

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

Matters arising

Keith announced that he was retiring from EMCOR and this was the last board meeting he would be attending. The School and Board would like to thank Keith for his commitment to the School over the years. Keith has been a huge ambassador of the School and has been an instrumental member of the Board. His contributions to the School have been very much valued, especially the time he took to review the School accounts each year! Keith will be a very much missed member of the Board and School.

1. Review of actions

Hilary reported that all actions were complete or being discussed as part of the agenda.

2. Update on performance

Hilary and Ian reported back to the group on performance to date on learning activity and engagement, financial performance against budget and the Natwest/Retrofit launch which took place on 7th November.

- The learning activity and performance compared to last year was strong with a 13% increase on final active individual's numbers at the end of last year in just 7 months of this financial year. If we continue at the increase in use of the School could be 30%-40%.
- In terms of income team have been successful in attracting new sponsorship, new colleges and retaining partners at above 95%. This should lead to a 14.8% increase in income over budget.
- The group felt that there needs to be a meeting dedicated to strategy as the good financial and engagement performance for the School warrants some future thinking for School growth.
- Some key themes to consider in the strategy meeting suggested were:
 - Understanding the different types of Partners that are now represented in the School and what are the different types of propositions the School is to them and what represents value to the various groups.
 - There needs to be some leaders targeted for their views on what value from the School looks like to them.
 - The Governance of the School should be reviewed – is it still fit for purpose for where we are now/ want to be?
 - The Strategy should focus on the next 2/3 years (but also consider 5 years at high level).
 - We need to consider that Government could change however the School is always there to educate and is able to act with agility to changing political landscapes.
 - Preparation is key: need to show where we are now and where we could be. It's important to consider the language the School uses around future workforce and diversity.
 - There needs to be a list of issues that we want to address and to prioritise them.
 - It's important to remember that the Board's attitude will be very different to the smaller organisations through the supply chain.
 - There may be a survey that CITB conducts where the School could add some questions to test them with the industry. There was also a CITB survey which could give some insights to help inform the School strategy.

Ian also reported that the Retrofit launch was successful with around 500 attendees.

Actions

- Hilary to contact a facilitator for the January session.
- Hilary to extend the meeting invite to 9am – 1pm.
- Marcus to confirm regarding use of CITB survey and data.
- Shaun, Ian and Hilary to prepare in advance papers and information to be sent out to the Board prior to the day to maximise time on the day.

3. Technology Update

Ian talked the group through the update to the upgrade of the School LMS.

Comments included:

- Biggest risks are around time and budget implications. To mitigate risks the School has taken on a moodle developer who is already working with Titus and providing an extra resource. Titus have been deploying extra resource where required and to date have hit their key milestones. In terms of budget this has been fixed and there should be no overspend to complete the work.
- The internal developer is a big change to the process and allows for a developer to really understand the School and what is required in terms of development. It is important to mitigate the risk around having just one person understanding the functionality and coding of the School.
- The system testing requires mitigation and needs to be built into the timescales prior to the UAT (user acceptance testing).
- The plug ins can be moved to a later date should they need to be, but the aim is to move all current plug ins at the same time.
- There will be no difference to the user with the change apart from speed. Basic navigation remains the same.
- The upgrade will allow the School to be more agile as it will allow more users at any one time without slowing down.

It was also mentioned that Microsoft are releasing a sustainability reporting software. The School will raise this at the technology meeting to discuss and find out if the group has contacts with Microsoft to discuss this further.

Actions

- Ian will discuss Microsoft with the representative from Morgan Sindall who attends the School Technology Strategy meeting.

4. Business Planning

Ian explained how the new process to business planning using the impact survey and engagement data has informed us of the key learning priorities for the School summarised in the pack.

Comments/ feedback:

There was a clear appetite from members to learn more around the topic of management. The recommendation is to review the individual assessment to ensure it is fit for purpose as well as make the corporate assessment capability based.

- The space around this type of training is very busy and it was important to ensure that the School aligns with other organisations that can deliver this type of training.
- Skills such as leadership and managing change are an enabler to sustainability.

- The strategy day could be used to discuss exactly what the offering is around management. Preparation needs to be done to segment the members to understand who are the tier 2, 3's etc to help inform this. There is the potential that the colleges could help.
- Lean, Digital and Offsite should not be grouped together as the members were likely not mature enough around these topics.
- CITB are in discussions with the School around the continued funding of FIR with ideally a two-year extension.
- The People group could be discussed at the strategy day to understand further what industry needs from it. The People Matter Charter currently sits across several groups: Modern Slavery; Wellbeing, FIR. The Charter is in danger of just being a tick box exercise for organisations.
- The budget presented included a 5% fee increase for Partners. The School can show value for money and the Board agreed that the School goes ahead with this increase. It is important to communicate the price increase very soon as budgets are being set now.

Actions

- School to communicate the price increase to Partners prior to Christmas.
- The topics around Management and People will be added to the agenda for the Strategy day.

5. Upper School Progress

Feedback gained from those who showed an interest shows that no one is convinced that additional payment for the group will work. Therefore, it has been agreed that budget will be found to run the group from the School. The strategy day can be used to further flesh out and define what the group is.

A suggested title for it could be the Sustainability Implementation Group.

Actions

- The strategy day will include a section to work out the detail of the group.

6. Board Elections

Julia and Graham have kindly stepped in to support the Board election process. Hilary gave a short recap of the timescales we were working towards.

Board members were asked to think about individuals who they believe would add value to the board and ensure such people are made aware of the communications around the submission process.

Actions

- Hilary to distribute the submission process communications to the Board.
- Board members to identify industry figures who would add value to the board.

7. AOB

There was no AOB declared.

Next Board meetings:

Tuesday 30th January, 9am – 1pm (face to face) at Morgan Sindall Offices, Kent House, 14-17 Market Pl, London W1W 8AJ