

Attendees: Hilary Hurrey (Action Sustainability), Becky Bryant (Action Sustainability), John Dwyer (Telford Homes), Nathalie Ritchie (National Grid), Karolina Mikolajczyk (EQUANS), Lizzie Eyre (Taylor Wimpey), Katherine Rusack (Balfour Beatty), Mandy Messenger (Advante), Jo Potts (Kier), Lydia Higgins (Action Sustainability), Grace O'Connell (Action Sustainability).

Apologies: Anthony Lavers (Taylor Wimpey), Alice Hands (Sir Robert McAlpine), Lisa Boumaza (EQUANS), Michael Cross (Willmott Dixon).

1. Progress against actions

Hilary reported against the last meetings actions.

Feedback from the Board:

- An awards ceremony is a positive activity and, similar to the one which took place in June, will go ahead if the School runs another summit.
- If paying Partners are not engaging the School team work with them to try and help in any case. Experience shows that eventually they will stop paying if they do not engage with the School, our Partner Relationship Managers have a process to manage this.
- The FIR Ambassador scheme launched this year. There needs to be some time taken to understand the resource to make the scheme successful before it is replicated into other subject matter areas. It requires engagement and resource to ensure it does not become a 'tick box' exercise. School ambassadors and Carbon ambassadors are potential next schemes should it be considered.
- Gamification could potentially be troublesome and does not necessarily equate to impact/engagement. Some people are good at playing the game.
- League tables should be created with care and can be tailored to specific parts of the School. They could show 'most improved'; they could focus on issues such as carbon reporting, diversity reporting, supply chain engagement, active users etc
- We need to be mindful of barriers and don't want to make it hard to engage.

Actions:

- School team to consider how best league tables could be used and then run them internally for a period of around 3 months (perhaps focusing on one key area) to see how it would work and report back.
- Hilary will provide a more visual way to show progress for the various engagement targets.

2. Learning & Engagement Update

Hilary presented the figures to the end of October. All was progressing well.

Actions:

- Hilary will provide a more visual way to show progress for the various engagement targets.

3. Marketing Update: Force 24

Lydia reported back on the automation campaigns.

Key highlights include:

- Marketing automation set up across all TOPIC pages (x66) to increase engagement and learning on School. Insights show that members are highly engaged with this content. On average 40% are opening the email and 35% click on the content within the email. To offer you a success benchmark,

in 2022, 21.77% is the average open rate in construction and 23.42% is average for education and training companies.

- A high number of those receiving the emails are returning to them after they initially look. The members who are opening the email are opening the email multiple times and so using the email as a personal resource in itself.
- Carbon/climate change, FIR and social value are the most popular topics. This is consistent with our best performing topics on the School.
- A/B testing emails to understand which convert to the most clicks. So far, HTML emails are more popular than plain text so the team will stop doing the plain text version.
- Across all of these is a 0% unsubscribe rate indicating members are eager to receive these personalised comms.
- Next automation being set up is on member acquisition, retargeting non-members who visit our 'About the School' and 'Membership' web pages. Content within these emails focuses on highlighting the benefits of joining the School + case studies from members.

The group were then asked to vote on what they felt was the next automation set up out of:

- a) Increase Partners: Users who visit our 'Partner' pages will be retargeted via a nurture journey
- b) Increase awareness & signatories to Plant Charter
- c) Increase awareness & signatories to People Matter Charter
- d) Encourage Membership levels (e.g. Bronze -> Silver)
- e) Increase # FIR Ambassadors
- f) Retarget users visiting Learning Pathways page
- g) Retarget members landing on Markets page (i.e. Construction) with message/reminder of targets for this year.
- h) Improve customer support by retargeting people landing on FAQs page

A menti vote took place and 'Encourage member levels' had most votes.

Discussion points:

- The membership levels don't necessarily mean that anything is being learnt. It can be a tick box exercise.
- Assessments don't necessarily have the right learning included for the individual/ company. This could be seen as a barrier to using the School as some may switch off if the action plan does not have the right learning.
- The Plant Charter is a good example of showing how a difference can be made as the company has to make a change. It is also clear in terms of what a company has to do with the Bronze, Silver and Gold levels. It demands tangible change with evidence.
- The People Matter Charter is similar however it needs to have a clearer outline on what the company has to 'do next'. The roadmap is a start but this was meant to be automated. The evidence part is missing. Something similar to the way the Plant Charter is structured would be very beneficial.
- With the comments made about the Charters it was agreed that these would be better to promote and encourage engagement as they are providing the learning and the evidence. They can provide an impact now.
- The introduction of the sustainability capability assessment will help to address the issues of 'just a tick box exercise', however it is recognised that this will take a while to develop.

- Does the School want to just be an educational tool or do we want to be seen as a lobbying/capability piece?

Actions:

- Hilary will feedback the comments around the People Matter Charter and its current structure to the Group and question the development of the road map.
- Lydia will look at work on priority rota for marketing automation.

4. Business Planning

The group were asked to vote and discuss on the following training delivery; knowledge management; knowledge tools that the School provides from a MoSCoW analysis (Must, Should, Can, Won't do) point of view:

1. Training Virtual one hour (Lunch & Learn)
2. Training virtual 2 hours (workshops)
3. Training virtual 2.5 hours (Business Bytes)
4. Training – Face to Face (half day, supplier briefing)
5. Training – Face to face (workshops)
6. Training – e-learning
7. Training – Sustainability Shorts
8. Learning pathways
9. Updating e-learning
10. Produce new elearning
11. Collaborating with topic stakeholders (e.g. UKGBC, CCS)
12. Working with Trade Associations (e.g. RIBA, Build Offsite, CECA, FiS, HBF)
13. People Matter Charter
14. Carbon Calculator
15. Plant Charter
16. FIR Ambassadors
17. Topic Ambassadors (e.g. Carbon Ambassadors)
18. Diversity Tool

Key points:

- Business Bytes need to be redefined. There is confusion as to the difference between them and Lunch & Learns. 2.5 Hours is a long time out of someone's diary unless it is a really 'must see' event. The engagement side needs to be relooked at; many will find the virtual element a barrier to engage in discussions. The use of breakout rooms should be revisited and other ways we can engage the audience.
- The face to face supplier days are more of a commitment – again the time element and taking time out of the diary.
- Elearning refresh is equally important if not more important than producing new elearning.
- New elearning should be considered only if it is a completely subject. We must ensure that what we already have just needs to be evolved as opposed to just producing more elearning.
- If we have FIR Ambassadors then we must have School ambassadors first (before topic led ambassadors).
- Learning is easier if there is a specific path that needs to be followed e.g the plant charter. In addition if they are hold to account when they state they are doing something. It helps to drive best practice and drive behaviour.
- We want to increase learning not just increase access to learning.

Actions:

- Hilary will feed comments and feedback into the overall business planning process.

AOB & date of next meeting

The next meeting will take place on Tuesday 31st January, 10.30 – 12.30

The meeting will focus on the sustainability capability assessment.

This will be a virtual meeting.