

Attendees: Hilary Hurrey (Action Sustainability), Robyn Kelly (Action Sustainability), Lydia Higgins (Action Sustainability), Nathalie Ritchie (National Grid), Kris Karlake (BAM), Mandy Messenger (Advante), Katherine Rusack (Balfour Beatty), Becky Bryant (Action Sustainability), Warren Edwards (Laing O'Rourke), Michael Cross (Willmott Dixon), Ross Steer (Engie), Gina Ciotaki (Wates), Paul Parkinson (Action Sustainability)

Apologies: Emma-Jane Allen (Action Sustainability), Antony Lavers (Taylor Wimpey), Jo Gilroy (Kier), Jade Hunt (Kier), Karolina Mikolajczyk (Engie), Daniel Harvey (Wates), Alice Hands (Sir Robert McAlpine), John Dwyer (Telford Homes),

1. Progress against actions

Hilary reported against the last meetings actions.

Helen is working on a date for a lunch & learn with LLW. The communications to Partners about the new level structure and the fee increase is going imminently.

2. Update - Learning & Engagement

Hilary presented the engagement figures to end of August (September figures will not be run until the month of September has finished; the second quarter report will be produced at this time also.)

The School continues to perform well against the set KPI's. It was always a consideration that the increased engagement was as a result of the impact of furlough. However, the figures and reporting for this year show that we are continuing to engage more individuals and organisations to learn through the School which is good news.

3. Automation Re-engagement

Lydia presented the initial results from the re-engagement campaign that ran over summer. The aim of this campaign was two fold:

- To identify users who are not active on the School and re-engage them through an email automation campaign series.
- Display more realistic statistics of active members on School reports.

The campaign was successful. Just under 4,000 members will be suspended in the School database. There is some development work that needs to happen with this. Those members who are being suspended will be able to 'reactivate' their accounts by logging on so no learning would have been lost if they revisit the School again.

The campaign will run again to continue to clean the data.

Lydia also presented the results of the recent launch of the Carbon Calculator campaign. This campaign has been really successful so far, being picked up in the press and over 300 companies (and counting) have signed up to the Carbon Calculator.

Actions:

- It would be helpful if there was a report that showed which members were not engaging. The team will look into this to see if it is possible.

4. Partnership Value

Part 1. Becky explained to the group the need to a review of the monetised value assigned to speaking at events. The key driver is the change in format as training is now virtual instead of face to face.

Agreed:

- A 'case study' is a Partner sharing a piece of innovation or knowledge. It is not a sales pitch. This needs more consideration so that the offering is clearer e.g. it could include a video etc.
- It easier to quantify some elements e.g. the marketing; logistics; web posting; booking system. This should be set out to ensure that the level pitched are easier to define.
- The Business Bytes have the potential to reach more of an audience as there are usually a selection of speakers which is valuable.
- Face to face options should also be included as part of the monetised value.

Part 2. Hilary provided some background to the group as the Board were keen for the value of attending Leadership groups to be monetised. A suggested starting point was made of 'in kind time'.

Agreed:

- If in kind time was to be used it should be considered as part of progress over a year not per meeting.
- In kind time will always differ based on the individuals role and level of seniority.
- Need to consider how you would report this – would it be separate to the other values?
- The value is around the collaboration – the cost of the facilitator and organisation of the meetings should be considered as well as the consultancy that goes into the production of the outputs.

A group exercise was staged and the group were asked to provide comment on what value they receive from attending groups:

Comments:

- Collaboration with our peers
- Gaining a better understanding of our clients requirements
- Benchmarking/ best practice
- Organisation from the School
- Consistent approach to guidance/learning
- Shared costs for tool development/ research
- Safe space to discuss ideas
- Horizon view – what is coming up
- Common voice to the supply chain

Actions:

- Becky to consider the actual costs for each speaking opportunity and revisit at the next Operations Meeting.
- Becky to revisit the value on participating in groups based on the discussions.

5. Impact Survey

Part 1. The Impact Survey is due to go out as agreed earlier this year to help inform the business planning process. The group were asked to consider the question set around COVID which was added last year.

Agreed:

- The School will remove the question on COVID as the aim of the impact survey is to understand the impact the School is having of as a result of the learning and engagement so the focus needs to be on that.
- With regards to the suggested question relating to COVID, having an open text response is not advised. The analysis is difficult, as this could be very resource heavy and it is also difficult to get real insights.
- A question which relates the decisions made as a result of COVID and how much the School can be attributed to helping towards resolving those issues could be considered. Is it worth having a question which seeks to understand how the School has helped those to resolve issues impacted by COVID?

Part 2. The School team wanted to gain the Operations Group thoughts on including a list of 'future challenges' which the respondent prioritises. :

Comments/ feedback on the future challenges statement:

- The suggested statement on future challenges needs to be reworded. In addition the list of 17 challenges is too long. It could perhaps be a prioritise the top 5 challenges.
- The challenges are too much of a mix of medium and long term.
- Wellbeing and EDI don't fit in the current list.
- Plastic packaging tax and Loss of the 'red' diesel rebate – are both too specific topics
- Brexit and the legislation changes should be considered as part of the list.
- The statement should have a time period attached to it, e.g. over the next 12 months...
- The statement should relate to how the School could offer potential support.

Actions

- Hilary to revise the suggested question relating to COVID based on the comments above.
- Hilary to go back to the School team to revisit and shorten the challenges list (max 10), and revise the format so that the respondents select their top 5 are selected.

6. AOB & date of next meeting

The group will take a menti vote at the next meeting to establish whether any face to face meetings will take place in the next financial year.

The next Operations Group meeting takes place on Tuesday 30th November 10.30am - 12.30pm. This will be virtual via Teams.