

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

Apologies: Graham Edgell (Morgan Sindall), Anna Baker (Sir Robert McAlpine)

1. Progress against actions

Hilary reported on progress of actions; many of which were being addressed within the meeting. Kieran will continue to keep the School updated on the innovation fund.

Actions:

1. Hilary to follow up with Anna regarding the data share project.

2. Board Governance

The criteria for the candidates was proposed. There was not much change from what was sought before (a background/ experience in procurement and the house building sector).

Agreed:

- ✓ The suggested profile was agreed; as well as adding in preferred background in learning & development.
- ✓ Those Partners who were felt to be a potential candidate to be approached and encouraged to consider applying for a position (though they would still be subject to the same process as all other candidates).
- ✓ Keith and Martin agreed to conduct the interviews on 18th & 19th March.

Actions:

2. Hilary to progress the nomination process as per timescale.
3. Hilary to liaise with Martin and Keith on interview times and locations.

3. New Horizon

Shaun updated the group on the New Horizon proposal. Richard stated that there may be some CITB funding available to help support the with the delivery of the summit provided it was focused on delivery and learning.

Several subjects/topics were raised as an area of focus that the summit could address:

- Financial implications of the climate emergency
- Monetisation of social value
- What does the future of sustainable procurement/ sustainable construction look like?
- Collaborative procurement models
- How do we change our business models considering the four sustainability issues: climate emergency/ carbon; wellbeing/ health; waste/ circular economy; biodiversity
- Retaining talent & skills; agile working, diversity and changing business models

Discussion followed around whether the summit needs to address a specific topic or whether it talks more broadly and weaves in particular issues. What the School is currently doing should be mentioned.

Broader subjects suggested were:

- How do we solve productivity in the 2% industry to move to a 3/4/10% industry?
- How do you drive value on a zero-carbon pathway?
- What the clients want and what the sector can deliver (investigating the gap)
- How to create value in a net-zero world/ Creating value in a net-zero/ zero carbon world (ties in with COP)

There was a consensus around How to create value in a net-zero world/ Creating value in a net-zero/ zero carbon world. SM to work up more details given this steer.

The subject must be considered in light of audience – it is important that the subject matter attracted the CEO not the HR Director, Finance Director etc.

Value, productivity, opportunity, leadership, low carbon/ net-zero should tie in with overall topic, with what enablers available.

Agreed:

- ✓ A summit will aim to be staged in September (dependant on diaries for key speakers/ contributors once the topic is finalised).
- ✓ Mark Farmer was supportive of the venture and has agreed to speak should it be relevant.
- ✓ Contributions/ speakers will be considered out of sector depending on subject matter as long as it can be applied to the construction sector.
- ✓ The format of the summit will be carefully considered and a more sophisticated way of running it. Suggestions such as the Harvard approach to learning will be explored.
- ✓ Other leading institutions will be invited dependant on topic/ subject matter.
- ✓ The summit would tie together current research and pulling it together as a though piece. The group would not be looking at funding new research.
- ✓ The summit format must include what the opportunities are afterwards.
- ✓ A corporate sponsorship model should be explored. The core budget is still there to deliver learning however the School has evolved into having an ambition to lead.

Actions:

4. Shaun and Richard to liaise with regards to the potential funding CITB may have available.
5. Independent of above a plan B on how to meet the shortfall in the budget presented to be explored.
6. Shaun to develop and propose the overall topic to the Board.

4. School initiatives

Ian reported back on the successes of the initiatives around the People Matter Charter, Waste Group and Plant group. The key take away is that the next steps need to be considered now that the various tools had been developed to then lead the change. Each group needed to think about that and business plan accordingly.

Agreed:

- ✓ Important to focus on priority issues and to free up funding from the sector groups through savings and efficiencies and then to use this money to support the work of the issues workstreams such as carbon and people matters.

Actions:

7. Hilary to work with the sector leads to realise these savings
8. Issue leads in carbon and people matters to make the business case for extra investment
9. Issue leads to work with the sector groups who will help delivery through their groups

5. School structure & pricing

Ian talked through how the School budget is currently structured. The budget mainly sits with the sector groups where smaller budgeted amounts sit on the issue-based groups. However, this is essentially an issue as this is not enough for the issues-based groups to function effectively.

The current round of funding has seen some sectors put aside money for particular issues. The sector groups define the current priorities. It could be that the New Horizon Group inform the sectors of the priorities and the sector groups are the vehicles to deliver them?

Currently the structure looks to be limiting as there is a certain amount of budget available to each group meaning they then have to 'prioritise' the issues, though all the issues are current and are important to each sector.

Agreed:

- ✓ Any change to the way the School structure and pricing will take place post 2020/21.
- ✓ Suggestions should be researched and put forward for discussion over the next set of Board meetings as any changes will need to be reflected in the School Constitution.
- ✓ A pricing model by turn over could be considered.
- ✓ A global pricing structure is needed. Essentially if a Partner is operating in two countries and wants to join, for example, the UK and French School they pay two Partner fees.

Actions:

10. Ian will explore several pricing structures and make proposals to the Board in the coming meetings.

6. Business Planning

Ian recapped on progress with the business planning. The key challenge for each group is to make further savings to allow the contingency to be topped up. This will then allow the issue-based groups to draw upon extra money where necessary.

In terms of the IT cost – this includes the capitalisation of the development costs over three years as well as a small amount of development costs. It should be noted however that any specific changes / developments would be at an additional cost and would need a brief etc. In terms of what is left to complete under the current development, this is:

- The learning pathways (of which there were four)
- Elements of the back-end analytics

Agreed:

- ✓ The Board were happy with the progress made on business plan and agreed the plan to go forward to the AGM.
- ✓ The School should look at having a science-based target around sustainable events as opposed to individual events.
- ✓ The key outcomes for the Partner Relations role are: retention, value and engagement to essentially protect income and allow the School to remain sustainable and grow.
- ✓ There is a potential commercialisation option with the learning pathways. Indeed, there have been a couple of opportunities to do this which are being followed up.

Actions:

11. Keith will review the end of year accounts with Ian prior to the AGM.
12. Hilary to send the Sustainable events checklist and green travel plan to Victoria.

7. AGM

The suggested agenda was agreed and below outlines who will speak on what item.

Hilary is looking into the costs of live broadcasting the AGM currently. The only concern is that Partners will opt to just 'dial in' instead of coming on the day. It is hoped that Partners will continue to attend in person as the AGM allows for networking as well as face to face discussions with those leading on the various groups and initiatives.

1. Introduction – *Shaun McCarthy*
2. Re-election of Chair – *Julia Barrett*
3. Receive Annual report on performance
 - a) *Annual Accounts – Keith Chanter*
 - b) *Annual Report & Impact survey - 2019/20 – Hilary Hurrey*
 - c) *Risk Register – Anna Baker (HH to confirm)*
4. Approve Business Plan for 2020/21 – *Ian Heptonstall*

5. Board elections – *Julia Barrett*

Agreed:

- ✓ If any candidate is unable to make the AGM they will be able to submit a video.

Actions:

13. Julia to send Hilary details of the cameraman used by Willmott Dixon (complete).
14. Hilary to check with Anna that she can present at the AGM.

8. Operational Update

Hilary reported that since the last Board meeting there were seven new Partners. Unfortunately, two Partners (Stroma and Go Ahead Group) had cancelled.

The activity seen from the launch of the new platform looks to be continuing and as a result active members targets should be met. The slow start with corporate assessments will likely mean we do not hit target by year end, however there has been a significant improvement with assessments being taken.

Hilary reported on the webinars that have taken place to date which have been well received. This is the first year for the School of staging webinars so we are still learning however feedback has been very high to date. The impact survey should highlight further feedback on these.

Agreed:

- ✓ It was agreed that the School needs to have its own Sustainability Strategy and clear targets for the reduction of our impacts.

Action:

15. Hilary to work with Action Sustainability colleagues to develop the School's sustainability strategy and report back to board.

9. AOB & date of next meeting

Martin asked if there has been any progress made with the CCS.

Actions:

16. Shaun to pick up with the new CEO of the CCS. Martin agreed to help support this.

A big thank you to Nitesh and to Kieran for their contributions to the School while they have been members of the Board.

Date of next meetings:

AGM

27th March (1pm – 4pm)

Grosvenor Offices, 70 Grosvenor Street

Board meeting

14th May (10am – 1pm)

Canary Wharf Group Offices