

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, Graham Edgell (Morgan Sindall), Anna Baker (Sir Robert McAlpine), Julia Barrett (Willmott Dixon).

Apologies: Richard Bayliss (CITB), Keith Chanter (EMCOR), Victoria Hughes (VINCI Facilities).

1. Progress against actions

Due to late starting the progress against items action was not covered. Hilary will ensure any outstanding actions are completed.

2. Board Governance

Before this item was discussed in detail Nitesh Magdani announced that he would be stepping down from the Board as he will be leaving BAM in March 2020. Kieran also informed that Board that he would be stepping down and has subsequently confirmed that we can announce this and that he will support until the AGM. Many thanks to both Nitesh and Kieran for all their work and contributions to the Board and Supply Chain Sustainability School over the years.

The Board went on to discuss the proposed option for Board elections.

Agreed:

- ✓ Considering the above it was agreed that the recruitment process to replace Nitesh and Kieran should begin now. This will follow the same process as before with a skills gap analysis of the Board; call for submissions and interview process before the election process takes place. It was also agreed that the AGM will be used as a platform for any nominees to promote their submission before elections to allow Partners to understand their skills set and value they could bring to the Board.
- ✓ Regarding the 5-year term for Board members:
- ✓ Option 1 (elections in March 2020) was discussed and rejected.
- ✓ Option 2 was discussed, and it was agreed that further options would be detailed and discussed based on:
 1. Consistency was important for a balanced Board;
 2. there could be a staggered election for the three remaining Board members, so the elections do not all take place in one year;
 3. the elections take place in just 2022 as suggested; any other considerations such as should a Board member step down before the 5 year period could the last set of applicants be approached to find out if they are still interested in being part of the Board, and if they meet the criteria, can they be approached and appointed?
 4. It was agreed however that Board members should stay for a maximum of five years and should they want to continue, they can reapply.
 5. Region should also be considered (i.e. Wales & Scotland) as well as the skill set when setting the criteria.

Actions:

- Hilary to circulate the skills matrix for review by each Board member.

- Once the matrix has been collated a brief for the position to replace Nitesh and Kieran to be circulated and agreed by the Board members. The submission process to then start, with timescales and deadlines attached.

3. Business Planning

Ian presented an overview of the current performance against budget as well as assumed funding for the next financial year.

In terms of the four priorities;

- relationship management has budget from January for the Partner Relationship Manager to start.
- the School Academy was being discussed as part of the agenda.
- Certified Qualifications does not have budget set aside. There were already discussions started with NOCN and CIPS around accreditation of courses.
- Trialling the network with Carbon Ambassadors under the Climate Action Working Group and School Ambassadors using engaged Partners. The FIR Ambassador network would also continue.

Agreed:

- ✓ Future income was also discussed as it was important to illustrate the next two years of funding as the current CITB funding for the School would finish in December 2020. It was also important to highlight other restricted funding and how this affects income year on year to ensure that expectations were set on the growth of the School.
- ✓ The leadership groups must collaborate on the key issues such as Carbon and Waste and ensure that they have representation on the related groups. This ensures that they can focus on key learning (workshops etc) instead of splitting their budget on topics/ issues that already have groups discussing and setting outcomes.
- ✓ All groups should be encouraged to promote efficiencies in their budgets – i.e. gaining more impact from working with other groups. For example, the Offsite group have done a lot of work with Build Offsite and established a Professional Practice Group. This in turn has promoted the various learning further than if it had just been a School only effort. **Each leadership group should therefore be tasked to see how much the Partners working together in that group can bring in efficiencies to allow more work to be focused on priorities.**
- ✓ There was real opportunity for the School in leading on the gender debate and should be considered. This topic was becoming more prevalent on the FIR programme.
- ✓ There should be activity amongst the groups around developing case studies which in turn help to promote the School.

Actions:

- The above direction will be fed back to the Sector Leads to incorporate into their discussions around business planning with their groups.

4. Horizon \ Upper School \ Academy group

Shaun presented and updated the group on the value proposition for the School Academy (working title). In essence the group is using the collaborative power of the School to create impact.

Agreed:

- ✓ The academy is about radical change and driving this change.
- ✓ The group would require a robust terms of reference with a big focus on leadership and what it will deliver.
- ✓ It was agreed that the next financial year should see a trial summit staged. A set of leaders should be identified (c-suite level) amongst the Partners to attend the summit. It was suggested that a set of 5 or 6 'problems' should be researched and proposed so that the audience agree which one should then be explored at the summit.
- ✓ By piloting the New Academy this way, it would show the value and purpose of the group with a view to funding following once the value is illustrated.

Actions:

- Nitesh to circulate the information he has around Arup Drivers of Change to help inform how the 'problems' are presented.
- Shaun to take forward staging a summit in 2020.

5. Data

Hilary presented the section on data; what data we currently collect in the School; how this is used and how the School treats data under GDPR.

Agreed:

- ✓ It was agreed that currently there was a lot going on around data amongst other stakeholders and the School should keep its data to itself for now.
- ✓ The data sharing project that Sir Robert McAlpine were leading on was of interest. Anna will share details of the project and the organisation that runs the hackathons that take place. The hackathons could potentially give valuable insights as to the data the School holds.

Actions:

- Anna to share the details of the data share project and organisation running it.

6. CITB & School Collaboration

Ian fed back on the progress that has happened since CITB held the collaboration workshop with the School. The workshop has allowed CITB to understand the importance of sharing the success and function of the School amongst the organisation which is a good step forward.

The initial action plan is a good starting point.

7. Operational Update

Hilary highlighted the positive impact that the launch of the new platform has had to date, in particular around active members, resource views and assessments.

Agreed:

- ✓ It was agreed that as the new platform drives individual learning, figures for both corporate and individual learning is reported on going forward.

8. AOB & date of next meeting

Kieran asked if the School planning anything for National Apprentice Week – 3-7 Feb 2020. Secondly, the water sector is considering an innovation fund (about £200m over 5 years from April 2020) – to fund water sector challenges.

It is not a construction sector fund but is:

- likely to focus on pipe leakage and flooding and other environmental issues; possibly skills and use of digital.
- Open for anyone to apply – so not just water companies (supply chain, academia, organisations)

This could possibly be something for the New Horizon group?

Actions:

- Hilary to liaise with the Marketing Manager on what the School may be doing around National
- Kieran will keep the Board informed on relevance to the School and opportunities to apply for funding.

Date of next meeting:

Tuesday 11th February; 10am – 1pm at Morgan Sindall offices, Kent House, London.