

Minutes of the Board meeting held at 09.00 on Wednesday 29th August 2018 at CITB
Bircham Newton, Kings Lynn, Norfolk PE31 6RH.

PRESENT

Peter	Lauener (Chair)	:	Board Trustee
Maureen	Douglas	:	Board Trustee
Diana	Garnham	:	Board Trustee
David	Harris	:	Board Trustee
Steve	Fox	:	Board Trustee
Karen	Jones	:	Board Trustee
Kevin	McLoughlin	:	Board Trustee
Robert	Williams	:	Board Trustee

APOLOGIES

Maria	Pilfold	:	Board Trustee
Sharon	Davies	:	Wales Government Observer
Adrian	Martin	:	Scottish Government Observer

OBSERVERS

Scott	Ruby	:	Department for Education (Sponsorship Team)
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STAFF IN ATTENDANCE

Sarah	Beale	:	Chief Executive Officer
Emma	Black	:	General Counsel and Board Secretary
Braden	Connolly	:	Director of Products and Services (Item 5 only)
Craig	Pemberton	:	CFO & Corporate Performance Operations Director
Steve	Radley	:	Policy Director (Item 4 only)
Patrick	Makoni	:	Assistant Board Secretary (minutes)

ITEM 1: WELCOME, DECLARATION OF INTERESTS, MINUTES OF THE LAST MEETING AND ACTION PLAN.

1.1 The Chair welcomed all those present.

1.2. Apologies were received from Maria Pilfold, the Scottish Government Observer and the Welsh Government Observer.

1.3. There were no declarations of interests.

1.4 Minutes of the meetings held on the 16th May, 12th June and 5th July 2018 were “**agreed** as a **true** and **correct** record”.

1.5 The Action Plan had one outstanding Action (5.8 – from meeting held 16 May 2018) which the Policy Director was seeking clarification from the Board. The Board required clarity on how funding would support the future skills needs of Industry as set out in the Future Strategy Paper that had been presented to the Board at its meeting held on the 16th of May.

1.6 ACTION: As part of the strategic planning paper at the November meeting, the Policy Director to update the Board on the plan, agreed at its meeting held on the 16th of May 2018 to engage with the industry on the future direction of funding to direct it to where it can have the greatest impact on the industry’s skill needs.

ITEM 2: Q1 CEO REPORT

2.1. The Board received the Q1 CEO Report to **note** updates and to provide a **steer** on any additional areas to include as updates for future reports.

2.2. The report was taken as read. However, the CEO spoke to key highlights of her report and included:

2.2.1 The key financial / performance topic for July was the shortfall that was being experienced in claims for funding. The Grants scheme is new and new way of working where individual and Industry behaviour had not been accurately predicted. However, there was an opportunity to bring forward some targeted funding opportunities that were outcome based and an Industry priority. More would be covered under item 4 below in the agenda. Internal performance, the key topic was on people management and development. The summary of management accounts had shown a surplus of circa£14m with employer funding being the largest area of deviation;

2.2.2 Work on the Training Model was still ongoing under Phase 1 with feedback from stakeholders being used to address challenges end users were experiencing before launching Phase 2 of the model. The Board welcomed the decision.

2.2.3 [REDACTED]

Confidential

2.2.4 Teleperformance were training more resources which had seen CSCS service levels continue to improve to under three minutes, call waiting and were now achieving a 24 hour turnaround for processing;

2.2.5 There had been a slight turn around in the NCC order book which was close to budget for August 2018. However, some big contracts were being lost due to uncertainty around the NCC future offer where communications were suggesting that it was closing down and yet this was not the case.

FOM

2.3. Consultation on the establishment of a single Head Office remained open. A meeting of the Roundtable hosted by Kings Lynn and West Norfolk Council had been held on July 20th 2018. The meeting was generally supportive to CITB's plans although Sir Henry Bellingham had made strong representation for CITB retaining a presence at Bircham Newton for an extended period beyond the planned January 2020 date for relocation to the new Head Office. The current plan is already for the Facilities Team and the Project Team to maintain that presence with occasional site visits from the Chief Executive Officer and the Director of Products and Services. It was noted that Council had not yet presented a Master Plan for the redevelopment of the Bircham Newton Site which was needed to strike a balance with CITB's own plans. Senior engagement from the Council was required. The Chair of the Board had received a petition on the 28th of August 2018 from residents in the area who were opposed to CITB's impending relocation. The petition was passed around to all Trustees present for the Board's edification. In discussion, the Board reiterated its resolve to relocate and this would be made clear to stakeholders as the status quo was not an option. There was robust discussion on what any remaining office presence at the Bircham Newton site would be called following relocation with various contrasting views expressed on whether the title ought to be "satellite or temporary" Head Office. It was **agreed** that a descriptor with "Temporary Satellite" would reinforce that CITB was relocating and certainly not the use of Head Office, which would confuse colleagues. The Board Chair and the Chief Executive Officer would arrange drafting appropriate communications to that effect.

2.4. ACTION: The Board Chair and the Chief Executive Officer to arrange drafting appropriate communications on the title of the Bircham Newton Site which would include "Temporary Satellite" following relocation.

OUTSOURCING

2.5. This was now in the "Detailed Dialogue" stage regarding contract negotiations. While the Board had delegated the decision making to the Executive, it was noted the value of the financial contract was ultra vires the Executive's financial delegation. Hence, the contract would be brought back to the Board for approval.

T-LEVELS

2.6. In other discussions, the Board noted the negative feedback that had been received as a result of Grant reforms where stakeholders were finding it difficult to claim for funding. In addition there were some huge practicality challenges envisaged on T – Levels, particularly getting placements for 16 year olds and under. The Board requested that a paper on an in-depth analysis on T-Levels be included as a separate agenda item for the next Board meeting in November 2018. The Executive was encouraged to **highlight and promote via messaging** the great initial success of the CITB funded FIS dry lining boot camp project which was being delivered in Swansea and highlighted in the report. This had seen individuals gaining employment within four weeks with local dry lining companies and being on a decent wage, a life changing opportunity that would excite communities to apply for funding. The National Retraining Scheme was another big messaging opportunity for the CITB.

2.7. ACTION: The CEO to include a paper on an in-depth analysis on T-Levels as a separate agenda item for the next Board meeting in November.

2.8. The Board **noted** the CEO report.

ITEM 3: Q1 PERFORMANCE AND STRATEGIC RISKS AS AT 30 JUNE 2018

3.1. The Board received a report on the Q1 2018/19 Performance update from the Chief Financial Officer & Corporate Performance Operations Director to **note** the Q1 2018/19 operational and financial performance and to give a **steer** on areas for focus for the remainder of 2018/19.

3.2. The Chief Financial Officer & Corporate Performance Operations Director had also prepared a presentation to accompany his report, which he spoke to. The board's attention was drawn to the key points in the report being:

- 3.2.1 The Training Model and a new Grants Scheme had been launched;
- 3.2.2 The 2017/18 Annual Report and Accounts had been laid on time and were certified unqualified by the National Audit Office (NAO);
- 3.2.3 The Trailblazer development was ahead of schedule. The target of 50, to be completed by December 2018, would be exceeded and a new target for December which had been agreed at 70 with the Construction Leadership Council. There was a possibility of more by March 2019;
- 3.2.4 The Construction Skills Fund (the construction sector's portion of the National Retraining Scheme) had been launched on the 18th July 2018;
- 3.2.5 A preferred bidder for the CPCS scheme had been identified and the process was on track to sign a contract before the end of 2018;
- 3.2.6 The outsourcing process had moved into detailed dialogue with the potential provider;
- 3.2.7 A decision on the location of the new Head Office had been made, conditional on further proposals being received;
- 3.2.8 A "PULSE" employee survey had been run across the whole CITB workforce (the first since October 2016). The response rate had been high at 71%, showing a high level of engagement with three themes emerging from the survey namely Trust, Transparency and Feeling. The Board requested that a **detailed review** be submitted at its next meeting in November 2018;

3.3 ACTION: The Chief Financial Officer & Corporate Performance Operations Director to submit a detailed review as part of the Q2 Performance Paper to the Board on the "PULSE" employee survey at its next meeting in November 2018.

BOARD OUTCOMES

3.4. A Performance Hub had been established in Q1 and had run for three iterations. Content and design had matured with Executive Members adapting to the way of working positively and constructively. The KPIs demonstrate progress towards the achievement of the Board Outcomes over the three-year Business Plan. A number of the KPI's were measured via the Employee and Stakeholder Research (ESR) whose first results would be presented at the November 2018 Board meeting.

STRATEGIC RISKS

3.5. As part of the three-year Business Plan (2018-21), the Board had agreed seven strategic risks. These risks had been developed by the Executive and the Audit and Risk Committee having "deep dived" five of them. All the seven risks were currently sitting above the tolerance level with mitigations and controls being actively reviewed to ensure gaps to tolerance were narrowed.

PEOPLE AND ENGAGEMENT

3.6. The “PULSE” survey which had been run for the first time since October 2016 had returned an Engagement Index score of 64%, a respectable outcome given the “change process” that the organisation was currently undergoing, but a decrease from previous results. The Executive had reviewed the results and made up to twelve recommendations whose implementation plan would be owned by the Leadership Team. The Performance Hub measures facilitated targeted corrective action such as:

- 3.6.1 121s / Objectives / Personal Development Plans (currently below target)
- 3.6.2 Mandated training (had low completion rates for some aspects)
- 3.6.3 Recruitment / Diversity (had low declaration rates for some aspects)
- 3.6.4 Conduct & Discipline / Wellbeing (Average Working Days Lost were rising)

3.7. In discussion, the Board noted that with regards to Wellbeing, CITB had been training colleagues (circa thirty) on Mental Health Aid with the process nearing conclusion. While commending the efforts, the Board recommended that more numbers might be trained once impact was understood more as this was a huge emerging issue that needed more resources to address. It was noted that in the data, (where figures were rising) colleagues were opening up on reasons for absence which were attributed to depression, anxiety and stress. In response to a question on what the CITB was doing to assist Levy payers to address mental health issues, the Board noted that CITB had developed a free tool box to deliver a Mental Health Training Course. There had been a large financial investment into this with the training available digitally and as hard copies. There had been critique from other players in the Industry who were selling such courses however CITB had availed the training with good intent. A drive was needed to raise awareness to SMEs that free training was available as mental health issues had a large impact on their labour resources with the Board suggesting that CITB could look to fund support.

Q1 FINANCIALS

3.8. Key financial highlights were:

- 3.8.1 Income was £220m (on budget);
- 3.8.2 Employer Funding was £26.4m (£7.4m below budget);
- 3.8.3 Operating expenditure was £32.7m (£3.6m below budget);
- 3.8.4 Surplus of £160.5m (£11m above budget);
- 3.8.5 FTE was 1353 (69 below budget);
- 3.8.6 Full Year Forecast for surplus was projected to be £8.9m more than budget;
- 3.8.7 There was an opportunity to review Employer Funding options and to have re-balancing exercise during the Mid-Year Budget.

3.9. The Reserves over the three-year Business Plan had been projected at c£40m but there was an appreciation that the figure could be reached more quickly if current trends continued. There was potential that this would be an issue in the Q2 results where Industry might feel that CITB was not funding sufficiently. On the question of whether company failures this year would have any effect on the underlying figures, the Board noted that the Finance Team were actively monitoring at company level and that CITB had a robust debt process which had also recently been updated. The Board requested to be availed a level of granularity on levy income in the Q2 Financial Review report.

3.10 ACTION: The Chief Financial Officer & Corporate Performance Operations Director to submit within his Q2 Financial Performance Report, a level of granularity on levy income.

3.11. The Board **noted the report** and commended the “deep dive” process on risk which had clarity on risk owners and was understandable.

ITEM 4: REVIEW OF CITB STRATEGIC PLANNING ASSUMPTIONS

4.1 The Board received a paper on the Review of CITB Strategic Planning Assumptions from the Policy Director for the Board **to discuss and give a steer** on the planning assumptions that underpinned the 2018/19 – 2020/21 Business Plan. A full paper would be brought to the Board at the meeting in November 2018.

4.2 The Policy Director gave context to the issues that were being covered in the paper stating that there was a need to get the balance of CITB being forward-looking and addressing current challenges right. This included addressing the outcomes CITB was hoping to achieve and areas the Executive needed to focus on to produce those outcomes. Areas to review included the Grant Scheme where focus would be on SMEs to train their staff and funding being channelled to targeted interventions. Emphasis would be placed on offsite construction, mental health and forward looking funding interventions such as immersive learning where a number of bids would be considered by the Executive in the week after the Board meeting. Other areas that needed addressing were homebuilding and bricklaying, particularly how well these were managed and supporting the increase in supervisory skills. There was a need for a significant programme of engagement and evidence gathering over the course of the next twelve months. Ideas would be tested at Nation Councils before being presented to the Board to accelerate delivery of industry wide outcomes. However, it was important to get a steer on the relative level of detail to provide to Nation Councils relative to the Board. The Board noted that a CITB Manifesto would be produced before the next Consensus round.

4.3 An outline of the overarching industry picture, November 2017 assumptions and commentary was presented to the Board. Some issues for the Board to note and consider included:

- 4.3.1 Construction Skills Network (CSN) – the forecasts were quite conservative in their assumptions on structural changes in the industry over the next five years but CITB was also investigating this significantly.
- 4.3.2 Construction Leadership Council (CLC) – there was a piece of work on productivity, digital skills research and skills mix in offsite construction that was coming out. There was need to have a view on the skills needs over the next four to five years;
- 4.3.3 The downturn in the economy and Brexit meant weaker growth which had a direct effect on employer costs;
- 4.3.4 CITB’s latest migration showed labour markets tightening in Britain and the rest of Europe and the industry becoming more dependent on migrant labour;
- 4.3.5 Sector Deal – focus was on an ambitious partnership between government and industry that aimed to transform the sector’s productivity through innovative technologies and a more highly skilled workforce. The pace of change was uncertain given the economic outlook and the pressures on public finances;
- 4.3.6 The Construction Skills Fund had been launched and had the potential to offer more work placements and in the process, benefit T – Levels;
- 4.3.7 Careers Strategy – digital skills were likely to be in demand and CITB could have a useful role in how industry could attract and retain individuals with these skills;
- 4.3.8 Assumptions made on Standards and Qualification still held. However, there was a need to mainstream Qualifications;
- 4.3.9 Training and Development – this was an area of both greatest challenge and greatest opportunity;

4.3.10 It was noted that there was a misconception on what Further Education (FE) was about; where students would leave and be ready for work. This was an area of increasing focus for CITB.

4.4 In discussion, the following comments were made:

- 4.4.1 Training Model – in view of the negative feedback from end users, it was advisable not to automate further but also recognising the need to avoid using two parallel systems, manual and automatic. This was under review and some companies had finished claiming grants under the old Training Plans system. Progress had been made on the automation side with funds now being released. There was confidence in the system in terms of driving the use of funds for better needs to industry. CITB was varying grant rates on needs to be met thus avoiding levels of complexity. The Grant Schemes and Commissioning Funding would be reviewed to address industry challenges but tests would be carried out with industry prior to commissioning;
- 4.4.2 Training Plans – Rule changes had meant that industry was able to claim grant on a narrow range of training. The objective was funding to reach a greater number of smaller firms, which had not been achieved yet. However, industry was not yet seeing the levy in;
- 4.4.3 There was therefore a need to be proactive in putting in place mechanisms that ensured SMEs had an awareness of grant funding and how it was being delivered as this would deliver improvement in skills;
- 4.4.4 There should be more emphasis on growing localism (schools working with local employers). It would be useful to develop local strategies, diversity on skills, gender balance and involvement of BAMEs, recognising their percentage on employment figures;
- 4.4.5 There was a need to think about Strategy and where CITB was on the curve (as per Moore's Law);
- 4.4.6 There was a need to consider manufacturing and the shifting of jobs to factories and the impact it would have on the CITB's scope M&E trades could also be included;
- 4.4.7 Digital was substantial and CITB needed to be in that space
- 4.4.8 CITB should look at how it could support employer to offer training opportunities to ex-offenders;
- 4.4.9 Funding for the self-employed should be investigated for viability;
- 4.4.10 CITB had the potential to send messages and reach approximately two million people from data held on the National Competence Register. It would be useful as well at the November meeting to start thinking about linked subjects such as reviewing those in Scope for paying levy.

4.5 Following discussion and in summation, **the steer** from the Board on the paper to be submitted at the November 2018 meeting was:

- 4.5.1 The message that CITB needed to broadcast be what the CITB had achieved and the direction of travel for 2019/20. It would also prudent to take all available data and distil it into messages, ensuring that discussions were as crisp as possible; and
- 4.5.2 The Q2 Review paper needed detailed information on the changes made to the Training Model and the Grants Scheme. This would be initially discussed with the Investment Funding Committee at its September meeting.

ITEM 5: OVERVIEW OF CAREERS PRODUCTS

5.1 The Board received a paper from the Director of Products & Services with an in-depth review of the suite of careers-based products which CITB provides, and in particular **to review** the current position of Go Construct, the ultimate vision for its future development, and how it was performing in supporting its target audience.

5.2 The paper was taken as read and the Board was taken through a demonstration of the Go Construct website. The content had been made more dynamic with dynamic content, currently focussed on exam results day and interactive aspects for young people such as personality quizzes. More content was coming through from employers and to date, positive feedback had been received from the end users. Within Go Construct was an Experience Matching Service whose aim was to enable individuals to experience the construction and built environment through an increased range of opportunities to interact with the world of work. A certificate error issue had been noted on the website and would be fixed. The Board were able to view a SkillBuild video showcasing participants competing in various construction trades. Attendance at these events had shown steady improvement and the introduction of Careers Wraparound Events had been a significant development in 2018 that had improved management of events, competitors and competition materials.

5.3 The Board noted that there was ongoing recruitment and training of construction ambassadors. Around 1100 ambassadors were matching to approximately 60 events a month and were reporting back either on the day, monthly, quarterly or annually. Plans were underway to get involvement of young people in giving feedback of how they had been inspired from ambassador events. There was a waiting list for training more ambassadors with 400 having been trained in the previous year. However, some ambassadors had been removed from CITB's register due to lack of feedback or insights from them over long periods of time. In discussion, the following points were also noted:

- 5.3.1 There were no figures on the overlap of STEM ambassadors to CITB ambassadors. It would be prudent to concentrate on training within the right settings, assess how effective the ambassador service was, raise its awareness, familiarity and favourability;
- 5.3.2 There was a need to inspire more young people to get interested in construction. Ratings were currently on 57% and data was available from Google analytics on what was driving traffic to the Go Construct website. It was critical to get impact data from Go Connect through a favourability KPI, particularly as CITB inched towards a new Consensus round;
- 5.3.3 There appeared to be lack of visibility on the website to show that it was a CITB service. The Board noted that most Consensus Federations had stated that they would support the service if it was neutral rather than CITB branded. This would give the website a feel of belonging to the industry as a whole. It was recommended to include a statement on Go Construct along the lines of "Funded by the CITB" as this would send a positive message to levy payers. CITB also needed to include its involvement in Go Construct in its own communications;
- 5.3.4 In response to a question on whether opportunities advertised on the Go Construct website were geared towards those from higher education or those with practically based skills, the Board was advised that this depended on feedback from employers on what they wanted to see. However, the Director of Products and Services would ask his team to carry out a review;
- 5.3.5 The Chair of the Board would be presenting awards at the SkillBuild UK National Final, taking place at WorldSkills UK LIVE at the NEC on the 17th of November 2018.

5.4 ACTION: The Director of Products and Services to review the recommendation to include a statement on Go Construct along the lines of "Funded by the CITB" as this would send a positive message to levy payers. CITB also needed to include its involvement in Go Construct in its own communications.

5.5 ACTION: The Director of Products and Services to review whether opportunities advertised on the Go Construct website were geared towards those from higher education or those with practically based skills.

5.6 The Board **noted** the paper and thanked the Director of Products and Services for the presentation.

ITEM 6: DRAFT AGENDA FOR THE BOARD DEVELOPMENT DAY

6.1 The Board would hold a Development Day on the 25th of October 2018. In preparation for the day, a Skills Matrix had been sent out in advance to all Trustees. In addition, a questionnaire to evaluate the Board's Effectiveness would also be circulated to all Trustees with the results being made available on the Development Day. Trustees were advised that plans were afoot to involve an external provider to lead the session. However, input was requested by the General Counsel and Board Secretary on issues that the Board would want to cover on the development agenda for the October session. Issues to consider included:

- 6.1.1 Where would the Board want CITB to be in three to four years' time;
- 6.1.2 Trustee commitment to visit circa four examples of Innovative Training Centres, then sharing experiences with the rest of the Board;
- 6.1.3 Mentoring between Trustee/Executive;
- 6.1.4 Possible site visits;
- 6.1.5 Addressing diversity taking into account the Fairness, Inclusion and Respect mantra;
- 6.1.6 Having meetings with stakeholders on hard to reach groups;
- 6.1.7 Trustee visibility in the Nation Councils, Industry Engagement Groups, Employer Forums etc.;
- 6.1.8 Focusing on CITB's social value to Industry;
- 6.1.9 Having consistency on CITB external messaging;
- 6.1.10 Engagement with supply chains in the industry;
- 6.1.11 Being visible to apprentices.

6.2 ACTION: The General Counsel and Board Secretary would circulate a draft agenda before the session on the 25th of October.

ITEM 7: USE OF THE BOARD SEAL

7.1 The Board received a report on the use of the Board's Seal from the General Counsel and Board Secretary.

7.2 The Board's Seal had been used in June on a Deed of Extension and Variation of Contract between the CITB and Waltham Forest Council.

7.3 The Board **noted** the report.

ITEM 8: NATION COUNCIL UPDATE

8.1 The Board received an **oral update** on the Nation Councils from the General Counsel and Board Secretary.

8.2 The three Chairs for the Nation Councils of England, Wales and Scotland had all been appointed. The England Nation Council was now fully populated with member offers accepted. Offers had been sent to Scottish applicants but a previous acceptance to an offer had since been declined. The Partnership Director for Scotland and Maureen Douglas had been able to identify an extra two potential member candidates whose identities would be advised to the General Counsel and Board Secretary in due course. Two member positions on the Scottish Nation Council were being held for female representation. There were some issues with the Wales Nation Council list which was yet to be fully populated. Consequently, the Board Chair had been in conversation with Karen Jones regarding a possible candidate

from North Wales where there had been lack of representation. An announcement of members that had been offered positions on all the Councils was imminent. However, it was recognised that arranging the first Nation Councils before the next meeting of the Board in November was ambitious. Regardless, the General Counsel and Board Secretary would circulate the meeting appointments in the week following the Board meeting.

8.3 The Board **noted** the update.

ITEM 9: SUMMARY OF DISCUSSIONS (AUDIT AND RISK COMMITTEE PLUS INVESTMENT FUNDING COMMITTEE MEETINGS)

AUDIT AND RISK COMMITTEE

9.1 The Board received an oral update from the Committee Chair. It had held meetings on the 7th of June and 25th of July. The Committee had worked hard to get the 2017/18 Annual Report and Accounts signed off and laid before Parliament unqualified and on time. There had been some resourcing issues from the National Audit Office (NAO) which had threatened to derail the timelines for laying the accounts. To date, CITB was still waiting for its Management Letter from the NAO. In brief discussion on the resourcing issue, it was **agreed** by the Board, that the Chair of the Audit and Risk Committee submit a letter to the NAO to register CITB's concerns on the poor service that the CITB had experienced. The Board **noted** that the Department for Education (DfE) would be running a course on Managing Public Money for Trustees and the Executive. The Secretariat had already sent invitations for the course.

9.2 ACTION: The Chair of the Audit and Risk Committee to submit a letter to the NAO to register CITB's concerns on the poor service that the CITB had experienced.

INVESTMENT FUNDING COMMITTEE

9.3 The Board received an oral update from the Committee Chair. It had held meetings on the 6th of June and 5th of July. The Committee now had regular conference calls pre-meetings to review Commissioning Themes. This was considered positive. On the less positive side, the launch of the new Training Model had met with some criticism from Committee members. One Committee member had particularly felt that the system had not been ready for launch. Short duration courses were insufficient and the end user experience when looking for a course was intolerable as the process appeared very cumbersome. The Committee which had clear delegated authority from the Board in its Terms of Reference was also made up of co-opted members. It was suggested that the Board could look up to these members in terms of its succession planning.

9.4 The Board **noted** both oral reports.

ITEM 10: CITB ANNUAL REPORTING CYCLE

10.1 The Board received a paper from the Assistant Board Secretary **for information** to enable the Board to have an overview of CITB's Annual Reporting Cycle and the linkages between Performance Management, Strategic Planning, Engagement and Corporate Governance.

10.2 The reporting cycle would emphasize the inclusion of forward looking information that allowed industry and stakeholders to analyse and make informed assessment of the future value creation of the CITB in Construction. It would also allow CITB to consider, plan and articulate long term strategic and key policy issues. Additionally, the reporting cycle would be driven by Board Performance Reporting and would feed from Strategic Planning, policy

initiatives and industry/stakeholder engagements. Nation Councils would act as an “advisory friend” to the Board and discuss issues around performance, CITB strategy and nation specific issues that affected the strategy. For ease of reference, a pictorial view of the full reporting cycle including the planning cycle was provided as an Appendix.

10.3 The Board **noted** the information paper.

ITEM 11: CLOSING BUSINESS

11.1 The next Board meeting would be held on the 14th of November 2018 in Inchinnan Scotland. A stakeholder dinner had been scheduled for the same night but Trustees requested that arrangements be reviewed and that it be moved forward to the night of 13^h November 2018 for logistical reasons.

11.2 ACTION: The Assistant Board Secretary to review arrangements for the Stakeholder dinner scheduled for the 14th November to be moved forward to the 13th November and advise Trustees and the Executive.

ITEM 12: CLOSED SESSION

12.1 There being no further business to discuss, the meeting was closed at 1340hrs.