

**Attendees:** Chair: Dale Turner (Skanska), Ben Stone (Kier), Mandy Messenger (Advante), Julia Barrett (Willmott Dixon), Graham Edgell (Morgan Sindall), Ian Heptonstall (Action Sustainability), Hilary Hurrey (Action Sustainability), Marcus Bennett (CITB), Andrew Spencer (Galliford Try)

**Apologies:** Aled Williams (UCEM), Dan Evans (Speedy Services), Anna Baker (Holcim)

## 1. Review of actions & Matters Arising

Hilary talked through the actions which were either complete, in progress or being discussed as part of the agenda.

The Board welcome Elaine Billington from National Highways who has joined the Board.

The thank you lunch with Shaun will take place after the Board meeting in January (venue to be decided). All Board members are invited to attend. Details will be shared once finalised.

Hilary announced that after nearly eleven years she will be leaving Action Sustainability. Her last day will be 17<sup>th</sup> October and then from 3<sup>rd</sup> November she will be working on a part time basis handing over the UK Head of School role to Sophie Coyle who has been successful in her application to take over the role. Hilary will join the lunch in January.

### Agreed:

- The renewal process needs to be amended so that Partners are contacted prior or at their budget periods not a month prior to renewal.
- The summit was a great success this year with positive feedback, in particular the speaker line up this year was improved. The event will continue to take place in Coventry as the venue is cost effective and meets the needs in terms of space for the number of people that attend.
- Communications from the School, about the summit but also in general are too fragmented. Some people get so many emails about all the different initiatives, training etc going on in the School. This is currently being reviewed and the delivery team know that this is something that we want to improve on.

### Actions

- Graham will contact Algeco to discuss joining the School again.
- Andrew will drop IKO a line regarding their partnership with the School.
- Hilary will speak with Sophie about amending the renewal process to ensure that Partners are spoken to in their budget periods not a month before renewal.
- School team – continue to improve marketing approach so that it is more tailored. Specifically look at members from Partners who sit on many groups to see how comms to them can be reduced and improved.

## 2. Sales Update

Paul Parkinson joined the meeting to update the Board around sales.

### Agreed:

- There should be a Partner roundtable every quarter following the success of the meeting that took place in July. Two Board members are required to support the roundtable. Graham was happy to be involved again.
- The next roundtable will be planned potentially in late November. There needs to be a 'take away' from the meeting, e.g. information on Partnership, personalised to each company.

- There should be budget available to produce a similar video showcase with Partner/ Board members recommending the School and talking through key issues the School has helped to address.

*Actions*

- Paul and Sophie will organise another Partner roundtable and reach out to the Board members to volunteer to be part of the next session.
- The sales pipeline will be a standing item on every board agenda, similar in format to what was presented.

**3. Succession Planning**

Unfortunately, Anna Baker has informed the Board that she no longer works at Holcim. This is unfortunate and a loss of talent to the Board, but it was agreed that in line with the Constitution that all Board members must work for a Partner organisation.

The profile, list of potential candidates which fit the criteria sought and list of organisations which could potentially fall under the type of organisation sought was presented.

*Agreed:*

- When Mandy leave Advante in March there will be two Board seats available.
- The organisational list needs to be refined further.
- The recruitment process needs to be started again to include Anna and Mandy's replacement.
- Anna would be welcome to be part of the next recruitment process should she join another Partner organisation.

*Actions*

- Board members should send any potential candidate ideas that meet the criteria to Sophie and Ian.
- Sophie will establish potential timescales for the recruitment process to begin.

**4. Budget update**

Hilary talked through how the current budget was performing.

We are slightly ahead on actual and forecast revenue and costs are remaining on budget. A lot of effort has gone into planning of the training programme and trying to plan ahead, in particular around Partner workshops. People costs were showing as slightly lower due to four members of the team being on maternity leave and slightly later starts for new recruits.

**5. Enhancing the School Offer**

Ian talked through the work that has been done to develop and enhance the Partnership offer. A new element is around onsite learning which many Partners have a demand for. This is following the development of the app which has just been launched. Julia asked to be involved in any discussions regarding the Scope 3 Carbon Calculator, with 1,400 businesses using it we are on the verge of success with it. Ian explained the costs versus income issue with the Carbon Calculator but agreed that any changes need to be thought through and timed well.

*Agreed*

- There was general agreement with the trajectory of the development however this needs further comments and discussion.
- The Board should digest the information and come back to Ian with their thoughts and comments.

- The new pricing would not be implemented in the next financial year for all Partners. It would need to be market tested and trialled with new customers. Also there is an opportunity to phase any increases in the expansion packs for Partners who already buy equivalent services.
- It was important that there was no additional barriers put in front of using the Carbon Calculator.

*Actions*

- Each Board member to respond to Ian directly with their thoughts and comments on the information provided. Key questions are set out on the slide 'Considerations for the Board'.
- School Team – further develop and test ideas
- Ian, Julia, Ben and James Cadman to meet to talk through the development of the Carbon Calculator.

**6. Management Topic**

Due to time constraints this item will be discussed at the next Board meeting in November.

**7. Infrastructure Skills Pathway**

Elaine fed back on the meeting she had attended around the Infrastructure Skills Pathway. The School would like to be involved in the project in some way and getting the skills pathway out to industry. The project ties in well with the School desire to get in front of CEO's.

*Actions*

- Ian and Elaine to pick up on how the School team can help Elaine with next steps.

**AOB**

1. Hilary will be in contact with Board members who have London venues for next years Board dates. A doodle poll will also be circulated as the September 2026 meeting date will possibly need to change.
2. Ian reported to Board that the Digital Group lead, Nick Leech at Sir Robert McAlpine was working with the School team to develop a bid to CITB for a 2-year programme of activity to help business leaders and managers better understand how AI can help their business.

**Next meeting:**

**Wednesday 12<sup>th</sup> November 2025, 10am – 1pm;**

**Willmott Dixon Interiors, The Bailey, 16 Old Bailey, EC4M 7EG**