

School Board Meeting

Monday 4th February 2019: 10am – 1pm,
Canary Wharf Group, One Canada Square, London



Attendees: Chair: Shaun McCarthy (Action Sustainability), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability), Richard Bayliss (CITB), Dale Turner (Skanska), Kieran Brocklebank (United Utilities) via phone, Martin Gettings (Canary Wharf Group), Victoria Hughes (VINCI Facilities), Nitesh Magdani (BAM)

Apologies: Graham Edgell (Morgan Sindall), Keith Chanter (EMCOR), Anna Baker (Sir Robert McAlpine), Julia Barrett (Willmott Dixon)

1. Progress against actions

Hilary Hurrey fed back against the actions from the last meeting, the majority of which were complete.

- It was agreed that we should put the CEO workshop on hold until the School strategy exercise is complete and we have a clear vision of how the School will develop over the coming years.
- Shaun McCarthy reported that the action against CCS was in progress, we have met with them and answered a number of questions, but they are progressing slowly.

Actions:

- Hilary Hurrey to distribute to the Board a list of names and organisations of who has already signed up to be part of the Waste group.

2. Business Planning

Ian Heptonstall talked through where the School was with regards to the business planning process. It was important to outline current income and spend and also to relate this to the current funding model which would change in two years as the current round of CITB funding ceases in December 2021.

It was highlighted that the next two years plan for activity at approximately current levels is achievable even with decline CITB funding. However, in the first full year without any CITB funding in 2021/22 we have a potential short fall in income of £200k. Ian said we have to make sure that when planning activity next FY that we don't sign up to longer term commitments that we can't fund. This also has implications for the business strategy that we agreed to pick up at the next strategy day.

The proposed business plan was presented for 2019/20 FY. Recommendations of how much cost needed to be reduced for each sector budget were also included as each group had asked for significantly more than this year's funding.

The Lean Construction School was not part of the current business plans as this is not funded by the School and there are no costs (a small cost for hosting the platform) involved. The School members benefit from the resources that are included within the School, LCI benefit from having a route to market for its content and mission.

Agreed:

- ✓ The Board agreed with the outline to phase the CITB funding over the next two years, subject to ensuring that deliverables were agreed with CITB for these two years. This would

not affect the delivery of quarterly outputs with CITB. The quarterly outputs need agreement for the period of January 2019 to December 2020.

- ✓ It was agreed that the Horizon Group needed the ability to decide what the group spends its budget on. This could be in the form of having someone dedicated to understanding what other longer term groups and funding was about that they could tap into. This point also links to the exercise around the School strategy.
- ✓ The Board agreed the proposal to go back to the individual Sector Groups to ask them to reduce their budgets by the requested amounts. It was important the groups did this so they could decide what aspects of their business plans were most important and therefore they could prioritise.
- ✓ The Board agreed that Ian would manage the detail of the budgets.
- ✓ The Board agreed that Keith would review the detail of expenditure in the current FY. Kieran also volunteered to help with this.

Actions:

- Each Sector Manager will go back to their groups and gain consensus on what delivery areas would be reduced to fit to budget.
- Ian will set a meeting date with Keith (and Kieran tbc) to run through the costs for this FY.

3. Web Portal update

Ian provided an update of the web portal and showed the Board the designs for the pages. Elements highlighted were:

- Colour palette and font to allow the School to achieve an AA standard in accessibility. Achieving the AAA standard was not considered as this would dramatically decrease the creativity and design element of the website.
- Search function is more prominent and will be much more intuitive. The current exercise around the resource library is to ensure that resources will contain a small number of words to enhance the search function.
- All issues will be shown in a 'mega menu' making it easier for the user to find what they are looking for.
- Interests will be registered e.g. Scotland, FM which will mean that resources relating to those areas will be automatically filtered and show those resources relating to it. This can also be unfiltered.
- The events are shown as a quick link at the top of the page (on all pages).
- The mobile site will have the same information which users scroll down, however there are some points where they scroll across. The same information is displayed on the mobile site and main site.

The launch of the website is still set at 1st April currently.

Agreed:

- ✓ It was agreed that the star rating function would be looked at for future developments such as searching by job function e.g. a procurement professional can look at the top 3+ rated resources by other procurement professionals.

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- ✓ There should be a minimum number of ratings before this functionality is live so that it is meaningful.
- ✓ Consideration should be given as to the criteria the star rating is given.
- ✓ The 'plant in hand' icon should be replaced with something which encompasses sustainability in a broader sense.
- ✓ There will be a communications plan which will be starting in the next month communicating the changes to members and Partners as well as inviting them to webinars and workshops to learn about the new functionality.

Actions:

- Replace the 'plant in hand' icon.
- Once the first web pages are available on the development site, Martin and Kieran will be granted access and provide feedback.

4. Maturity Matrix & Prioritisation

Shaun outlined the process that the Sustainability Maturity Matrix went through to arrive at the version circulated. All comments that were made (around 150) by 14 different Partners were addressed. The final version was then presented at the Operations Group meeting last week. The group advised that the term 'Social Value' should be taken out as this meant so many different things to different people, and arguably social value was part of every topic.

There was still an exercise around ensuring the guidance notes were written to accompany the matrix when users were filling it in. The matrix would also be available for individuals to fill out (as opposed to corporate where the advice remains to complete the matrix as a company) and the wording would need to change accordingly e.g. 'I understand...'

Agreed:

- ✓ It was agreed that Air Quality needed to include outdoor and internal air quality.
- ✓ BIM and Lean already had a maturity matrix style assessment and Management would follow suit once the main web development was over.
- ✓ The Offsite assessment would remain as it is for the medium term as the Offsite Group spent a lot of time updating the assessment six months ago.

Actions:

- Shaun will make the relevant changes to the maturity matrix as discussed in the Operations and Board meetings.

5. Risk Register

This item was skipped and will appear at the next meeting.

Actions:

- Anna to provide an update to the risk register at the next Board meeting.

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6. Operational Update: Progress against KPI's

Hilary Hurrey gave a brief summary of progress to date.

Actions:

- Hilary to investigate why the KPI on influencing change for the Infrastructure group was far less than the other sectors.

7. Agenda for AGM

The proposed agenda for the AGM in March was discussed.

Agreed:

- ✓ It was agreed that just an outline of the Business Process Strategy should be presented at the AGM.
- ✓ In terms of the other areas of the agenda the following were suggested to present:
 1. *Annual report to include:*
 - a. *Annual Report and Impact Survey – Ian & Hilary*
 - b. *Annual accounts, Keith or Kieran*
 - c. *Board elections, tbc*
 - d. *Risk register, Anna*
 2. *Business plan 2019/20, Ian*
 3. *Long term strategy, to be decided at Strategy day*
 4. *Web portal update, Ian & Wendy*
 5. *Partner dashboards how they work, Wendy & School team*
 6. *Updates from following groups: Lead plus engaged Partner*
 - a. *Plant*
 - b. *Labour*
 - c. *Waste*
 - d. *Wellbeing*
 - e. *FIR*
 - f. *Offsite*
 - g. *Procurement*

Actions:

- Hilary to approach Board members to agree an item to present.
- Hilary to speak to sector leads to nominate a Partner to speak on the above groups.

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8. Reflections on the Strategy Day – Next Steps

Shaun talked through how the outcomes from the last strategy day have been summarised, as presented in the slides.

Agreed:

- ✓ It was important to revisit what the School has achieved since launch in 2012 to understand what has been achieved in 6 years.
- ✓ The Board must not be guided by budget, but must first consider what it is the School wants to achieve.
- ✓ There are large funding pots available and these can potentially be match to ambition once explored and set.
- ✓ Exploring the power of the School data should be considered as this can allow for understanding of other opportunities not considered before.
- ✓ The funding model of the School may need to be relooked at to match ambition e.g. it is unlikely feasible to go to 500+ Partners in the School under the current model

Actions:

- Ian and Shaun will discuss with the facilitator the best way to tackle the day to ensure that specific outputs are reached.

9. AOB & Date of the next meeting

Date of next meetings:

- **Date of Board Strategy day 2: Wednesday 6th March; 9am – 5pm at Morgan Sindall Offices, Kent House, 14-17 Market Place, London, W1W 8AJ**
- **Date of AGM: Friday 29th March; 1pm – 4pm at Grosvenor Offices, 5th Floor, 70 Grosvenor Street, London W1K 3JP**
- **Date of next Board meeting: Tuesday 14th May; 10am – 1pm at Willmott Dixon Interiors, Hammersmith meeting room, 32 Farringdon Street, EC4A 4HJ**