baker (Sir Robert McAlpine), Amber Ritson (Cofely), Paul Parkinson (Action Sustainability), Hilary Hurrey (Action Sustainability) *dial in*

Apologies: Graham Edgell (Morgan Sindall), Dale Turner (Skanska), Jon May (Lend Lease), Kathryn Gillard (Grosvenor)

1. Welcome to New Board Member

Shaun McCarthy introduced and welcomed Amber Ritson to the Board.

2. Review of Notes of Last Meeting

Ian Heptonstall reported back on action points from the last meeting.

Following the Construction Group leadership meeting, Nitesh Magdani reported back that it was discussed that Partners should run internal information sessions for key staff. This would help the Partner organisations to convey what the offer is that the School offers to its supply chain as there is a level of understanding across the business. This in turn will help promote the use of the School through the supply chain.

David Picton followed on to say that it was important for the Partners to be able to engage their Bid Managers so that they can embed sustainability issues and the use of the School as part of the Partners' offering to their customers, thereby allowing suppliers to be engaged earlier. It also helps to facilitate good relationships in terms of supplier relationship management as the School is a free offer of help to suppliers.

Agreed points

- Following a conversation with Katherine Gillard, it was agreed that the business development positioning statements (or elevator pitches) should be sent to all Partners, not just new Partners. The statements will help to promote the School internally.

Actions

- ✓ Hilary Hurrey to distribute the positioning statements to all Partners.
- ✓ AS team to explore in next year's business plan how internal sessions can be run for Partners and what sort of activities or knowledge can be offered to Partners to engage their internal staff.
- ✓ Ian Heptonstall will ensure that throughout the business planning process there is the potential to build in AS staff attending internal events to promote the offering of the School.

3. Key Performance Indicator's

Ian Heptonstall presented progress against KPI's.

There has been a lot of work done to push the inactive member and current members into engaging with the School. Progress against our target of 2,500 active companies in the School is on track and communications to members are in progress to highlight the fact that as of 1st April

2016 they can only claim to be a member of the School if they have been active over the last 12 months.

The Homes launch has now taken place. Ian Heptonstall conveyed two current issues the Homes School has which are:

- A. The planned maintenance side of School could fit into the FM or Homes sections of the School and it is important to understand which this area should fit into which is being worked through presently.
- B. There is a clear driver for the Social Housing market into the School however it was felt that it would be more difficult to reach the smaller private house building firms and for example building regulations dictate a lot of the environmental challenges that the firms face. However, Barratt Homes have agreed to join School (which will be announced soon).

Ian Heptonstall is meeting NPTC Group on Friday 27 November in Wales. The group is one of the largest provider of Higher Education in Wales. They are interested in accessing the School content for their Apprentices and young people in the Construction industry.

Ian Heptonstall also reported that he has been approached by Welsh Government to explore how the School can help in Wales, MC shared what Balfour Beatty were doing to create Social Value in Wales.

Agreed points

- It was agreed that there needs to continue to be a focus on how Members can be pushed to become more engaged with their action plans.
- AS to look consider how the Gold, Silver, Bronze members can be approached to become ambassadors of the School.
- There needs to be an understanding of the strategic suppliers lists that the School holds to see: where they overlap; with this in mind how big the audience is actually reaching out to so we can understand who the target market actually is. This will then dictate how they are engaged with.
- Partners should be contacted every six months to update their strategic supplier lists ideally.

Actions

- ✓ Emma-Jane Allen to speak to Partners to gauge whether there would be an interest in holding a 'mini awards' or something similar to help with engaging Strategic Suppliers (similar to Galliford Try's award).
- ✓ Ian Heptonstall to add the number of Gold, Silver and Bronze members to the KPI's summary.
- ✓ Ian Heptonstall to add number of active members to the KPI's summary.
- ✓ Emma-Jane Allen to report back on: how many of the 37 Partners can provide a strategic suppliers list / have already supplied one; The total number of contacts in each one; look into how the lists overlap and provide figures on if the overlap is just by company or relationship (i.e. same company but different contact).
- ✓ Toby Bowers to report back on industry comparisons on the bounce rate, and a more in depth analysis on the returning visitors and how people are accessing the site statistics so that the figures given have more meaning.
- ✓ The next meeting agenda will include an item on more in depth stats. AS will provide summary points – what it means, key trends etc.
- ✓ IH to recommend KPIs for tracking impact.

- ✓ The above will also be discussed in the Operations Group to draw the conclusions (this will be an agenda item).

4. School Budget 2015/16

Ian Heptonstall outlined the budget and the current budget shortfall and the plan to resolve this issue which had been reviewed by Martin Chown as requested by the Board at the last meeting. Ian and Martin had met to discuss the budget and risk management and reported back to the Group.

Martin explained to the board that he felt the cost level represented value for money; considered the overheads were low in terms of the work delivered (due in part to sharing of overheads with Action Sustainability team); the costs which were recommended to be removed did not affect delivery of value. Ian added that even with the removal of costs the majority of the KPI's would still be met.

Agreed points

- The Partner fee should not be staggered as it currently is. There will be one fee which will run for twelve months from date the Partners join.
- The Group accept the recommendations and recovery plan.
- If there was surplus money due to extra revenue being generated between now and March then it was agreed that the margin to AS would be given back; a supplier day could be run in March or workshops could be put back in. If additional revenue comes into the School then another option is that the surplus can be carried forward to the next financial year.
- It was noted and agreed that suppliers gain value from hosting events such as supplier days and should be considered as options for free of charge venues for supplier days.

5. School funding 2016 onwards – strategic relationship with CITB

Ian Heptonstall explained the strategic relationship bid with the CITB.

Andy Walder, Director CITB has been involved in reviewing the Expression of Interest stage and also the Bid stage. The School and CITB share a common aim to drive up the skills of the construction supply chain. The School can benefit from the CITB's technical knowledge on learning and also by influencing the CITB as to what skills the Partners think are required in the supply chain and therefore aligning CITB provision. CITB gain from the relationship with an excellent route to market, senior level engagement with levy employers and the value of the delivery of training.

So far it looks positive for a strategic relationship between the School and CITB to be set up. The decision on whether the bid is successful should be made in first week of January 2016.

A discussion on whether the CITB should be invited to sit on the Board took place. The School Constitution states that a Partner who provides a significant amount of funding will be invited to sit on the Board. The CITB will not necessarily have an interest in all parts of the School.

Agreed points

- ✓ The CITB are keen to co-create with employers and develop what they offer through listening to the Contractors. Sitting on the Leadership Groups will be important for CITB as it was agreed that this is where content is developed.
- ✓ As is usual with all partners the CITB will be able to nominate a Partner if a seat become available and this will go to the Partner vote. The same applies when two year tenure is up for the current Board.

- ✓ It was also agreed that if having a seat on the board is a requirement of the funding the CITB then IH can offer this to CITB, but it needs to be CITB Board level person.
- ✓ Like other Partners the CITB will be invited to sit on any other groups (Operations Group, special interest, sector groups).

6. Partner recruitment progress

Paul Parkinson reported on the current situation with regards to new Partners, strategy and the pipeline.

Ian Heptonstall raised the question of whether Joint Ventures, e.g. Eight 2 O, should have to pay a Partner fee if there are current Partners involved within that relationship signed up to the School.

Agreed points

- It was agreed that Joint Ventures would likely have a specific set of outputs desired from the School.
- It was agreed that it may depend on the size of the JV.
- JV's should form part of the agenda for the next Board meeting for a wider discussion, in particular because there are more collaborative groups approaching the School and there needs to be a set criteria and due diligence established.

Actions

- ✓ AS to ensure Joint Ventures is an agenda item at the next meeting.

7. School Vision – review the progress at London and Manchester

The three Visioning sessions have been completed. The last session with the Board will take place in January. The online survey is still going and there have been around 170 members contributing to date. The survey will run through to Christmas. The three visioning workshops have been attended by around 50 people (out of a group invited of 90).

Ian Heptonstall reported back the feedback on the Visioning sessions to date.

Agreed points

- The School does need to be able demonstrate to the industry the difference it is making. The measurement needs to be common amongst the Partners.
- There needs to be a push amongst the members to obtain the Gold, Silver or Bronze status.
- The Vision sessions allowed people to think differently about the School and consider what the current state of play to what the future would look like. It would be worthwhile to run similar sessions to counter act perceived perceptions, perhaps on a yearly basis.

Actions

- ✓ Hilary Hurrey to send through the Visioning survey link to the Board again so that their respective supply chains can be encouraged to input.
- ✓ Ian Heptonstall and Shaun McCarthy will write up the results and summarise to capture the core messages of the sessions.
- ✓ A priority list of activities suggested will be drawn up so that this can be considered in the Board Vision session to decide what can be achieved dependant on budget aspirations for the next 5 years.

8. Any other business

Agreed points

- AS need to produce a set of statistics and facts on member success from being part of the School and promote this - links to impact KPIs in section 2.
- The content on the School website needs to be reviewed to ensure that it is up to date (this includes imagery, wording and resources).
- With regard to the updating of content, diagnostic and prioritisation on the Construction School it is proving more difficult than it is to produce a new School. This is because all the historical data needs to be considered. The Construction School will be offline for a couple of days when this happens in the first week of January.

Actions

- ✓ Danielle Bistiacci and Ursula Cooper to review all imagery and site wording to ensure it is up to date.
- ✓ Hilary Hurrey to ensure the Construction School resource library is reviewed.
- ✓ Danielle Bistacchi to consider the facts and statistics and to distribute for comment.

Next meeting(s):

21st January (Vision session) 2pm – followed by dinner

- The Oakley Court, Windsor Rd, Water Oakley, Windsor SL4 5UR

17th February

- Morgan Sindall's Offices - Overbury, 77 Newman Street, London, W1T 3EW

18th March (AGM)