

Date: Thursday 11th July 2019

Location: Action Sustainability offices, London

Attendees:

Aaron Reid (Balfour Beatty, Skype), Briony Wickenden (CECA), Stephen Cole (CITB), Emer Murnaghan (Graham), Belinda Blake (Highways England), Lorna Brown-Owen (Network Rail), Richard King (Osborne), Ian Heptonstall (Action Sustainability – chair), Liz Holford (Action Sustainability), Veronica Mulenga (Action Sustainability), Sara Gouveia (Action Sustainability)

Apologies:

Jo Pottinger (BAM Construct), Dale Turner (Skanska), Jo Mercer (VINCI)

1. Welcome and Introduction

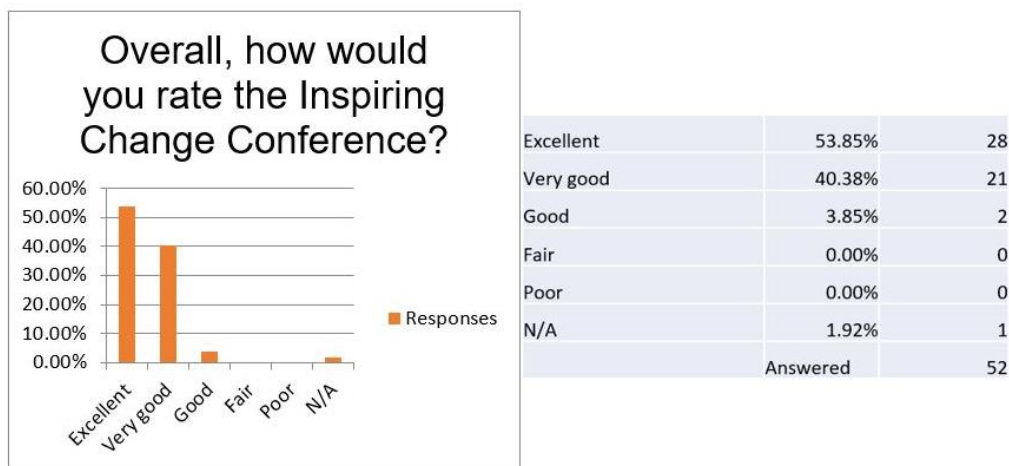
Ian Heptonstall (IH) welcomed new members to the group, Veronica Mulenga who is the new Project Manager for FIR, Emer Murnaghan from Graham and Lorna Brown-Owen from Network Rail.

2. Review of minutes of last meeting

Richard King (RK) mentioned that he has had to hold off on AP97 whilst Osborne establishes its rail supply chains for Control Period (CP) 6. There were no further updates from the actions from the previous meeting. No corrections to minutes.

3. Inspiring Change Conference & Awards 2019

Briony Wickenden (BW) provided a summary of key takeaways from the Inspiring Change Conference & Awards that took place on the 21st May 2019. Overall, the conference received very good feedback from participants as outlined in the graph below.



BW mentioned that the ‘flexible working’ session was particularly successful based on comments from participants. Therefore, during next year’s conference, BW aims to concentrate on running similar structured sessions, focussing on key themes.

IH summarised the three key objectives of the Inspiring Change Conference as creating awareness, celebrating success and engaging trade federations. The group commented on the conference successfully meeting the first two aims. BW will continue efforts to engage with Trade Federations, particularly outside infrastructure; e.g. Federation of Master Builders (FMB), Home Builders' Federation (HBF).

Liz Holford (LH) observed that significant efforts had been made to engage with HBF and that they have led to a discussion with Taylor Wimpey who run their own internal EDI steering group. LH mentioned that she will be joining Taylor Wimpey's next EDI steering meeting as they are keen to get involved in the FIR agenda.

- ✓ **Action 116** - The FIR team to target house builders through key School contacts and try to organise a FIR workshop for Homes employers later this year

4. **FIR workshops: Q7 look-back, Q8 look-ahead, Associate FIR Trainers & commercial proposition**

Q7 update

LH summarised FIR delivery in Q7 as per the table on the slide deck. During Q7, the main delivery focus was on 'Becoming a FIR Ambassador' workshops, due to high demand. The FIR Programme has delivered all workshops that were initially outlined in the business plan. LH confirmed that the FIR team have exceeded FIR Ambassador targets, initially set by CITB. There is an ongoing challenge with engaging small and medium enterprises (SMEs) as workshops in Q7 but Veronica Mulenga and Sara Gouveia are working to bridge this gap.

Associate FIR Trainers

LH talked the group through the associate trainer's model, which Tolu Oke established and has been pivotal to the growth and reach of the programme. There are seven trainers in place that are currently fully trained to deliver FIR workshops and more will be brought into the network as required to meet demand.

Commercial offering

LH has documented a commercial proposition in order to meet high demand for additional FIR workshops, aiding extra income for the FIR programme. In addition, LH created a flow chart (see accompanying slide deck) which outlines the thought process when establishing whether workshops are budgeted through FIR or if payment is required. Fee payable for half day workshop:

- £1,250 + VAT if trainer has to travel less than 2 hours each way to venue
- £1,650 + VAT if trainer has to travel more than 2 hours each way to venue

BW mentioned that we must include travel and accommodation in the pricing. The group reviewed and agreed with the commercial offering.

IH mentioned that the FIR programme has also adopted a commercial contract with IODA and associate trainers, outlining a 20% margin back to the programme when workshops have occurred based on a previous FIR workshop lead.

5. FIR Ambassadors Network development strategy

IH highlighted that the FIR Programme has done exceedingly well in achieving the FIR Ambassador target but one of the programmes focus points moving forward is to ensure that the Ambassadors remain active. LH wrote up the FIR Ambassador network development strategy paper which summarises current status and next steps in developing a more robust engagement plan for Ambassadors. LH mentioned that the Ambassador list will undergo an audit, which Veronica Mulenga will lead on. This will eliminate FIR Ambassadors that no longer wish to partake in the network. The FIR team also have ongoing plans to roll out specific campaigns, focussing on the upskilling of Ambassadors. This will include promoting online resources, webinars and specialist courses.

BW emphasised the need for FIR Ambassadors to have the explicit support of their employers. Aaron Reid (AR) suggested that FIR Ambassadors should be sent an annual survey to find out what key challenges individuals have faced, what they've been involved in and to understand the support received from employers, whilst progressing the FIR agenda. There should be a 'pass' or 'fail' standard associated with responses, with a pass conferring FIR Ambassador status for a further year. BW said that she had previously provided a letter including such questions. The group agreed, specifically highlighting that it would be good for the programme to understand if FIR Ambassadors have had continual support from employers.

- ✓ **Action 117** - Briony to circulate the letter that she wrote up for FIR Ambassadors and FIR team to use this as a basis for 'refreshing' the list of long-standing FIR Ambassadors, over the summer
- ✓ **Action 118** – FIR team to send out an annual "my year in FIR" survey to FIR Ambassadors, so that FIR Ambassador status is renewable, annually.
- ✓ **Action 119** – FIR team to double check that would-be FIR Ambassadors have explicit support of employer, and have completed entry-level FIR training, before they attend a "Becoming a FIR Ambassador" workshop.

6. Topics for FIR webinars and for Masterclasses

The group had a brief discussion on potential topics that could be integrated into the future pipeline of specialist courses and webinars. Lorna Owen-Brown (LOB) suggested mentoring, including separate training for mentees and mentors. The group highlighted this would be an interesting area to explore but acknowledged that there are other organisations that already have this on offer. Though, the group agreed on the powerful influence of a mentor, particularly for female leaders in the built environment. The difference between mentoring and coaching was noted. Also, the need for quality systems around mentoring, as advocated by the Mentoring & Befriending Foundation. IH and BW suggested production of video

mentoring case studies (e.g. BAM Nuttall, Anglian Water). The group were asked to review masterclass suggestions and feedback to Sara. Webinars will be an effective tool in engaging FIR Ambassadors further. Emer Murnaghan (EM) suggested running thirty-minute lunch and learn webinars or 'FIRTalks' formats rather than one-hour sessions.

- ✓ **Action 120** – Aaron Reid and Belinda Blake to share a list of organisations that offer mentoring schemes.
- ✓ **Action 121** – Stephen Cole to share the programme pack from the Mentoring and Befriending Foundation.
- ✓ **Action 122** - Group to complete and return section five of the 'FIR Programme: topic ideas...' paper (prioritisation column added and recirculated with these minutes) by the 23rd July 2019.

7. Potential new FIR Steering Group members

LH collated and summarised a list of potential new steering group members from SMEs, sub-contractors, house builders and representatives from the School's labour group. The group agreed that it would be beneficial to invite two new members on to the FIR steering group; an SME and a house builder.

- ✓ **Action 123** – FIR team to develop a recruitment process and circulate to the group for review. Nominees can then be sought via direct communications and group email outs (e.g. to FIR Ambassadors).

8. Any other business

BW explained how CECA are in discussions with CITB to draw down new funding to deliver training, to March 2021, to people from under-represented groups at 5 Construction Skills Hubs, with a target of 30% gaining sustained employment. Around £300k of this funding might be made available to the FIR Programme to deliver additional and new FIR workshops to employers via these hubs, and/or mini Inspiring Change conferences, to better enable them to attract, recruit and retain this under-represented talent (e.g. workshop adaptations of current e-learning modules on inclusive recruitment and flexible working). LH suggested that personal resilience workshops for the under-represented talent might also be beneficial to all stakeholders. BW will liaise with IH once budget for FIR Training at Construction Skills Hubs is confirmed.

LH thanked Steering Group members for reviewing the "Achieving business success through FIR" and "FIR on site: Why it matters and how to achieve it" e-learning modules. Members of the Home Builders Federation also reviewed and provided comments. Modules are currently being refreshed and edited. New voice overs will be recorded in early September so that the modules can be relaunched in early Autumn.

BW flagged up that Government Equality Office has published its very useful "Roadmap for Change".

IH observed that Office for National Statistics (ONS) have published information about ethnicity pay gaps.

LOB explained how Network Rail will be publishing a new Diversity & Inclusion Strategy for CP6, including milestones.

9. Date of next meeting(s) & close

Tuesday 3rd September 2019, 10am to noon.

Tuesday 5th November, 10am to noon

- ✓ **Action 124** – FIR team to schedule FIR Steering Group meetings through 2020