

**Attendees:** Chair: Shaun McCarthy (Action Sustainability), Dale Turner (Skanska), Graham Edgell (Morgan Sindall), Julia Barrett (Willmott Dixon), Malcolm Dare (National Highways), Carol Williams (Laing O'Rourke), Marcus Bennett (CITB), Joanna Gilroy (Balfour Beatty), Keith Chanter (EMCOR), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability)

**Apologies:** Victoria Hughes (VINCI Facilities), Dan Evans (Speedy Services)

Welcome to Joanna Gilroy who was attending her first meeting as part of the School Board.

## 1. Review of actions

All actions that were still in progress were being addressed as part of the agenda apart from the action around a next generation representative. This action is being progressed internally by each of the collaboration groups.

Ian gave an update to the Board around Technology. Following the recommendation of the Board, the Technology Strategy Partner group is up and running well. Two meetings have now taken place and those involved are very engaged. The group have guided the School team to come up with a set of guiding principles which will be applied to the developing Technology Strategy and used when considering further development. These need to be finalised and will be distributed to the Board once complete.

In addition, the recruitment process has finished for appointing a Head of Technology and Steve Marvell will be starting on 2<sup>nd</sup> May.

### Actions

- Ian will distribute the guiding principles once finalised.

## 2. Partner engagement

Ian presented to the Board how the current cohort of Partners are engaging around priority supplier lists. The Partner Relations Team has a clear set of actions surrounding this to continue to encourage Partners to engage their priority suppliers, be it directly or via the School team.

The School team had done some work to present several different 'league tables' which could be used to incentivise Partners in engaging: a) their supply chain and b) their own organisation and internal teams.

### Agreed

- It was agreed that, that the top 20 would be published to reward success, but that the full league tables not be published, but Partners would be told where they sat individually.
- Its important to recognise the difference in sectors e.g. Laing O'Rourke is very different in nature to Savills.
- It was suggested that the 'top 20' could be picked out and invited to join the 'Upper School' (see item 6). These organisations could then collaborate to deliver a standard messaging to their supply chains. The idea would be that they would use standard messages and metrics. This could also be used internally. There could be standard recommendations of levels of success.

The point around activity vs achievement was brought up. Ian explained that the sustainability assessment (corporate) was in the process of being developed into a capability assessment focusing on action and making actual change and shows practice.

- There are two objectives by creating league tables:

- To drive up numbers in line with the 50K strategy
- Improve quality of learning and consistency of approach
- Partners could start to use the data to measure and mandate engagement in the School. It is important to create a 'pull' initially to then help drive people to the second objective. It would become a more natural journey. However, discussion followed on this point that the School to be seen as a 'trusted friend' around data and how organisations then use that information must be left to them.
- Following on from that point, it was also noted that the supply chain is 280K strong. We want to reach as much of that as possible; if we start enforcing standards we will create barriers.
- It was agreed that phase 1 is to keep it simple and use the data to drive numbers up. Phase 2 would focus on the quality of learning which will need a more detailed discussion.

*Actions*

- School team to come back with a proposition, based on the league tables shown but including additional data around quality of the activities taken (amount of learning supported by no. of Gold, Silver and Bronze levels and assessment level increase).

**3. Finance review**

Keith explained the process and provided the Board with an overview of the financial review. The focus of the review is to:

- Ensure that the basis of allocation of income and costs appeared reasonable given the activities delivered by ASTL on behalf of the School.
- Review the reasonableness of the "value for money" of the services delivered by ASTL.
- Review the financial position of ASTL to assure the School of the longer-term viability of their delivery partner

Keith has concluded that this is all satisfactory. His report was agreed by the Board.

**4. Impact Survey**

Hilary provided an overview of the key stats from the Impact Survey.

*Agreed*

- It was agreed that the active individuals figures and e-learning completions figures from the Partners internal LMS would be included in the end of year reporting.
- The statistic around connecting learning with winning business is very important.
- The data should be cut via the number of years engaged in the School to explore if there is a correlation with the 27% of respondents who didn't feel they gained a better understanding of sustainability.
- It was suggested that as people become more knowledgeable it is important that the School continues to raise the bar on learning contained within the School to ensure individuals see the School as useful to their understanding of sustainability.
- The question included in the survey around Carbon should be relooked at and should be split to look at Energy use; Carbon emissions – Scope 1 & 2 and Scope 3.

*Actions:*

- ✓ Hilary to revisit the question around carbon with the School team to come up with a suggested set for the next Impact survey.

- ✓ Hilary to feedback the Board feedback around continuing to raise the bar around learning to the internal team.
- ✓ Hilary to provide further stats around the 27% of respondents who felt the School was not helping to give better understanding of sustainability.

## 5. Data Share

Ian presented to the Board what the School currently shares in terms of data. There were six considerations:

1. Could the School use the data better?
  1. *Undoubtedly YES, but it's a work in progress*
  2. *Understand current learning needs better*
  3. *Provide "follow on" training*
  4. *Understand which Partners could do more?*
  5. *Get more suppliers engaged*
  6. *Get more people to learn*
2. Could Partners get more value out of the data?
  1. If so – what do they want to know?
3. Is the data of value to industry stakeholders?
4. Could \ should we be looking at other uses of the data?
5. As we move the Company assessments away from learning towards "what a company actual does" does that data become more valuable to Partners
6. 3<sup>rd</sup> party use of the data – our very strong recommendation is a NO to this, it would undermine the trust that members have in the School for little financial return

### Agreed

- The Board agreed that the School Team should continue with their existing approach to the use of data.
- All Board members agreed with the recommendation on point 6.
- The Board agreed with the other points that the School should progress with how we use the data.
- It would be interesting to look at other sectors and compare findings (however this would be potentially difficult and construction is quite a unique sector in its nature).
- The School team to look at if the data can be split by sectors e.g. Infrastructure, FM etc and also by trade categories and update the Board.
- It was noted that the trade categories in the School do not follow the Government definitions of trade category.

## 6. Development Board/ Upper School

Following on from the conversations that have happened in the past Graham and Shaun discussed with the Board the idea of creating a separate group. This group would be open to those who were keen to take certain topics to a different level; to collaborate with each other to drive action and create impact.

An example of a non-competitive topic area was Modern Slavery. The model would also create an environment for other sponsors and from other sectors and create discussion around best practice and successful approaches. The group would use this to create outputs which would percolate down to the other School groups.

*Agreed*

- Larger Tier 2's could also be asked to join the group.
- Potential topics (and sub-groups) could be: Carbon reporting; Diversity; Modern Slavery; Nature
- The group would be an opportunity to give a common language and common measurement around key sustainability topics in the industry.
- It is not elitist – it is for those who are passionate about creating change and impact.
- A data analyst should be considered to look at the impact data to inform what questions we want to ask and are the topics the right ones.

*Actions:*

- ✓ Graham will put together a business case for discussion at the next meeting.

**7. Review of the Board Skills Matrix**

A discussion took place around the current make up of skills with the Board.

*Agreed*

- The Skills matrix should be circulated and reviewed by Board member to ensure it is most up to date.
- Key to also have influencers (internal and external) on the Board.
- Experience around education would be valuable.
- Succession planning should also be considered; for example; should Keith leave the Board who would be able to conduct the annual financial review? Some areas could be brought in externally however e.g an accountant could review the accounts and present findings to the Board. Technology through the Technology Strategy group.
- Important to view the choice of new candidates as dynamic as the School progresses.
- The other School groups need to be used to inform the Board. There needs to be work on how there is more consistency amongst the groups and collaboration between them. The School has taken on a Collaboration Manager for exactly this.
- The groups need to start feeding back to the Board around what is working and what isn't in relation to their priorities. It is important that the groups are focused on achieving their priorities and reporting back on what impact has been had from them. It is important to understand what groups are being the most effective.

*Actions:*

- ✓ Hilary to discuss with the Collaboration Manager the above feedback and create a process around communication to the Board on: impact; reporting against process etc. and create a feedback loop with the Board.
- ✓ Hilary to circulate the Board skills matrix to allow for individuals to review and update their sections.

**8. AGM**

*Agreed*

- The agenda was agreed.
- The new Board members will be introduced at the AGM.

## 9. AOB

Shaun reported back that there will be the development of a School in Ireland. This will be funded separately to the UK School and therefore treated in terms of financially and governance to the UK School. There will however be a fee of around £20K which comes from the licensing which will go to the UK School.

Ian reported that Natwest are sponsoring the development of the Retrofit programme. Lord Stern will be speaking at the Annual Summit.

The Annual summit is taking place on 26<sup>th</sup> September and the agenda will focus around Just Transition.

### *Actions:*

- The Summit agenda will be circulated with the meeting notes.

### **Next Board meeting:**

**Wednesday 12<sup>th</sup> July, 10am – 1pm**

**Please note that this meeting will take place virtually as is noted already in the calendar invite.**

**The September and November meeting dates are being rescheduled and will be face to face.**