

Attendees: Hilary Hurrey (Action Sustainability), Becky Bryant (Action Sustainability), Anthony Lavers (Taylor Wimpey), Lizzie Eyre (Taylor Wimpey), Katherine Rusack (Balfour Beatty), Michael Cross (Willmott Dixon), Mandy Messenger (Advante), Lydia Higgins (Action Sustainability),

Apologies: Grace O'Connell (Action Sustainability), John Dwyer (Telford Homes), Nathalie Ritchie (National Grid), Karolina Mikolajczyk (Engie), Jo Potts (Kier), Alice Hands (Sir Robert McAlpine), Lisa Boumaza (EQUANS).

1. Progress against actions

Hilary reported against the last meetings actions.

All actions were complete or were being fed back as part of the agenda.

2. Members group

To recap, the members group was the idea that came from the Construction Leadership group to put together a members group which would act as a sounding board for potential initiatives which come from the various groups of the School. The operations group helped to feedback on what the structure and format of the group could look like.

At present the Construction Leadership Group are still considering the feedback and what the aim of the group is. Any updates will be provided once ready.

3. Strategy: 25,000 Active Individuals

Hilary talked the group through the School strategy for reaching 50,000 active individuals annually by 2025 with the focus this year on reaching 25,000 active individuals. The main drive is around new data. This could be either a Partners supply chain or a user (has an account) of the School who has not engaged in the School in the last 12 months.

The School team have focused on two key actions which are:

- Encourage Partners to upload their supply chain lists into the School and communicate regularly either by themselves, or by the School to encourage them to join and engage through the School. This also extends to Partner who have already got lists in their dashboards by asking them to encourage those who have not engaged or do not have an account to use the School.
- Reach out to 'multipliers' -who are those Partner organisations who have memberships or similar lists or entities such as Frameworks. The aim is that the School can offer tailored learning (e.g. learning pathways, resource links on external sites, lunch & learns, Business Bytes) for the memberships list or frameworks to encourage those organisations and individuals to join and use the School.

The group were asked to feedback on the strategy and if they felt there was anything missing in the strategy. They were also asked to feedback on the Boards comments on incentivising Partners to engage their supply chains.

[Comments on the Strategy:](#)

- There does need to be a focus on the Partners themselves as well and getting their internal teams to engage with the School. The more internal teams benefited from the School it is more a natural conversation with the supply chain to join the School.
- The ratio of active individuals in each organisation seems low. Focus on the internal teams of the Partner organisations to do more.
- It would be helpful for the dashboards to show the amount of learning completed in a specific time period. Currently it just shows accumulated learning. This could potentially also provide an incentive as individuals would be able to look at what was completed last year and compare to this year. This would also be helpful to Partners and looking at what activity their supply chain has completed. (NB: A report is being developed currently that will be able to show this data which is a first step).
- There must be a focus on using Learning Pathways to Partner as these are really helpful as a starting point to the engagement with the School. It would however be really helpful to integrate an automated reminder process with the learning pathways as the management of the supply chain through the process is difficult and admin heavy. (NB: there are several improvements which are in development which should make the process around Learning Pathways easier).
- School team should consider how to get Partner endorsement to the self-enrol pathways which have been created by the School. This would help to avoid the potential problem of multiple Partners setting up similar learning pathways and potentially bombarding the shared supply chain.
- The use of the Carbon Calculator should be included as part of the figures towards active individuals. This should be integrated with the School at some point.
- For multipliers such as member bodies and frameworks, could there be a special rate for them or a try before you buy type scheme which allows them to sample the value the School can bring (NB: there is already this sort of initiative in place)

The group were also shown the feedback from the Board on the 25K active individuals strategy and asked to comment on them:

- League tables are viewed by many organisations as important and would definitely incentivise many Partners. The leadership teams would look at league table position.
- There could be a league table just for the sustainability managers only. This could be a more 'fair' way to compare organisations.
- League tables may not necessarily create change. There is a possibility that those who end up towards the bottom of the table are those who are not necessarily engaged in the School and this would not necessarily incentivise them to move up. For those who were engaged but found themselves in the middle of the table, it may create angst/ issue for the organisation.
- Important not to ignore those who are engaged. You don't want to end up challenging the wrong people. Creating impact/ action is important. There is no point in growing if there is no action.
- Awards are a positive idea.
- Creating levels could be difficult and a lot of time could be spent on making them fair. An alternative could be implementing a 'badge' system (if possible gamifying them; threatening to lose them works). E.g. complete xx resources to receive this badge.
- Create 'champions' following on from the above idea similar to the FIR Ambassador scheme. This incentivises people as they do not want to lose their status. Hilary reminded the group that the idea was eventually create other types of 'Ambassador' following the creation of the FIR Ambassador within the School.

- Company dashboards should include the different badges so admins can see the engagement of their internal team as well as their supply chains. At the moment it is focused on supply chain. Internal engagement is easier than external engagement!
- Should the School considering ending relationships with Partners who continually don't engage? This would also help to avoid the potential of green washing as the School grows. Being a Partner is two way.

The above comments will be fed back and considered by the internal team to help further shape the strategy.

Actions:

- Hilary will feedback comments to the internal team and Board.

4. Marketing Update: Force 24

Lydia ran through the planned integration of Force 24.

The integration of Force 24 replaces Mailchimp as the primary system to communicate with the membership. The first automated journey has been launched and Lydia will feedback to the group the results and impact this has.

The automated journeys are a huge, complex piece of work which are very much geared to supporting the overall ambition of the School to engage learners and reach 50K active individuals by 2025.

Actions:

- Lydia will provide an update on the launch of the automated journey and how it has impacted active individual figures.

AOB & date of next meeting

The next meeting will take place on Tuesday 29th November, 10.30 – 12.30

This will be a virtual meeting via Teams.