

**Date: Monday 11<sup>th</sup> June 2018, 9:30 - 11:30am**

**Location: Action Sustainability offices, London & dial-in**

**Present – in person**

Ian Heptonstall, SCSS (Chair)

Liz Holford, SCSS

Richard King, Osborne

Tolu Oke, SCSS

Dale Turner, Skanska

Briony Wickenden, CECA

Rebecca Chitolie, SCSS

Belinda Blake, Highways England

**Present – via Skype**

Aaron Reid, Balfour Beatty

Jo Mercer, VINCI Construction UK

Helen Carter, SCSS

Donna Griffiths, CITB

**Apologies**

Jo Pottinger, BAM Construct

Sara Gouveia, SCSS

Kevin Bowsher, Network Rail

Gary Burt, GRAHAM Construction

**1. Matters arising & actions from last meeting**

1.1 Minutes of the last meeting were agreed, without amendment.

1.2 Action point 20: The criteria for what constitutes a CITB ‘approved short course’ appears to be fluid. Companies cannot pull down funding for ‘management’ courses but they can pull down training for training for managers that is not about management. “Introduction to FIR” workshops are already listed as an ‘approved course’. “Leading people, inclusively” workshops will count as management workshops and so cannot be ‘approved courses’. Because of this, the FIR team are to proceed with the development of the face-to-face “Leading People, Inclusively” workshop(s), for delivery in Autumn 2018, as part of the FIR Programme deliverables (as opposed to a CITB ‘approved course’). AP is therefore closed off.

1.3 Action point 22: With the exception of the House Builders Federation (HBF) and Construction Products Association (CPA), Briony’s relationships with Trade Federations is not straightforward. Dale outlined tensions between Trade Federations and contractors in Build UK’s co-ordination of a common PQQ for the industry. The result is that the FIR Programme cannot rely on Briony’s access to Trade Federations to meet its contractual requirements to engage with them and will have to find other routes (**new AP 60**). Also, Dale is to provide a copy of Build UK’s proposed common PQQ to Ian so Ian can review for EDI / FIR and sustainability questions (**new AP 61**)

1.4 Action Point 58: Steering Group agreed that, in compliance with GDPR, the names of individual FIR Ambassadors will not be published on the FIR webpages. Rather, the names of companies that have FIR Ambassadors and the number of FIR Ambassadors within each company will be listed. FIR team will progress this (**new AP 62**)

Action Point 43: Aaron Reid to share contract wording used by BBV that requires supply chain to have and support FIR Ambassadors – action outstanding

## 2. Final Opportunity to feed-in to FIR Impact Report 2018

2.1 At Aaron's suggestion, explanation / qualification to be added around number of respondents, because at 207 it is relatively low for the industry as a whole and is self-selecting. As a point of comparison, Ian shared how the banking industry gets 36,000 responses to its annual, common culture survey and spend £5 million on it.

2.2 Briony to review and provide any additional comments by close of play on Friday 14<sup>th</sup> June. Report will then be amended and considered complete (new AP 63)

2.3 The FIR Programmes contractual commitments with CITB include a final, external evaluation in year 5. There is no funding provided for this. The wider Supply Chain School has a similar commitment and is addressing it by engaging external consultants (Sky Blue) to review on an on-going basis. Briony is discussing with CITB how external evaluation will work and negotiating extra funding for it. Briony to report back as discussions continue (new AP 64)

2.4 Briony suggested that the FIR Steering Group and all companies hosting FIR workshops should be asked to provide information about what FIR-related questions they ask in employee engagement surveys and what responses they get back. Richard observed that responses include very sensitive information and so sharing might be difficult.

2.5 Ian suggested that the issue of how the FIR Programme can have maximum impact on changing industry culture and how that change (i.e. impact of FIR Programme) can be identified should be added to the agenda of the next Steering Group meeting as a subject for detailed discussed (new AP 65)

## 3. FIR Deliverables

3.1 The only targets on which the FIR Programme is underperforming relate to SMEs.

3.2 The gap in cumulative under-performance around SME engagement is closing quarter on quarter, because the pipeline of businesses engaging with the programme is increasing, through Intro to FIR workshops having a supply chain (rather than internal) focus and becoming larger. This effort will continue.

3.3 FIR Programme is grant funded and so underperformance around SMEs does not compromise payment from CITB.

## 4. School Labour Special Interest Group (SIG) – overview of work from Helen Carter (via skype)

4.1 Helen explained the three key aspects of the work of the Labour Special Interest Group (SIG) and how it is applicable to all workers, including blue and white collar, employed directly or in other ways:

- Supply and Demand analysis / 'hot spotting' / identification of geographical constraints
- Minimum standards (e.g. beyond legal minimums)
- Training & common induction

The group meets every 2 months.

4.2 Dale suggested to Helen that the SIG should cross-reference with the requirements of Achilles' Ethical Standards audit.

4.3 Briony suggested to Helen that CITB should be encouraged to link their involvement in the Labour SIG with other – potentially duplicating – industry initiatives.

## **5. New FIR Steering Group Member from Labour Group – discussion.**

5.1 There is an ambition for a member of the Labour SIG to also be a member of the FIR Steering Group, and ideally a person from a labour agency. Helen identified potential names. Candidates must be able to bring benefits to the FIR Programme as well as provide linkages to the Labour SIG. The FIR team will pursue this (new AP 66)

## **6. New eLearning – inclusive recruitment – review of brief**

6.1 Group provided comments on the draft brief for a new e-learning module (to be completed by the end of Sept 2018)

- 'Advertising' of vacancies to be explicitly added into title and content; also, wider solutions for reaching new people in innovative and more appropriate ways (e.g. social media, outreach) – not always looking in the same, obvious places
- Looking at vacancies in terms of opportunities for flexible working to be added
- HS2 'blind auditioning' activity and outcomes to be collected and included, also Transport for London (TfL) good practice
- Be Fair Framework material to be integrated
- Methods of bringing experienced workers into companies as returners or transferees from other sectors to be included e.g. Returners Programme, engagement with ex-military
- Explicit reference to 'conscious and unconscious bias' in key learning objectives to be reconsidered / removed
- An image for an 'ideal process' to be added – VINCI can provide one and there is one within "Recruiting for Success"
- Make link to competencies / transferrable skills. Donna has CITB information about this and she will forward to Liz (new AP 67)
- Ardmore case study film to be included
- Value of promoting and recruiting from within to be added
- Consequences of 'getting it wrong', such as risk of legal challenge, to be included
- Importance of taking action to facilitate retention (plug the 'leaking bucket' of talent) is to be added – along with explanation of how other aspects of the FIR Toolkit & Programme are designed to support this

6.2 Briony to provide Liz with access to material filmed and recorded at CECA Inspiring Change Conference 2018, so that relevant parts of that can be included e.g. Kusi, Diversity Hut (new AP 68)

6.3 Liz to seek out case studies and examples of good practice from outside infrastructure (e.g. Barratts), from SMEs (e.g. Argonaut – soft FM supplier) and from relevant support groups (e.g. Business Disability Forum) (new AP 69). Briony to forward Liz Esh Group's winning entry to Inspiring Change Awards 2018 and any other relevant entries, to support this (new AP 70)

6.4 Any additional feedback on draft brief to be provided to Liz by close of play on Friday 15<sup>th</sup> June, so that she can keep to delivery schedule outlined in the brief (new AP 71)

## **7. Inspiring Change Conference 2018**

7.1 Briony provided an overview of conclusions and lessons learnt from the Inspiring Change Conference and awards 2018.

7.2 Group members congratulated Briony on the Conference and Awards and urged her to focus on the positives.

7.3 Briony is to discuss, with Ian, the possibility of organising regional conferences. Aaron suggested these could be integrated with School supplier days. Liz asked that any regional conferences organised, especially if through joint working with the School, should explicitly include and be linked to the FIR Programme so that they can be used to help develop the pipeline of company involvement.

## **8. Diversity monitoring form – request for feedback on draft, standardised content.**

8.1 School members are increasingly asking for a diversity monitoring form. A draft version of a 'standard' form was circulated with the meeting papers.

8.2 Rationale for including questions needs to be explained, perhaps in document and via a link to HS2's video on diversity data collection and monitoring

8.3 Group members referred to value of using ONS classification of race/ ethnicity, trans and LGBT questions advocated by stakeholders such as Stonewall. Aaron and Jo offered to share Balfour Beatty and VINCI's material. Briony suggested integrating Mott MacDonald's good practice and offered to help in accessing this.

8.4 Group to provide any additional feed-in on the draft diversity monitoring form by close of play on Monday 25<sup>th</sup> June 2018 (new AP 72)

## **9. AOB**

9.1 Aaron suggested that the FIR Programme should be explicit in tackling issues related to race and disability.

9.2 Briony suggested that there could be value in involving a wider pool of specialists in the FIR Programme.

9.3 Aaron suggested that the FIR Programme should co-ordinate an industry wide affinity network for under-represented employees (particularly people from BAME groups) who do not have access to such a network, perhaps because they work for an SME.

9.4 Briony, Ian, Liz, Tolu and Sara are to meet for a half day 'awayday' to discuss potential developments to the FIR Programme, such as those suggested by Aaron, in August. A follow-up half day awayday will then be organised with the full Steering Group to discuss options (new AP 73)

9.5 Tolu to pick up with Donna on some issues around the July 5<sup>th</sup> FIR workshop in Wales.

9.6 Jo Mercer is to put Solat from National Centre for Diversity in direct contact with Liz to discuss potential joint working

9.7 Potential dates for the next 2 Steering Group meetings and awayday are to be shared with the Steering Group via Doodle Poll so that the most appropriate one can be determined (new AP 74)

9.8 FIR team to buy a conference call phone for the next Steering Group meeting and thank Dale for the loan of his (new AP 75)