

- Venue:** Carillion, One Euston Square, London NW1
- Attendees:** Luca Ramusino Cotta (BAM), Alison Bettany (EMCOR), Jason Symmons (Carillion), Simon Mayne (WP Group), Lucy Hind (Covance), Dan Firth (Interserve). Peter Brogan (BIFM) Paul Nutton (Skanska), Simon Michie (Kier), Emma- Jane Allen (AS), Mark Turner (AS), Ian Heptonstall (AS), David Picton (Carillion - Chair)
- Dial In:** N/A
- Apologies:** Paul Worland (EMCOR), Mark Hopkinson (UU), Rory Murphy (VINCI), Charlie Roberts (Cofely), Steve Enright (Abellio), Emily Hamilton (Grosvenor), Katie Livesey (BRE), Richard Thorpe (PHS Group) , Colin Braidwood (Interserve), Gary Lester (Morgan Sindall), Ludi Hall-Drinkwater (Skanska), Charlotte Osterman (VINCI) , Michael Thrower (Sodexo).

### Summary of key recommendations to the School Board:

1. Partners discussed a genuine need to reduce the length of E learning modules. This would undoubtedly create more user friendly learning resources but achieving it will require a significant amount of effort and resource.
2. The FM group has made a number of recommendations for operational activity in the coming year which will be of interest to the board in assembling the final business plan. These cover elements including development of clearer performance KPIs, running more collaborative “whole School” events, and applying a more structured approach to recruitment of active members. They will be drafted into the business planning process following the FM group’s February meeting.

### Meeting notes:

#### 1. Introductions and Welcomes

Emma-Jane Allen (AS – Partner Relations Manager) was welcomed to the meeting to update on a range of operational issues.

#### 2. Operations Group update

##### 2.1 Performance

An update on the School’s performance was reported against the KPI’s set in the business plan. Further details of performance can be found in the slide deck circulated prior to the meeting, but it remains clear that increased targeted effort is required to secure more active members.

#### Key points discussed:

- ✓ The School continues to need to work with partners to help engage with strategic suppliers
- ✓ IH queried how many companies sit within the FM supply chain and what would be an appropriate target number for the School to engage?
- ✓ Who is our target market? The FM industry is huge so who do we specifically need to target? Should the focus be primarily on strategic suppliers of partners?
- ✓ A clear KPI should be set for 2016-17 for suppliers engaged – this should link to the findings of the visioning work
- ✓ How many more FM partners are we seeking at this stage in our development?

- ✓ There is a technical problem whereby members who have attended events but not yet completed their self assessment are currently sitting within 'Construction School'
- ✓ Use of e learning by FM members is currently low - uptake must be improved to gain the most benefit from these resources.

#### Action points:

- AS to look at strategic suppliers of partners with a view to understanding what degree of overlap exists and how to best target effort to address existing partners' supply chain sustainability challenges
- E learning - AS to circulate menu of options internally and partners to report every six months in internal usage
- Partners who have not yet placed the School e-learning modules on their own LMS (learning management system) to contact EJ with a view to getting this set up. If a company LMS is not available then the School has a platform that can be used (at no cost). This would allow any partner to manage and monitor use of the e-learning within their own organisation.
- Further work is required from AS to help partners set up corporate accounts with admin permissions (this includes the whole process of linking up accounts, setting up permissions etc
- AS to draft guidance on how a large company should use the School to best effect. Danielle to create a checklist process mapping the ideal approach. Dan to feed into this process with his experience from Interserve
- AS to communicate the benefits of e learning to members in a targeted campaign.

### 2.2 Partner Dashboard

Emma-Jane Allen summarised the latest developments with the partner dashboards:

- ✓ The dashboards allow partners to monitor how their strategic suppliers are engaging within the School and their membership level.

#### Actions:

- Partners to contact Emma-Jane or Danielle if support is needed in setting up their dashboards
- Partners to send through their lists of strategic suppliers to Danielle for uploading into their dashboard. The list needs to contain the following columns:
  - Email
  - Company
  - Contact name
  - Postcode

### 2.3 Communications Strategy

The detailed communications plan is now being executed, with a primary aim of securing more active members for the School.

**Agreed points:**

- ✓ The opportunity was discussed for partners to use the School at events they are delivering internally

**Action points:**

- Partners to contact AS if they require School attendance at any of their own internal supplier forums and related events.

**2.4 Special Interest Groups (SIGs)**

An update was provided on the three Special Interest Groups approved by the Board, along with the materials SIG set up subsequently:

- **Social Value**  
David commented that a lot is happening in this topic area. Performance measurement in this area could be a “rich hunting ground for consultancies”. The School helping to bring clarity to this is a good investment of time. The School must develop a clear view on this to help suppliers collect right metrics, evidence etc. Important to make the link with BITC for social value. AP David to share his contact at BITC for social value with EJ.
- **Modern Slavery**  
Dan Firth related some of the key aspects of this group’s work. This area presents a significant business risk, especially when bringing sub contractors on site. All information on this group’s work is available in the terms of reference, minutes and actions which can be made available if required.
- **Performance measurement**  
IH stressed the link between this topic area and the questions set in PQQs. Government asked Build UK to lead on standard PQQ questionnaire so they will inform what sustainability questions will be put into this. The opportunity could exist to positively influence Building Confidence, PAS 91, Achilles etc. A meeting has been set with Build UK for the first week of December.
- **Materials**  
David Picton reported that there is an interest to look at how materials link to embodied carbon. A potential outcome sought is a series of category plans from a procurement point of view e.g. key issues from a sustainability perspective, need to consider if procuring these categories. Discussion took place about linkages to broader ethical supply questions such as conflict materials – traceability / audit etc. Initial focus is likely to be on Modern Slavery to start.

**2.5 School Vision**

IH outlined some key outputs from the exercise conducted recently to develop and articulate the future vision and ambitions for the School. The full agreed summary is being considered by the School board and will become available in due course.

**Summary points:**

- ✓ Responses were fairly similar across all three groups in the facilitated sessions
- ✓ The only notable exception to this pattern addressed the issue of development of new knowledge, where academic partners during the Midlands session provided a particular focus on this potential area of development
- ✓ Little interest was expressed in the development of professional qualifications – the view was that the School should not become a professional awarding body
- ✓ Accredited learning – there is some interest in CPD but not much beyond this aspect of recognised learning
- ✓ Accreditation of suppliers – there is little appetite to direct the School towards formal accreditation of sustainable suppliers
- ✓ More ambition was noted regarding the future size of the School. Significant interest was expressed in having credibility so that people see it as the “go to” place for knowledge around their supply chain and supply chain sustainability challenges. However credibility is dependent upon the effectiveness of the advice given via the School
- ✓ Interest was also expressed in developing the School offer to not just provide sustainability knowledge, but also give members what they need to enable them to make changes - e.g. management skills, understanding of the increasing role of BIM.
- ✓ To date the School has targeted managers and leaders, but now should move towards producing knowledge to be accessed more widely - e.g. concise video based training for operatives using their mobile phone rather than lengthy e-learning modules. This increases the scope and scale of what the School needs to achieve. Marketing would still be directed towards managers, but provide tools for operatives to learn what is needed to fulfill their part in delivery.

**2.6 Board Elections**

Congratulations were offered to Amber Ritson of Cofely GDF Suez, who was successful in being appointed to the board.

**3. Supplier Days**

The two supplier days conducted in October were both successful and well received.

**Agreed points:**

- ✓ The FM Supplier Day on 15<sup>th</sup> October in Manchester featured an excellent afternoon session led by PHS, showing how a supplier can support the FM service provider in delivering both its own and its end clients’ needs
- ✓ The ‘Whole School’ day hosted by United Utilities on 20<sup>th</sup> October and supported by EMCOR and others delivered a strong collaborative message across the whole value chain
- ✓ This event featured an “innovation bootcamp” session during the afternoon. This was very well received and could provide a model for future similarly targeted events. Parts of the day were videoed by United Utilities.

Interserve will leading the next FM supplier day on 26<sup>th</sup> January, but are very keen for partners to attend and host tables, provide speakers for the panel interviews etc.

**Action points:**

- All to send EJ lists of suppliers to invite to the London FM event on 26<sup>th</sup> January if not already done so
- All to put the date in their diary and attend if possible
- All to start to think about co-hosting supplier days for next financial year and contact EJ if interested with details of:
  - Who they would like to co-host with (ideally at least 2 partners required to work together for each event)
  - Ideal region.

**4. Funding & Partners**

Though no new FM partners have been recruited since the last meeting there are now 37 partners within the whole School. Discussions with Bunzl, a key FM supplier, are going well.

**Actions:**

- Partners to send Paul Parkinson contacts of any potential partners, with a copy to Mark Turner.

**5. E-learning Update: Food & Drink/ Catering Module**

Agreed title: “An introduction to sustainable catering”

**Update:**

- ✓ The draft module map has been developed but production has been somewhat delayed
- ✓ Up to three volunteers are required to assist in peer review;
  - Client
  - FM service provider – Interserve has volunteered Thomas Garlick
  - Catering/Food and Drink specialist (from workshop attendees – Bidvest or Sodexo)
- ✓ External peer review will be via David Lawrence (ex Diageo)
- ✓ Finished module will be delivered by end January 2016.

**Actions:**

- MT to secure peer reviewers and manage the project to completion.

**6. FM Workshop Development**

Budget is available to run up to three more workshops this financial year. Potential topics include Modern Slavery, and Waste for Non-waste Contractors.

There is also an outstanding action to investigate the possibility of running a workshop focusing on FM client requirements.

**Actions:**

- If partners are keen to host a workshop on a particular topic, please inform Danielle at AS
- Mark to speak to Lucy Hind to follow up on client based workshop opportunity. This would investigate the client based sustainability drivers within FM, examining how sustainability fits within participants' own organizations, developing common ideas which can be built upon.

**7. Forward Planning for 2016-17**

An exercise was conducted with partners to examine the specifics of what the FM School should be delivering in the coming financial year. The information and views collated will be used to help shape the FM business plan for 2016-17 and prioritise resources to the areas deemed most important to partners.

**Actions:**

- It was agreed that the February FM group meeting would be primarily a planning session focused on building the business plan and knowledge plan for the coming year.
- IH and MT to develop a working draft in advance including knowledge plan, suggested KPIs etc.

The exercise focused on five key areas of activity:

- Supplier days
- Workshops
- E learning
- Special Interest Groups
- What else should we be doing?

**Priority areas:**

Partners were asked to rate which activities were of highest priority. The initial ranking was as follows:

1. Supplier days
2. Workshops
3. E learning

Specific comments made were as follows, following a protocol set for the purposes of the exercise:

**SUPPLIER DAYS:**

***What's good about them?***

- Networking
- Good source of info
- Sends a positive “we really care about this stuff” message
- Contact
- Exchange of knowledge/promotion of School
- Engagement / new suppliers / cover hot topics
- Joint events
- Engagement / case studies / speakers
- Positive
- Great intro into the School and sustainability in general

***What could be improved?***

- More awareness of them
- Vary topics and agenda
- Follow up specific information
- Need to encourage supply chain to stay for the afternoon sessions

***Who should they be for?***

- Supply chain / partners and potential partners
- Supplier days priority 1. Make sure targeting the right people to come. Not same people!
- Not for sales/account managers who only use it for free networking
- Include key partners stuff – face to face with supply chain

***What should we stop doing at them?***

No comments made

***What would we like to achieve in a supplier day?***

- More sign ups
- Increase knowledge / understanding of School and benefits

***Should we do more or less of them?***

- More targeted
- More all Schools events – work well
- Less – maybe ten p/a

**WORKSHOPS:**

***What's good about them?***

- Focused
- Audience keen to learn
- Specific
- Follow on from supplier days – specific topics

***What could be improved?***

- Engage / explore barriers – Ask! Discuss!

- More comms about them
- Follow up to attendees following workshop i.e. direct to resources

***Who should they be for?***

No comments made

***What should we stop doing at them?***

No comments made

***What should be the aim of a workshop?***

- Consider adding master classes for experienced practitioners

***Should we do more or less of them?***

No comments made

***What are the key topics we should cover in future workshops?***

- Changes to industry standards/regulations

**E LEARNING:**

***What's good about them?***

- Easy access

***What could be improved?***

- Communication – awareness
- Make the modules maximum 25-30 minutes
- Just make sure they are used

***Who should they be for?***

No comments made

***How long should they be?***

- All other group (Construction) said too long and should be 30 mins including the questions at the end
- Consider time of food and drink and catering e-module. 2 modules instead??

***What are the key topics/issues we should cover in future?***

No comments made

***Should we do more or less of them?***

More

**SPECIAL INTEREST GROUPS:**

***What's good about them?***

- Time bound



- Clear issues
- Specified outputs

***What could be improved?***

No comments made

***Who should they be for?***

No comments made

***What are the key topics/issues we should cover in future?***

- Embodied carbon: practical approach/what should companies do?/consistent measurement
- Chain of custody audit: confidence in supply chain ethically and re products bought

***Should we do more or less of them?***

More groups

***WHAT ELSE SHOULD WE BE DOING?***

- ✓ Nag nag nag – reassess - nag nag nag – reassess – nag.....
- ✓ Building a knowledge plan with your partners – what are the outputs?
- ✓ The materials/tools/events etc are good enough – it’s about delivery
- ✓ Priority – drive up awareness and use in partner organisation
- ✓ Drive up use by existing members
- ✓ Get more FM members
- ✓ Understand how/what the School is doing/makes a difference to the World
- ✓ Do a partners’ day for internal people to understand SCSS
- ✓ Setting targets – getting partners to supply data on their supply chains
- ✓ Nice to work with BIFM on changing regulations – what’s coming down the pipeline to us
- ✓ Mark to meet BIFM and agree knowledge plan – to determine what emerging issues could be of concern to FM.

**8. AOB**

- A request was made for partners to suggest suitable awards for which the School could compete. Please let AS contacts know of any appropriate opportunities.
- Dan Firth and David Picton outlined the BITC “Ban the Box” campaign for offering a fairer opportunity for recruitment of ex-offenders. It was stressed that employers would still conduct their due diligence as normal but that the action (removing the criminal record tick box from application forms) would allow the history or challenges faced by an applicant to be dealt with at interview stage rather than through an impersonal paper based exercise. Carillion has signed up to the campaign, as have Interserve who have also asked their suppliers to commit.

**Actions:**

- AS to include an article explaining the ban the box campaign on the school website – article to be provided by David Picton.

- AS to include a video and resources within the social value resource library for the School and to ensure that the campaign is communicated via social media etc
- Group members to consider signing up to the campaign.
  
- David Picton announced that he will be stepping down as Chair of the FM Group. The group expressed their thanks to David for his contribution in leading the FM School up to this point, including the highly successful launch event in January 2105.
- A new chair will be sought from current group membership
- Existing funding partners are eligible to put forward their group member if they wish – this will be recorded by proforma (attached with these meeting notes).
- Closing date for nominations is 5pm on 11<sup>th</sup> December 2015
- If more than one person is interested, an online vote will be conducted amongst the existing funding partners within the FM group
- Closing date for votes will be 5pm on 23<sup>rd</sup> December 2015.

**Next Meeting:**

- The next meeting will be 1 to 3pm on 10<sup>th</sup> February 2016 in London – venue TBA
- Subsequent meetings are scheduled for 13<sup>th</sup> April, 8<sup>th</sup> June, 7<sup>th</sup> September, and 9<sup>th</sup> November 2016 – venues TBA.