

**Attendees:** Chair: Shaun McCarthy (Action Sustainability), Dale Turner (Skanska), Martin Gettings (Canary Wharf Group), Julia Barrett (Willmott Dixon), Keith Chanter (EMCOR), Graham Edgell (Morgan Sindall), Dan Evans (Speedy Services), Aaron Reid (Balfour Beatty), Richard Bayliss (CITB), Victoria Hughes (VINCI Facilities), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability).

### 1. Progress against actions

Hilary reported on progress against actions from the last meeting. Actions around the budget, income streams and business planning were covered as part of the agenda.

Ian reported that D2N2 were keen to speak but have not agreed a meeting date yet.

Victoria has kindly volunteered to take over the risk register alongside Hilary.

#### **Actions:**

1. Ian & Richard to revisit the mapping of stakeholders on the various CLC groups as there has been significant changes to the CLC structure in the last month.
2. Victoria and Hilary to review risk matrix.

### 2. Learning & Engagement update

Hilary presented the most recent engagement figures (learner numbers, resource access, e-learning views) compared to last year and previous months. The School is continuing to maintain learning engagement. It was agreed that double the numbers of learners, double the training activities was a real success story.

It was however highlighted to the Board that the data is showing that there has been between a 10 – 15% decrease in the number of companies engaged with the School. There are some technical data issues at present so this will be analysed further once resolved and presented back at the next Board meeting.

There are a group of Partners who have various School e-learning modules downloaded onto their own LMS. These figures for company/ individuals are not included in the figures presented and they are significant in number, for example CBRE have had just under 500 learners pass a total of 750 e-learning modules. It is an ongoing struggle to engage with Partners L&D teams as well as the School team chasing up for this information on engagement.

#### **Agreed:**

- ✓ The ongoing furlough scheme could well have had an (positive) effect on the numbers learning. When the furlough scheme ends it will be interesting to see what impact that has on learning and engagement in the School.
- ✓ There has been much less pressure on the supply chain to engage with the School this year via Partners which will have reduced the engagement of the supply chain.

### 3. Budget Update

#### **Funding Strategy**

Ian summarised progress against the five strands on the funding strategy.

#### **Agreed:**

- ✓ Partner retention and new Partner income has been far more successful than originally planned for.
- ✓ The relationship with CITB has been strengthened over the last year with regular communication between the School and key stakeholders within CITB.
- ✓ £150K of income has been generated in sponsorship (Waste, FIR, HES and EKFB).
- ✓ The regional offer is taking longer to progress, but we have some progress with Bradwell.
- ✓ Overall, the strategy is going well and there is more to do when looking forward, in particular when viewing the future budget.
- ✓ The School should look at IEMA's definition of 'Build Back Better' and include the road map in the School resources.
- ✓ The School should consider how they communicate the success, the fact that double the amount of activity is taking place and the value the School is providing to Partner organisations to counteract any push back experienced on the planned 5% partnership fee. The Board are still in agreement with the 5% fee increase.
- ✓ Its important to look at the various charters (e.g. Plant Charter, People Matter Charter, plus other external ones) and identify how the School can help organisations to deliver against the commitments. A good example is the People Matter Charter and the road map attached to it.

**Actions:**

3. Victoria Hughes will put Eurovia in contact with Paul Parkinson following her conversations around Partnership to the School.
4. School to look at how they can align with the Build Back Better campaign road map IEMA has produced.
5. Ian and Paul to continue looking for new opportunities.
6. Becky Bryant to analyse/ heat map the Partners against what they are doing and the value provided to understand who is taking advantage of what activities.
7. Hilary to contact Keith to arrange a Partner session for Keith's wider team.

**4. Business Planning 2021/22**

Ian summarised the process that the various groups have/ are following to prioritise their key areas for the business plan. This included the MoSCoW analysis recommended by the Board.

**Agreed:**

- ✓ The Partnership fee pricing structure needs to be considered carefully. It currently has tiers which enable two additional groups, however should there be an individual price per group?
- ✓ On the point of e-learning refresh it is important that the members are reminded of what e-learning is updated i.e. do they need to retake a module they completed two years prior? Could this be highlighted on personal dashboards? There should be communication sent to Members around updates and this should be considered in the automation journey.
- ✓ In terms of topic priorities: Wellbeing, embodied carbon; Digital were areas that should be covered next FY.

- ✓ The budget presented was a worst-case scenario. It was important to plan for a worse case but also a best-case scenario.
- ✓ It was important to include a level of 'why' behind the groups priorities such as what were the key drivers i.e. legislative, funded etc. This would allow the Board to be able to understand the focus behind them and prioritise accordingly.
- ✓ The School's single programme of training will continue in the next FY and would remain agile as it has demonstrated this year and will continue to respond to industry quickly.
- ✓ The School does not have much resource on sustainability reporting and disclosure. Should funding allow, we could develop advice and guidance on this.
- ✓ The Board are in agreement that if groups need further funding over and above the budget presented then they are to seek funding or make a business case for investment. There will be a contingency planned for these cases.

**Actions:**

8. Ian will develop three budget scenarios based on £1.5M, £1.7M and £1.9M of income and will gain Keith's feedback in the development of these.
9. Martin and Victoria agreed to provide lists of what they report on.
10. Hilary to arrange a feature of latest resources high up on the School's home page, and keep it updated.

## 5. Highways England Supply Chain Mapping Initiative

Graham and Shaun presented this item.

A meeting is taking place on 15<sup>th</sup> December (10am – 12noon). There is in the region of around 16 Partners who have accepted to date. Chris Bethel (Highways England) and Graham Edgell are leading the meeting.

This meeting will be looking at the Terms of Reference and agree the objectives of the group. They will also be looking at how the group can be self-funded. The areas suggested to explore are in steel and timber.

**Actions:**

11. Graham will feedback at the next meeting the outcome of this meeting.

## 6. Interiors Group

Graham reported to the group. The idea was born out of conversations with the CEO of the FIS (Finishes & Interiors Sector). There is a potential to create another Category Group (Interiors) which will focus on fit out. It will reach out first to manufacturers with the ambition to reach out to smaller and medium fit out suppliers.

**Agreed:**

- ✓ The Board agreed the group should be explored.
- ✓ There would be an element of wellbeing in the purpose of this group.

**Actions:**

12. Graham will explore the feasibility of the group further and report back.
13. Ian or Paul Parkinson to support this meeting.

## **7. Board elections**

Elections need to start for a new member of the Board.

### **Agreed:**

- ✓ There needs to be a statement on diversity preceding the profile sought. A statement like 'In order to achieve a balanced Board, applications will be welcomed from xxxx'.
- ✓ The profile should include the outlined areas but these should be labelled as desirable.

### **Actions:**

14. Hilary & Ian will put together the profile based on the above recommendations; amend the timeline and start the process.
15. Dale Turner and Victoria Hughes will interview the potential candidates. (Hilary will be in contact with time scales and further information).

## **8. AOB**

Shaun reported that he had been having conversations with CHAS (Gareth Rondel) as they had expressed an interest in becoming a Partner. This was spurred by a conversation with Julia. It was agreed that a consistency of approach to organisations of a similar nature needed to be considered. It was important not to blur the lines of pre-qualification.

Aaron and Ian reported that the School and the legal team at Balfour Beatty have drawn up a more robust agreement around GDPR and the sharing of data with regards to priority suppliers. This agreement (once final) will be made available as a model agreement for other Partners should they wish to have something similar. There is also new wording written for the Partner Schedule around GDPR for new Partners.

### **Actions:**

16. Ian will consider what Partnership model could work for CHAS (and other similar organisations).

### **Date of next meeting:**

26<sup>th</sup> January 2020, 10am – 1pm (virtual)