

**Attendees:** Chair: Shaun McCarthy (Action Sustainability), Dale Turner (Skanska), Carol Williams (Laing O'Rourke), Graham Edgell (Morgan Sindall), Aaron Reid (Morgan Sindall), Marcus Bennett (CITB), Keith Chanter (EMCOR), Martin Gettings (Canary Wharf Group), Julia Barrett (Willmott Dixon), Victoria Hughes (VINCI Facilities), Dan Evans (Speedy Services), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability)

Shaun informed the Board that Aaron would be stepping down as of immediate effect. Aaron has moved to Director of Sustainability at Morgan Sindall. The constitution states that there can be only one member of a Partner organisation on the Board. Aaron has taken the decision to step down as he left his role at Balfour Beatty.

The Board thanked Aaron for this contribution to the Board as it has been very valued. He will be missed, however Aaron will continue to contribute to the Infrastructure Group and FIR programme.

### 1. Review of actions

Hilary ran through the review of the actions. Hilary reported that she presented the feedback around incentivising Partners with the Operations group and will feed their response back to the Board, (the meeting took place the day prior to the Board meeting). All other actions were complete or being addressed within the agenda.

### 2. School Constitution review

Ian ran through the process that was taken by Keith, Shaun and himself to review and update the Constitution. The key areas were around the points on IPR, GDPR and Delivery Partner with some other minor points raised around re-election of Chair, AGM, Funding, Groups and selection of Board Members.

Points around GDPR may need to be refreshed with coming changes due in 2023 & 2024.

There were a few minor changes around wording that need updating.

#### Agreed

- The Board are agreed with the changes made to the Constitution.
- The changes will be presented and agreed at the AGM (now being moved to May 2023).

#### Actions

- ✓ Ian will ensure that clause 1.3.7 includes the wording 'Mission, Vision & Values' and this is reflected throughout the Constitution.
- ✓ Keith to send some final small changes to Ian.
- ✓ Ian will send the final agreed version of the Constitution to the Board.

### 3. Technology Strategy

Following the last Board meeting, Ian presented a more detailed version of the Action Sustainability technology strategy to the Board. This covered how Action Sustainability is continuing to develop its strategy; the actions that have been taken over the past year to mitigate the risks identified; as well as what the future may look like.

#### Comments/ feedback:

- Though the risks outlined are mitigated they are still there.
- Action Sustainability is developing technical capability inhouse with the recruitment of a front-end and back-end developers for the Tool. This is being tested on how successful and valuable it proves with the ambition to do the same in the School in the next 12 to 18 months.
- The marketing team has also become more specialist with a team focused on working with the School data in a more sophisticated way and integration of Force 24 and the automation of marketing to successfully drive engagement and learning has seen a step change as a result.
- The business is not at a stage to take on the overhead of a CTO. A more part time advisory role may suit more presently.
- Business Resilience and Continuity need to be considered; however Disaster Recovery is solely about IT recovery.
- The risk register needs to reflect the wider technological risks and the work that is being done to mitigate those risks.
- Should technology skills be added to the list of skills required for the next Board member?
- School Partners could provide a technology expert from their business to form a group of 'critical friends' who can advise on what should be considered and questioned around technology. The group would not be making decisions.
- The current IT partners should also be quizzed to provide some advice.

#### Actions

- ✓ Ian will write a short brief of the type of person required to join a small advisory group. This will be reviewed by Carol.
- ✓ Board members will use this brief to reach out internally for members of their team who could join the group.
- ✓ An exploratory meeting to take place as a starting point to inform and guide Action Sustainability. This will be discussed further at the next meeting.
- ✓ Vicky and Hilary to review the risk register for the next Board meeting as part of the discussions.

#### 4. School Growth Plan update

Hilary talked through how the School was performing against budget.

The recruitment of new Partners has brought in extra income. We are currently forecasting an additional £134K of Partner income in this FY. Costs will remain the same apart from:

- Requested additional spend on workshops as following the current delivery there will likely be overspend as more Partners are taking their allocated workshops, in addition to new Partners (£8k).
- Requested additional spend on filming to replace talking heads videos in the e-learning modules this year (£10K). There are a lot of outdated videos currently.

The original budget had a margin of 5% and it was agreed at the time of business planning that the aim would be for this margin to be pushed towards 10%.

The Leadership groups requested at the time of business planning to spend on various activities, an additional £69,330.

It was requested that 50% of the money which is retained to account for Partner cancellations (currently 10% of budgeted Partner income) be released (£60K) which would allow for the additional spend and push the margin to 9%. The School is currently running a 1% cancellation with two Partners cancelling their

Partnerships. One due to going into liquidation; the other has not been engaging despite best efforts over time from the School team.

The 2023/24 income scenario was also presented as the grant funded projects Digital, Procurement and FIR) were coming to an end this financial year and beginning of next financial year which represents a large drop in income to the School. The Partner income scenario was based on a price increase of 4% (the same as 22/23). The effect of these changes to the School's finances next year would be for the budget to flatline with no overall income growth.

*Comments:*

- As inflation costs and interest rates are continuing to go up should there be extra spending?
- The School should remain prudent as the industry is tightening its belt. There could be more at risk Partners which will affect income.
- The carbon related items have not been discussed in the Climate Action Group and are not necessary for this financial year.
- Spend should take place where it is required to provide value to the product e.g. refresh of videos.
- The list of additional activity contains some nice to do as opposed to some must do.
- It is important to analyse the risk of Partner cancelling their membership so that a more factual based cancellation rate can be applied.
- The growth strategy of Partners needs to be consistent to include increase in membership.

*Actions:*

- Hilary and Ian to prioritise the additional spend list and communicate this to the Board via email to agree which items may be approved.
- A list of "at risk" Partners will be brought to the Board at the next meeting so that some logic can be applied to the forecasted cancellation rate.
- A more detailed business plan for next year will be discussed at the next meeting which will include costs.

## 5. Board elections

Hilary ran through the process and timelines for the Board elections. The Board discussed the profile of the next candidate.

*Comments:*

- Remove 'Procurement' from essential.
- Desirable could also include: digital, offsite, manufacturing.
- In light of the discussions earlier around technology this skill should be included.
- Ask for two or more of the 'Desirable skills'
- There is narrative about the importance of being a 'mover and shaker' and having influence over networks.
- It was acceptable to approach individuals who were felt to be potential candidates to alert them to the fact that Board elections were taking place.

Graham and Dan kindly volunteered to interview potential candidates.

*Actions:*

- ✓ Hilary to update the profile for nominees.
- ✓ Hilary to communicate the Board elections to the key contacts for each Partner organisation.

- ✓ Hilary to liaise with Graham and Dan on the interview process.

#### **8. AOB**

No AOB was raised.

#### **Next Board meeting:**

Wednesday 23<sup>rd</sup> November, 10am – 1pm (VIRTUAL via zoom)