

Attendees: Hilary Hurrey (Action Sustainability), Robyn Kelly (Action Sustainability), Lydia Higgins (Action Sustainability), Nathalie Ritchie (National Grid), Kris Karlake (BAM), Mandy Messenger (Advante), Antony Lavers (Taylor Wimpey), Katherine Rusack (Balfour Beatty), Becky Bryant (Action Sustainability), Michael Cross (Willmott Dixon), Daniel Harvey (Wates), John Dwyer (Telford Homes)

Apologies: Emma-Jane Allen (Action Sustainability), Warren Edwards (Laing O'Rourke), Jo Gilroy (Kier), Jade Hunt (Kier), Karolina Mikolajczyk (Engie), Alice Hands (Sir Robert McAlpine), Gina Ciotaki (Wates), Ross Steer (Engie)

On behalf of the School team, we wish Daniel Harvey all the best in his new role at Balfour Beatty Highways. Daniel has been a valuable member of the Operations Group for a few years now and we shall miss his input. Thank you Daniel!

1. Progress against actions

Hilary reported against the last meetings actions.

All actions were complete and/ or being addressed as part of the agenda.

2. Update - Learning & Engagement

Hilary presented the engagement figures to end of October (November figures will not be run until the month of November has finished). Figures are continuing to show that more individuals are engaging with the School. The more sophisticated marketing that has been implemented (such as the automated educational series) over the past year is continuing to have a positive effect on engagement.

3. Marketing Update

Sophie Coyle and Lydia Higgins reported back to the group on the various marketing campaigns that have taken place over the last few months. A key campaign was the COP 26/ Carbon campaign which Sophie led on. This was very successful, with several Partners also reposting various social media.

An action from the last meeting was around providing insights into priority suppliers who had not engaged with the School to allow Partners to get in contact to encourage them to engage. With additional development this is possible via the Partner dashboards and the priority supplier report. Lydia explained this is coupled with the work the delivery team have been doing on the re-engagement campaign. The report could be developed to show if priority suppliers are 'inactive' or that their account has been 'suspended'. The reasoning behind suspending accounts is where individuals have not engaged in the School in any way after a specific timeframe. Those who have suspended accounts would not be part of marketing campaigns (under GDPR, we don't want to continue to contact data which is not responding).

Agreed:

- ✓ The most important piece of information for a Partner is knowing if the individual is active or inactive.
- ✓ The term 'Suspended' may need to be reconsidered as it has a negative undertone as though the individual has done something wrong.
- ✓ The cohort of suspended accounts needs to include and data which is considered to be 'dead data' i.e. they are hard bounces and therefore the email address is no longer in use.

Actions:

- Lydia will look into an alternative term for 'suspended' accounts.
- Lydia will progress with the development to allow the report to include information on inactive individuals.

4. Membership Levels

Hilary provided a recap on the previous work which had been done on the Membership levels and why this was being reviewed. Since the Operations Group had put forward some ideas on how the levels could be structured, this feedback had been discussed internally as well as discussed with the other leadership groups.

There is agreement with the proposal to structure the levels based more around levels of engagement and hours of learning. There was also agreement to structure the levels to take into consideration the company size.

The group were asked to discuss and feedback their thoughts on how many levels for company size there should be.

Comments:

- It was pointed out however that there may be some companies classed as large e.g. an FM Service Provider however only a small number of staff would access the School as managers. This needs some consideration.
- There was unlikely much difference in company size 1 – 50.
- There is a difference between a company size of 500 to 5,000.
- It was important not to have too many levels so just add a couple of levels to the larger company size bands.
- Look at the definition of Micro/ Small/ Medium companies and use those definitions.

Actions:

- Hilary will consider the comments above and draft a proposed level structure. This will include input from Wendy Carwardine to ensure that what is being suggested is possible in the current functionality of the system. Once this proposal is drafted and approved, costings for the development of this will be considered.

5. Partner Value

Becky reported on this item following on from comments made at the last Operations Group meeting in relation to the value for speaking at events and the value of group participation.

In terms of monetising the groups it was agreed that this is too nebulous for leadership groups. In addition, some groups don't necessarily produce a specific output where a 'cost' could be assigned.

Agreed:

- The value could be presented by either a video case study, or written case study from a Partner (or collection of) Partners in the group discussing why they are a member, what they get out of it etc.

6. AOB & date of next meeting

A menti poll was taken to understand whether the group wished all meetings to remain virtual. The results were that one meeting should take place face to face.

Hilary will ask the operations group to decide which meeting this will be at the next meeting.

The next Operations Group meeting takes place on Tuesday 1st February 10.30am - 12.30pm. This will be virtual via Teams.