

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

Apologies: Victoria Hughes (VINCI Facilities)

1. Governance – Re-elections

Shaun announced that Keith Chanter, Graham Edgell and Dale Turner have been re-elected by the Partners following the re-election process which took place before Christmas. The School team thank Keith, Graham and Dale for their continued commitment to the School.

2. Review of actions

Hilary reported on progress against actions from the last meeting. All items were being progressed or addressed within the agenda.

3. School Strategy

Ian presented the key actions, suggested timescales and financial implications of the School strategy following the meeting in December.

The latest update regarding HSE and CONIAC is that following a meeting pre-Christmas with CITB and HSE; CITB have confirmed that there is no funding available for the initiative; HSE understand that there is a need for learning content and engagement within the website which requires significant resource. They have gone back to discuss this internally. Updates will be provided as and when.

Specific elements of the Strategy were focused upon as below:

3.1 *Engaging the Supply Chain*

Comments:

- The £39K investment for a Digital Marketing Executive represents a junior level recruit. This has proved a successful way to build talent within the business.
- The use of specialist marketing help is used when required to supplement the skills in the team; freelancers are used in particular in design and creative work. However, it is crucial that we build and develop talent and skill within the team. Outsourcing can be expensive and there is a general lack of understanding as to what the business model is.
- It is important to aim to develop the School and user experience (UX) to ensure a high-quality experience when online and to facilitate additional learning and recommendations made by users to their colleagues.
- Relationship with some Trade Federations are good however they will be developed with purpose. The School will work with the willing. When relationships are being developed, there is a focus on what value the School is bringing e.g., Building Merchants Federation does not have its own LMS so the School can provide that facility. FiS has a relationship to feed into the retrofit agenda the School is embarking on. There will be different drivers for each relationship.

Agreed:

- The investments in the Digital Marketing Executive, Marketing Automation and Platform U were agreed.

3.2 *Scope of learning – Carbon*

The use of the Carbon Calculator is building momentum and the time is now to gain more Partner support. There is £100K in the 22/23 budget to resource the work of the Climate Action Group and the Carbon Calculator.

There needs to be plans to build a scalable model to coincide with the promotion of the use of the Calculator. The Board were asked to consider the pricing structure.

Comments:

- The Carbon Calculator represents how the School achieves true collaboration. The idea is that all Partners (where relevant) are part of this collaboration.
- There should be Governance around the Carbon Calculator and its IPR. It should be made clear that ASTL own the IPR. The School makes the investment to advance (inc. develop) the Calculator and charge the Partners for this. The Partners do not own the Calculator. This should be clear and documented.
- The time to build scale is now and additional fees should be in place for the next FY.
- Only 11% of the supply chain know their carbon footprint, so the Calculator needs to be free for the supply chain. There was discussion about including at Level 1 price point (current £12,700), but that would mean we would need to stop doing other things within the School.
- Part of the investment covers the resource to support those using the Calculator (supply chain and Partners).
- There is a £30K development budget included which is crucial. The list has been prioritised and will be sense checked once again by the Climate Action Group.
- The investment pays for the resource to support the membership to use the tool and to provide additional reporting functions for Partners.
- It was agreed that we should include the Calculator at the Level 2 rate and look to upgrade Partners to this or simply charge an additional £3K to current Partnership rates. The default sale should be the £15K Level 2 rate.

Agreed:

- The £100k investment in carbon was agreed for the 2022/3 FY.
- It was agreed that the scalable model requires a charge of £3k for Partners who wish to use the tool to gather their supply chain's data. This won't be all Partners so we need a flexible model.
- The challenge is how we communicate the value proposition. Level 2 should be the entry level when selling the School Partnership, with level 1 the option where an organisation does not have a supply chain.

Actions

- ✓ Ian to consider how and when the Carbon Calculator fee is included within the Partner fees. Consideration needs to be given to those Partners who have already signed up to the Carbon Calculator and driven and advocated its use with no fee attached.

3.3 *Retrofit:*

- Retrofit will be part of the agenda for all groups.

Capability Assessment

It is proposed that the current company assessments for: sustainability; Offsite, Lean; management; Procurement and Digital follow the capability format that FIR, People and National Highways follow.

This would mean that for individual assessments (training needs assessments) and learning plan will continue to be produced. For company assessments these will produce an action plan of things an organisation can evidence to show progression (capability).

Agreed:

- This investment and timescale are approved by the Board.

3.4 *Partner strategy – Growth and Pricing*

Agreed:

- The investment in additional business development manager was agreed by the Board. This will mean that the risk of achieving new business is reduced. We will also help to mitigate the risk of Paul Parkinson as a single point of failure.
- Extra resource will also mean that more time can be spent on looking at other sources of income which is currently more reactionary.
- The business development person will require time to understand the product and the business plan reflects that.

4. Business Planning Update

Ian presented the item on Business planning to supplement the discussions had around Strategy as much of the investment in growth is happening in year 1 (FY22/23). The income and cost slides were presented.

It is a significant point to note that current Partner retention rates are running at 95%, not 90%. The income for next year is being based on a 90% retention rate to be prudent. Should a 95% retention rate continue next FY, this represents an additional £90K of income.

Agreed:

- The income growth is ambitious, but achievable.
- The business plan presented looks well positioned and budgeted conservatively.
- It is important to look at the return to Action Sustainability and not just rely on the goodwill of Action Sustainability as the delivery partner.
- There is a significant opportunity to onboard new Partners, in particular at face-to-face events in the next FY.
- Where groups have suggested additional activities over the current budget, they will be asked to consider funding the activities separately. This has proved successful in the past.

- Additional activities can also be approved as the year progresses and funding may become available.
- The Homes group should look to the Carbon Calculator to pick up TCFD and the Future Homes Hub should be approached to fund the suggested resources and guidance the group want to produce.

Actions:

- Ian and Marcus will discuss separately the future FIR funding.
- A final review of the current year finances and proposed finances in the business plan for 2022 will be conducted by Ian and Keith prior to the AGM.

5. 10-year anniversary

It is suggested that a full day, face to face event takes place to celebrate the 10-year anniversary of the School. The date selected is 21st June (which is the date it was launched ten years ago).

Feedback

- The event should be carbon neutral and we will offset our carbon footprint
- Sponsorship packages will be developed and communicated to Partners to give the opportunity for any Partners to sponsor part of the day
- Consider inviting a Minister to speak e.g., Lee Rowley (could limit location to London)
- Consider inviting VIP's (tbc) to maximise on the PR angle
- Can the event to be a hybrid event (face to face and virtual)? Cost implications.
- Consider what sort of guidance, feedback etc the School may want from the sessions/ day
- Looking ahead: some discussion should be on Taskforce for Nature-related financial disclosures

Agreed:

- ✓ The three other face to face events should be themed e.g., around Carbon which could include discussions around Contractors Declare.

Actions

- Further feedback will be gained from the Operations Group on the format of the event.

6. Operational Update

The AGM agenda was circulated, and volunteers requested.

Any questions around the operational update can be emailed direct to Hilary@supplychainschool.co.uk

Actions:

- ✓ Hilary will contact Martin with regards to the re-election of the Chair section.
- ✓ Hilary will reconfirm with Keith and Victoria with regards to their relevant sections on Annual Accounts and Risk Register.

7. AOB

Date of next meetings:

AGM

Thursday 31st March, 2pm – 4pm (via zoom) – this is in diaries already, but Board members are requested to sign up via the sign-up links which are being sent out shortly.

Board meeting:

Wednesday 11th May, 10am – 1pm: Virtual via Zoom