

Attendees: Chair: Shaun McCarthy (Action Sustainability), David Picton (Carillion) via phone, Nitesh Magdani (BAM), Shamir Ghumra (BRE), Keith Chanter (EMCOR) via phone, Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability) via phone, Anna Baker (Sir Robert McAlpine), Caroline Johnstone (Galliford Try), Kieran Brocklebank (United Utilities), Dale Turner (Skanska)

Apologies: Graham Edgell (Morgan Sindall), Richard Bayliss (CITB)

1. Progress against actions

Ian Heptonstall reported that the one part of Partner dashboard that is not fully functional is the business unit dashboard, but other than that is almost complete. Hilary Hurrey (through the Sector Managers) is reaching out to all Partners to ensure they get on line and understand the new functionality.

2. Operational Report

Ian Heptonstall ran through the KPI slides and reported that there are three new Partners on board. Unfortunately Abellio has ceased to be a Partner. This is not completely confirmed as, though the School has tried to contact Abellio on several occasions, there has been no response.

Another risk is Centrica. Shaun McCarthy is following up with them, however they are not sure how the School fits with their business model as it may be too 'construction' focused. The meeting will focus on how the School can work for them but if it becomes apparent that the School does not fit then Centrica will leave the School.

Ian Heptonstall pointed out that the business plan includes an assumption that we might lose three partners, hopefully we won't! The Partner onboarding process now also focuses on ensuring that there is more than one contact.

Ian Heptonstall pointed out that current Active Members is slightly behind from this time last year, however as explained within the slides this relates to planned activity. September 2017 has a lot more activity taking place which should mean that by the end of September active members should at least match last years. We are currently 222 active companies behind on our 30th Sept target but with 3 major events to come and 1 workshop to come in new regions, this usually drives new active members.

An automated way to engage the members effectively needs to be investigated which is a focus for the School team and new Marketing Manager.

Ian Heptonstall ran through the Management Actions and progress. The Green Dragon's programme won't be running which will be explained later in the agenda.

The 'Better coverage of UK regions' action is in progress in various regions. Scotland is a key region on the agenda this year. It is important to find the right person to develop the group. Scotland Build will also be used as a catalyst to engage with local organisations. There is no budget for activity on Scotland however there is budget to develop it this year.

Actions:

- Hilary Hurrey to examine what data is available in relation to impact to see if the scoring can be shown for each year of the School.

- Hilary Hurrey to double check the %age scoring from first to last assessment.
- Sir Robert McAlpine has a presence in Scotland and Anna and Ian will speak separately to see how that can help with the regional development.
- A geographical map of where School members are located along with any regional bodies we work with to be produced for next meeting.
- Special interest groups (all past and current) to be added to a Partner benefits page.

3. Fairness, Inclusion & Respect: 2017 - 2021

Ian Heptonstall provided an overview of the successful bid to deliver the programme of work for Fairness, Inclusion & Respect for the next five years. It was pointed out that FIR has been an area where the School has been able shown a real difference in the last two years. The next five years will see a big growth in Ambassadors and individuals trained with a key focus to grow the training network to deliver the work.

There is potentially an extra funding stream with a levy (£100 per trainee on short duration courses – less than 3 hours) to recover the funding. However CITB's business / funding model is not completely clear at this stage.

CITB have not stated that the funding does not cover the FM industry. They have stated that it must be further than Infrastructure and there is a target to engage five new trade associations in new market sectors.

Agreed:

- ✓ It was agreed the funding model was a robust plan with a plan to cover the funding as the CITB funding reduces.
- ✓ It was agreed that the various focus groups / Special Interest Groups should have details on the School website to explain the benefits of joining those groups which will feed into Partner fees.
- ✓ It was agreed that the FIR group should come under the Governance of School, CECA need to agree this. This needs to then be reported against in terms of progress against deliverables and financial performance.
- ✓ As FIR has a separate brand currently this needs to be considered over the medium term and how it is joined up to the School brand. This extends to all areas the School is delivering.

Actions:

- Hilary Hurrey to ensure that each Special Interest Group and the FIR project have details on the School website under the Partner section providing benefits of joining the group.
- Shaun McCarthy will check the School Constitution to ensure there is no conflict with bringing the FIR Project under the Governance of the School.
- The Partners of the FIR group, plus any other Partners who have been active within the group are to sign up to the FIR Commitment.
- The School will monitor via the annual survey progress against that Commitment for each Partner.
- The School logo should be added to the bottom of the FIR commitment.

4. Lean Construction School

Ian Heptonstall gave background to the Lean Construction School and how the project came about.

Whilst the contract has still to be signed, the funding is in place and therefore very likely that this workstream will start. The work is delivered, and the risk undertaken, by Action Sustainability. The School team is not delivering the work.

The School will benefit from additional resources and elearning.

Agreed:

- ✓ It was agreed that LCI need to consider a Licence Fee structure for the School to continue to host the Lean Construction School diagnostic and content. This fee should help offset the cost of the IT platform.
- ✓ CITB if they fund anything own the foreground IP however they licence the IP back to the School worldwide, royalty free. The School then background licence it back to CITB, worldwide, royalty fee. There is a clause included in the contract which include Action Sustainability, Mace and Lean Construction Institute and IP.
- ✓ It was agreed that the more work AS are doing with Mace the more likely they will become involved in the School.

Actions:

- As a result of the development of Lean Construction School, the lean construction work content around Onsite assembly in the Offsite School needs to be revisited which will be reviewed in March.
- Additional content around Onsite assembly will be included in the Offsite School.

5. Pricing Structure 2018

Ian Heptonstall recapped on the last Board meeting and what was discussed in terms of a future funding model and talked through recommendations for a new pricing structure.

On Funding risks, Action Sustainability is looking into specialist advice in relation to the VAT. Keith Chanter will try to attend the meeting once this is set up and a date confirmed. There is no risk to the Partners. Action Sustainability have made an allowance in their accounts should there be money owed that needs to be paid. The future impact on the School could be c.£40k pa or 3% of the budget for next year.

Consequence of increasing fees will help to engage current Partners to re-evaluate what they are involved in and therefore what they get out of the School. Keith Chanter put to the Board that in fact the fees are increased further based on the value that is received. The issue is with the smaller organisations such as those who are just focused on Wales and whether this is too much.

Agreed:

- ✓ It was agreed that if there are more groups then Partners should increase what they pay as they are getting more value as a result.
- ✓ The ongoing increase can be reviewed each year depending on what other funding streams become available.
- ✓ Price rise needs to be conveyed to the Partners for purposes of budgeting.
- ✓ The issue around pricing would need to be confirmed at the next AGM.
- ✓ The increase for 2018 (the next financial year) should be 10%.

- ✓ For 2019 onwards when the business planning process takes place the exact requirement can be agreed. This allows for flexibility for future years depending on other funding streams, ambition, response to the first increase and the value of the Special Interest Groups.

Actions:

- ✓ The School team will inform Partners and start the business planning process with the agreement on the pricing structure.

6. Category Approach

Shaun McCarthy talked through the proposed changes to the Materials group budget to create a Category Management model. Three groups are pushing for this model: Offsite, Materials and Supply Chain Mapping SIG. The other sectors have been consulted and are supportive of the model. It also supports the approach to attracting more Partners to the School.

Agreed:

- ✓ The Plant and Labour category groups should go ahead.
- ✓ It was agreed that the Materials Group should be changed to Category Group to avoid confusion.
- ✓ There should be an agreed set of outcome(s) to each Category Group once they are formulised so the approach is similar to the SIG's which has worked well which is to focus on a key output in a specific timescale.

Actions:

- Shaun McCarthy will speak with Graham Edgell to start the work with the groups.
- The Sector Groups will be consulted to discuss what areas within those Category Groups are a priority. This is to ensure that all sectors interests are covered within each Category.

7. AOB & Date of the next meeting

Data Protection and a Risk Register was added under AOB.

Congratulations to Anna on the announcement of her pregnancy. Anna will continue to attend the Board meetings.

Agreed:

- ✓ It was agreed that the UKGBC Contractor Group is a potential threat to the School.
- ✓ The Board were happy with the Social Value by Design publication draft and it can be published and sent out to School members.

Actions:

- Nitesh Magdani and Graham Edgell are both attending the UKGBC members meeting and will raise the concern and report back.
- Ian Heptonstall will take advice on the implications to the changes to the Data Protection Act.
- A Risk register will be incorporated into the Board meeting agenda from now on.

The date of the next meeting was confirmed as Wednesday 29th November, 10am – 1pm.