

Constructing Excellence South West AGM & Annual Review

Somerset CCC, Taunton
Thursday 17th November 2016

#CESWAGM2016

Agenda

- **Welcome & Introduction – David Renwick, Chair, CESW**
- **Annual Review – Andrew Carpenter, CEO, CESW**
 - **Priorities**
 - **Merger with BRE**
 - **Leadership Forum**
 - Mediation Working Group – Chris Reeves
 - Academy Working Group – Liz Bennett
 - **Clubs**
 - **The Team**
 - **Forums**
 - Procurement Inc. Procurement Guide & PDRI update – Martyn Jones
 - Lean Inc. Development Finance Guide – Alan Tate
 - **Adopt a School**
 - **Future Events**
- **AGM**
- **Closing Remarks – David Sutton, Vice Chair, CESW**
- **Lunch with Matt Messias, Guest Speaker**

Welcome & Introduction

David Renwick
Chair, CESW

**A warm welcome to you all and a
massive *Thank You* to
everyone who has supported
Constructing Excellence over
the past year**

- **The world is changing faster than ever before**
- **The UK is changing faster than ever before**
- **Here in the South West**

THERE IS ALSO SIGNIFICANT CHANGE IN GOVERNMENT!



**“homes before deficit”
“boost jobs and infrastructure”**



**Communities Secretary, Sajid Javid
“will set out new measures to build 1 million
new homes by 2020, existing building levels
totally inadequate”**

4. They show the last pieces of the first Severn Bridge being lifted into place in the mid-1960s.



A section of the road deck is lifted into place - 25th September

A section of the road deck is lifted into place - 25th September 1966

5. And they reveal the mouth of the Severn with no bridge in place and just the first signs of work beginning.



**CONSTRUCTING
EXCELLENCE**
in the built environment



The support towers under construction - 30th August 1963

Illustrative View of the Conventional Islands

The National Grid overhead lines and tower (pylon) positions illustrated are indicative only and are one of two options presently being developed by National Grid. These overhead lines and pylons will be subject to a separate DCO application by National Grid and will be refined following Public Consultation, further environmental studies and detailed overhead line design.





Daily non-stop flights from
Bristol to New York.

Cheapflights



↑ Check-in
← Departures
↑ Ticket sales & collection
← Shops, restaurants & bars
↑ Travel agents

Holiday Inn
BRISTOL AIRPORT
WELCOME YOU TO THE CITY OF BRISTOL
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100% Green Key Certified
100% Green Key Certified

Whilst most other industries have undergone tremendous change over the last 10-30 years and have reaped the benefits of process and product innovations, the Engineering and Construction sector has at times been hesitant about fully embracing the latest technological opportunities

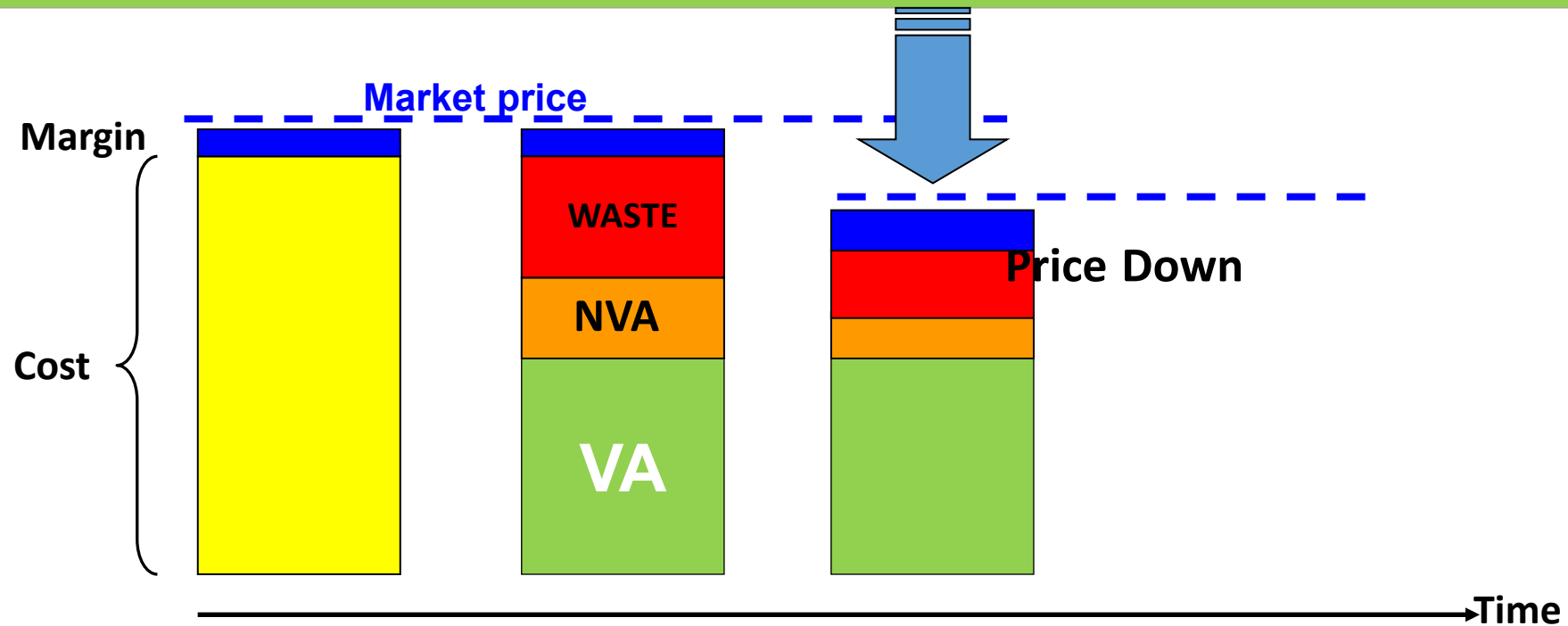
**The industry has vast potential, however
for improving productivity and efficiency**

LEAN

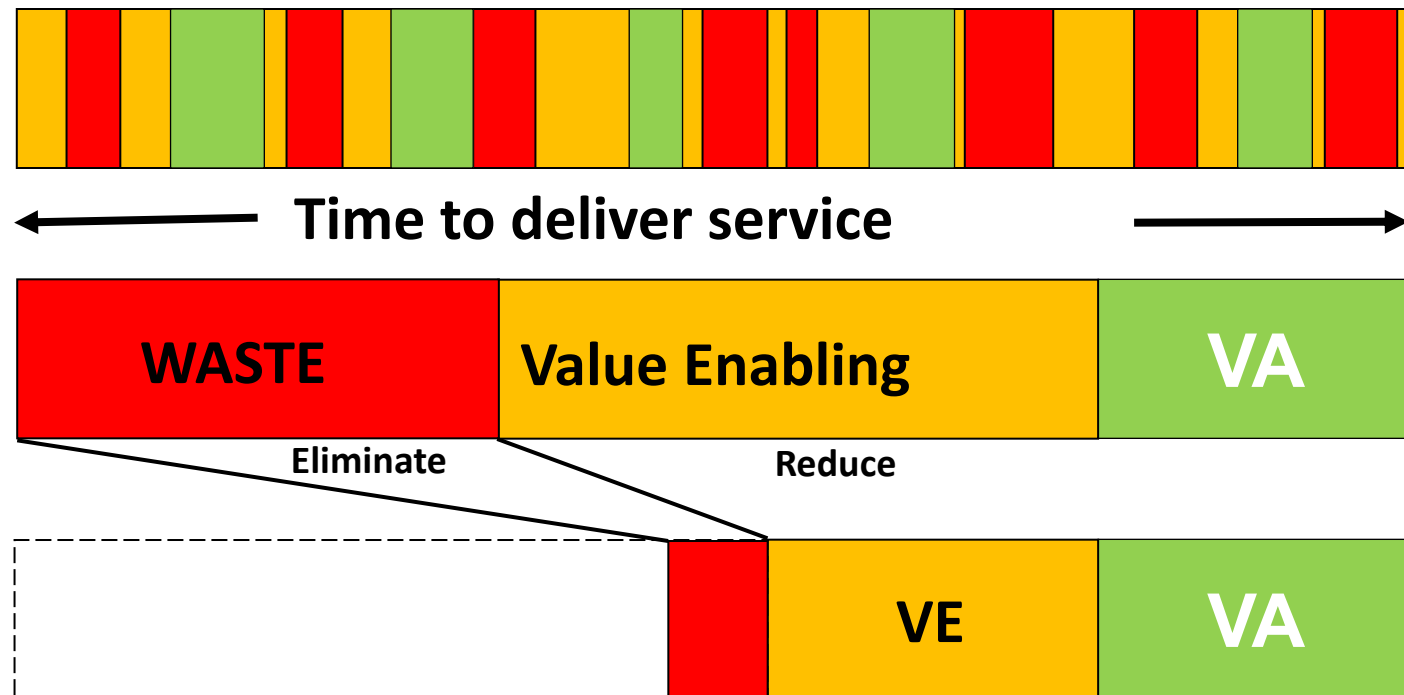


CONSTRUCTION

Delivering Better – 10%



Programme Reduction



**In particular Constructing
Excellence SW promotes
collaborative working, aimed at
all firms active along the
construction value chain!**

This includes: suppliers of building materials & construction equipment, contractors, engineering, architecture and planning firms, as well as project owners and developers.

Government are another target audience, as they not only have an impact on the industry via regulation but also act as the main procurer of most infrastructure projects

Without the collaboration there will be little opportunity to deliver productivity, reduce waste and time!

**We will be driven by a number of trends
in the UK, one being increased
population**

POPULATION PROJECTION SW



2012	2021	Annual Average Growth
5,347,500	5,743,200	43,967

POPULATION OF 400k=

- Cheltenham
- Gloucester City
- Bath
- Yeovil
- Taunton
- Exeter
- Truro

- **The Construction Industry time to move on!**
- **The industry is ripe for and capable of transformation**

Those at the sharp end of innovation and transformation will have looked at;

- **Technology, materials and tools**
- **Process and operations**
- **People, organisation and culture**
- **Collaborative working**

We have in Construction Excellence SW many examples illustrating these points and wonderfully illustrated by our Joint Winner of Winners Awards – 20 May 2016 with;

“The Atrium Studio”

“Green Build Hub”







The Construction Industry strongly affects the economy, the environment and society as a whole.

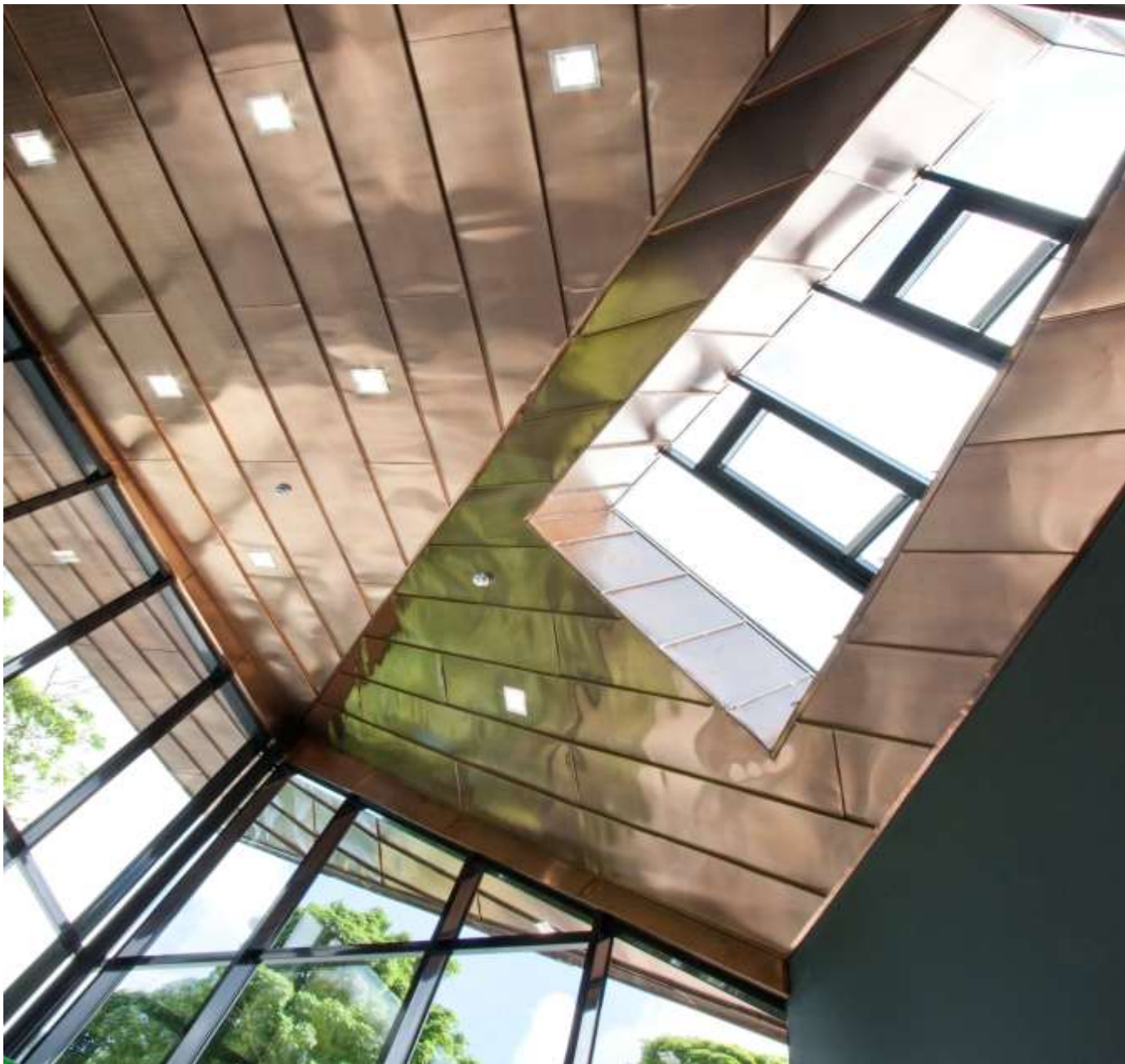
It touches the daily lives of everyone, as quality of life is heavily influenced by the built environment surrounding people.

**“We shape our buildings and, afterwards,
our buildings shape us”**
Winston Churchill 1944



**CONSTRUCTING
EXCELLENCE**
in the built environment





**CONSTRUCTING
EXCELLENCE**
in the built environment

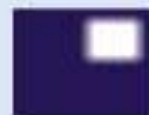




CEO Annual Report

Andrew Carpenter
Chief Executive CESW

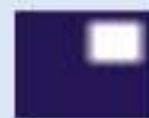
Our Mission and Strategy



**CONSTRUCTING
EXCELLENCE**
South West

**To
improve the
performance of
the UK construction
industry through
collaborative
working**

Our Reach

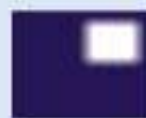


**CONSTRUCTING
EXCELLENCE**
South West

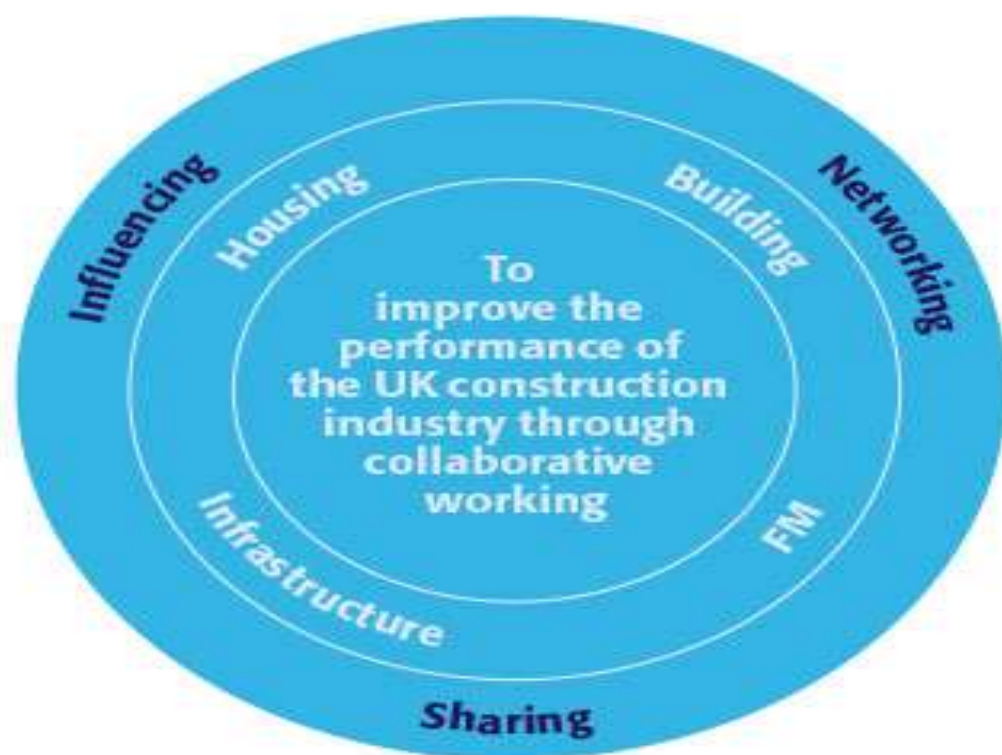


The only cross-sector body representing the industry

Our Activities

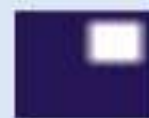


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The only cross-sector body representing the industry

Our Themes

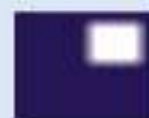


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The only cross-sector body representing the industry

Our Thought Leadership Forums



**CONSTRUCTING
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South West

BIM

Construction Clients' Group

G4C

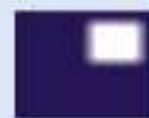
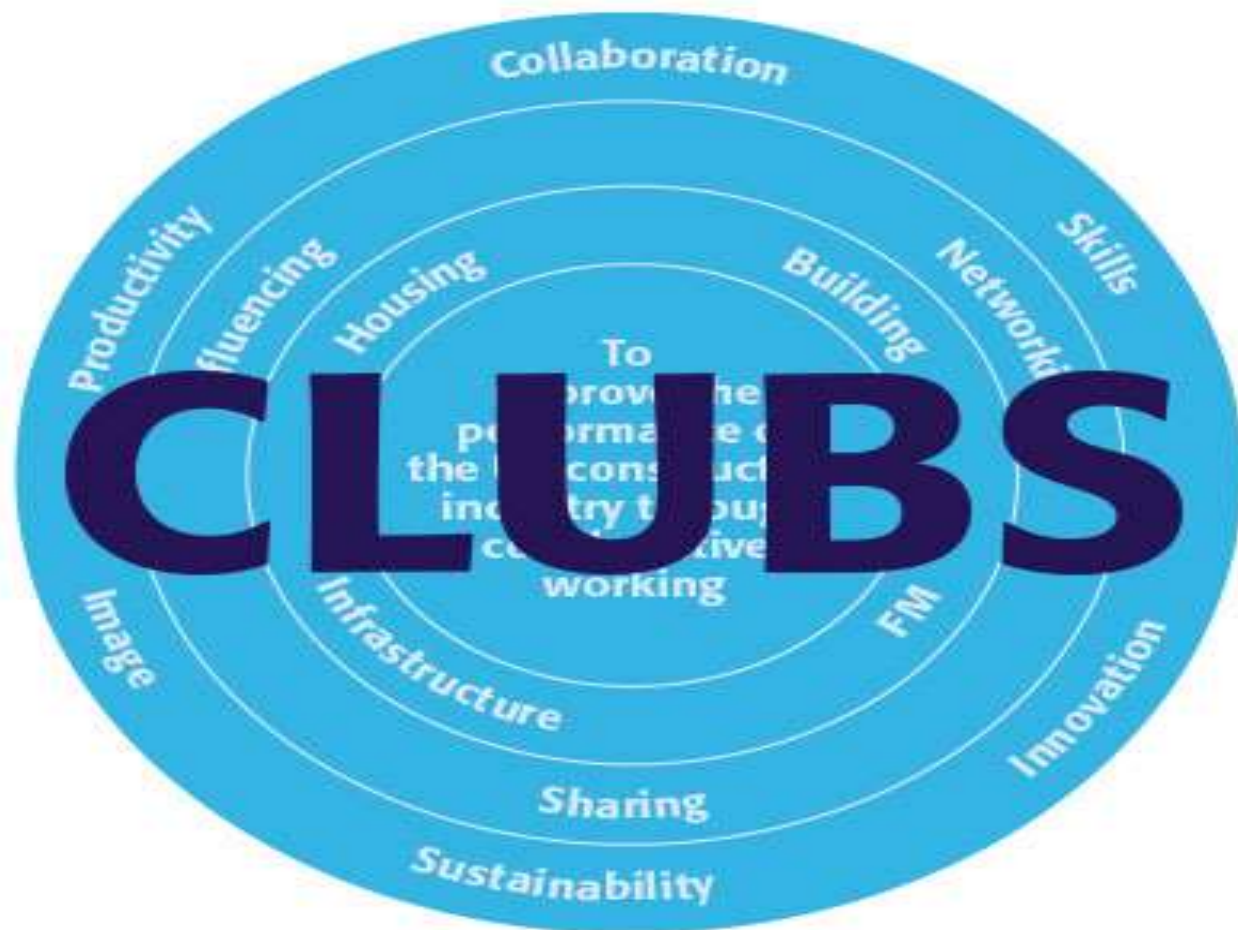
Lean

Marketing and Communications

Procurement

The only cross-sector body representing the industry

Our Clubs



**CONSTRUCTING
EXCELLENCE**
South West

**Bath
Bristol
Cornwall
Devon and Exeter
Dorset
Gloucestershire
Plymouth
Somerset
Swindon and Wiltshire**

The only cross-sector body representing the industry

Introduction to Constructing Excellence and our merger with BRE

Now part of the BRE Group under the BRE Trust



BRE making a
positive difference
in the built environment
since 1921

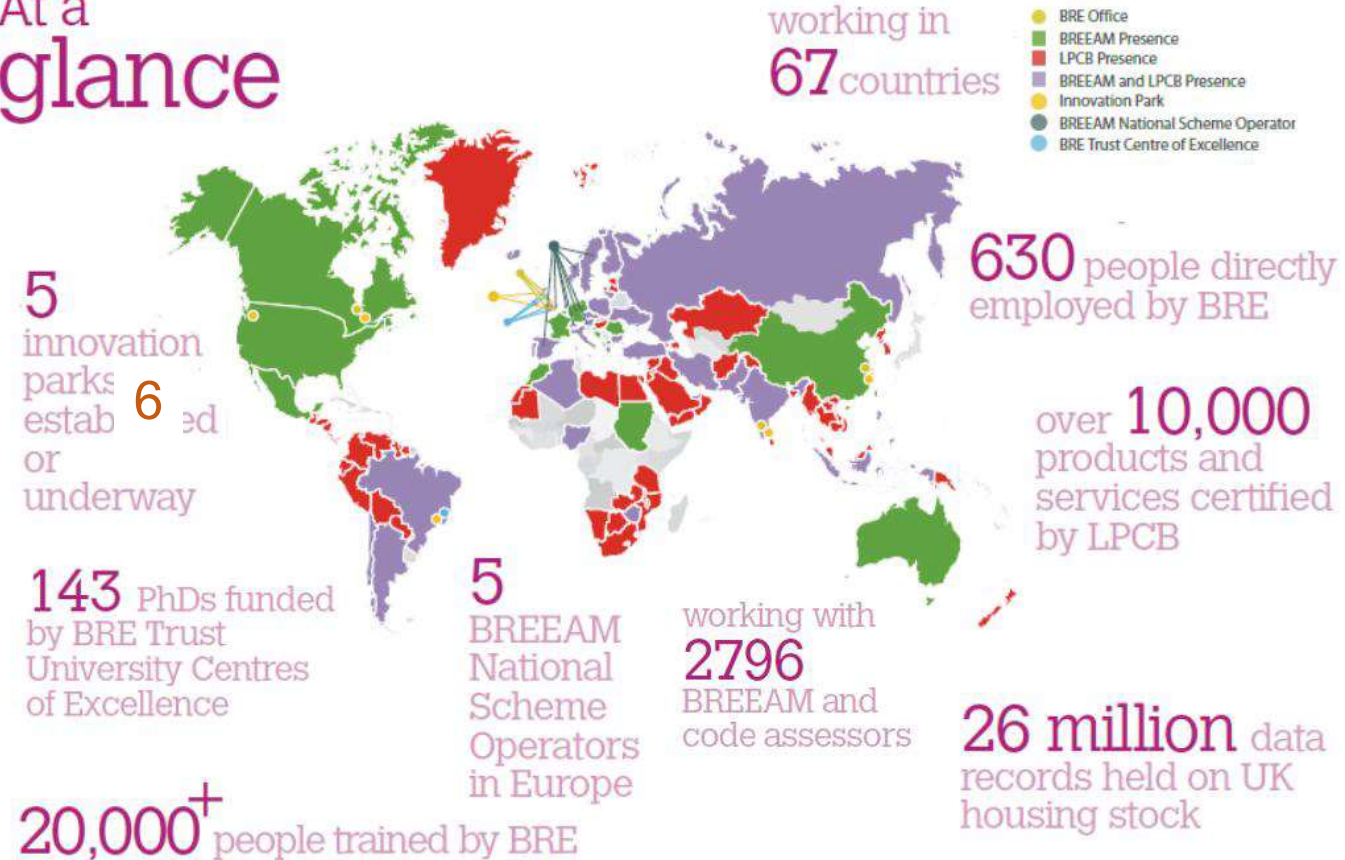
Our mission:

To build a
better world
together

Our vision:

To make an
unmistakable
imprint on
a highly
regarded built
environment

At a
glance

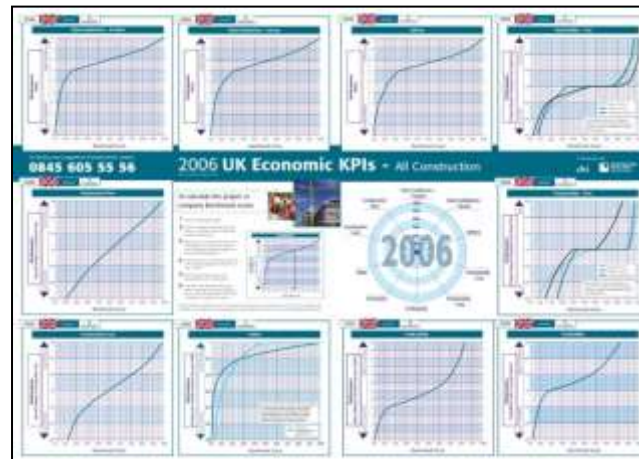


brebuzz.net



Nationally we are best known for...

- Track record – dating back over 20 years
- Demonstrations programme - over 500 projects
- KPIs – annual KPI data and industry report published
- Regional awards programme – 8 events, 3000 attendees
- Club network



Vision

- A stronger Constructing Excellence focussed on enabling growth in key areas, protecting and developing the brand, and ensuring financial sustainability
- Step-change in investment and impact
- Achieves long-term ambition of a Constructing Excellence Foundation
- Address fragmentation of industry bodies by showing leadership

Adding value to our six core activities

CE core activity	BRE added value includes
Action research & innovation	BRE Trust funding BRE partner universities and funded PhDs National Platform
KPIs & benchmarking	New data platform and benchmarking service Environmental data, also H&S and site productivity
Demonstrations	New themes, e.g. offsite
Networks	Regional team; large offices in Scotland & Wales BRE conference programme Membership growth
Guidance & training	Digital Inc. BIM Environmental sustainability, BREEAM, CEEQUAL etc. Approved training programmes, e-learning platform
Leadership & influence	Complementary clients and Government Departments Manufacturers sector International

What has NOT changed?

- Not-for-profit movement
- Same mission, vision and values
- Ownership and governance of Regional Centres and local Clubs, and all existing agreements and support
- Same theme groups, member forums and existing member benefits
- G4C young generation network
- Statutory Board will become Board of Trustees of a new Constructing Excellence Foundation; Board of management becomes advisory board to those Trustees
- Leadership - chairman Murray Rowden, chief executive Don Ward
- Same contact details



CEO Report – Leadership Council



- Identify the detail required to deliver the CESW Board's vision and offer support in determining that vision
- Provide the regional hub for CE National Members, CESW Clubs, CESW Forums, LEPs, Industry Bodies, Universities, Colleges and the entire supply chain
- Act as a two way communication channel throughout the South West construction sector to ensure a united message and no duplication of resource and effort

CEO Report – Leadership Council



- To live by the principles of Constructing Excellence
- Act as the South West's regional arm of the national Leadership Council/Strategic Forum whilst maintaining its governance through CESW
- Identify and deliver priority actions within the South West of England to help achieve the joint industry and government ambitions between now and 2025. Only actions specifically aligned to our core principals should be addressed with other area identified passed to the relevant industry body e.g. training to CITB.

Construction 2025



Lower costs
33%

Faster delivery
50%

Lower emissions
50%

Improvement in exports
50%

People

Smart

Sustainable

Growth

Leadership

CEO Report – Leadership Council

- Met twice in 2016
- Two Working Groups formed
 - Mediation under Christopher Reeves
 - Academy under Liz Bennett
- Waiting for an appointment to meet Andrew Wolstenholme
- Need to address the recent Farmer Review

CEO Report – Clubs + Hub

- Cornwall Hub
 - Strong leadership from Simon Caklais of Gilbert & Goode
 - Working Committee of 20 people
 - 2017 programme in place
 - Club membership growing
- Plymouth
 - Strong leadership from Mike Smith of Capita ably backed up by Peter Everitt of Kier
 - Strong link with Build Plymouth
 - 2016 events and activities well supported with 100+ at their AGM
 - 2017 programme in place

CEO Report - Clubs

- Devon & Exeter
 - Continued steady leadership from Stephen Homer of Ashfords LLP
 - Regular events held throughout 2016
 - Programme for 2017 in place
- Dorset
 - Positive leadership from Louis Bonay of Project Entity
 - Good quality of those that attend meetings but still struggling to obtain volume
 - New enlarged committee of c20 people should see significant upturn in 2017
- Swindon & Wiltshire
 - Acting chair, Patrick Wilson of Patrick Wilson Architects, is struggling to get any traction
 - CESW is helping by visiting local organisations to promote support
 - WIP has agreed to assist with a joint event in 2017

CEO Report - Clubs

- Gloucestershire
 - Andy Metcalfe and his team continue to do an excellent job
 - Monthly meetings attract good attendance
 - Kevin Harris will take over as chair at the next AGM
- Bristol
 - Kevin Hibbs continues to lead this well established club
 - Spring Conference was once again an outstanding success
 - Links with the region are good particularly in Andrew Goodenough, Paul Wilson, Martyn Jones and John Gallagher
 - Grant Millar offering excellent support as our South West National Club Committee Representative

CEO Report – Clubs

- Bath

- Strong leadership from Mark Catt ably assisted by Cllr. Martin Veal, Martin Lynch and Leonie Spencer
- 2016 events well attended with an emphasis on site visits
- Programme for 2017 in place

- Somerset

- Strong leadership from Rod Burton
- Committee of 6/8 meet fortnightly
- 2016 events were well received
- 2017 is in the planning

WE NOW HAVE 9 ACTIVE CLUBS WHEREAS THREE YEARS AGO WE HAD ONLY 3!

CEO Report – The Team

- NVB Office in Frome working well with Caroline Cash as administrator
- Emma Hannam now in place as Adopt a School Coordinator
- Jayne Taylor, Bookkeeper, proving to be invaluable using Xero
- Mike Candlin working well as Web Master
- Philip Jansseune continues to produce our poster designs and is looking to extend his involvement with our web site
- Andrew Brown continues to give excellent support with newsletters
- Sarah Ratcliffe offering excellent support with PR & Marketing
- Mary Bon recently joined to offer help with Social Media
- Martyn Jones – WHAT MORE CAN I SAY!!!

- **Construction Clients Group**

- Met 4 times under the chairmanship of Roger Ball of Bournemouth BC
- Topics covered:
 - MOJ Soft Landings/BIM
 - Dawlish Emergency Project/Oppen System Building, RUH lessons learned
 - Last Planner/From uncertainty to certainty
 - Capacity
 - BS11000
 - Southern Construction Framework

- **Procurement**

- Under the expert guidance of Martyn Jones meeting quarterly with 30+ participants
- Launched our 2nd Output led procurement guide in June 2016
- Now looking to deliver the knowledge through our club network through a series of HtL workshops

CESW's Procurement Forum

We have a strong focus on *Establishing desired project outcomes*

See our two guides:

Outcome Led Procurement: A common sense approach to construction procurement

Outcome Led Procurement: The view from the supply chain

We are developing advice and tools aimed at:

- Meeting customer expectations
- Optimizing cost, schedule and value
- Identifying scope deficiencies
- Predicting project outcomes
- Reducing risk during project execution

Through the application of CE principles along the whole supply chain

Proposed project

As part of this work we seek to develop a joint project with CESW's Lean Forum to evaluate the use of the Project Definition Rating Index (PDRI) for Building Projects - a tool developed by the Construction Industry Council (CII) in the US

Independent evaluation shows it can help:

- **Optimize cost & schedule**
- **Identify scope deficiencies**
- **Predict project success**
- **Reduce risk during project execution**
- **Meet customer expectations**
- **Improve team alignment and communication.**

Sections of the PDRI

SECTION I

Basis of Project Decision

Focuses on the “Right Project”

SECTION II

Basis of Design

Focuses on the “Right Product”

SECTION III

Execution Approach

Focuses on the “Right Way”

What we would like to know

Have you have used the PDRI?

If no, what other approach or tool do you use to focus on project outcomes?

Would you be prepared to benchmark the PDRI against your approach?

Would you be willing to trial the use of the PDRI in one of your projects?

Please contact me on martyn.jones5@gmail.com

CEO Report - Forums



- **G4C**
 - Little action in 2016 as chair, John Gallagher, was on secondment in the South East
 - Looking to give it a huge lift with G4C Awards in 2017
 - We hope this will stimulate G4C membership in all of our eight clubs & one Hub
- **BIM**
 - Looking to include within a larger overarching Innovation Forum linking with National Forum
 - We've struggled to get any traction but have a new enthusiastic person at the helm in Dean Hunt
- **Marcoms**
 - Chaired by Carol Heneghan of MJ Church
 - Concentrating on our Adopt a School campaign to improve the image of construction of which more later
 - Sarah Ratcliffe continues to be a great help
- **Lean**
 - Launched first document on Developing Finance in September 2016
 - New chair in Steve Clark of Turner Townsend Suiko
 - New project on Pre Construction to include planning, procurement & design to start in December

Adopt a School campaign

- Generous sponsorship from Southern Construction Framework
- Emma Hannam in place as Coordinator
- Targeting 27 partnerships by end of academic year (21 already!)
- Targeting 8/10 accredited CITB Ambassadors within each club by same date
- Working closely with CITB on the above to achieve this
- CERN has now agreed to roll out this idea nationwide
- Scottish Innovation Centre has included the idea in a CITB bid for funding to roll out across Scotland

Future Events



- 24th November 2016 Circular Economy in the Built Environment, Bristol Club
- 24th November 2016 Somerset Club trip to see Evita, Bridgwater
- 25th November 2016 Brexit – what happens next? Conference, Truro
- 1st December 2016 Mulled Wine @ Mulberry Park, Bath Club
- 2nd December 2016 Launch of 2017 G4C Awards, Bristol
- 5th December 2016 Launch of 2017 G4C Awards, Exeter
- 8th December 2016 Christmas Drinks, Bridgwater Somerset Club
- 10th May 2017 G4C Awards, Bristol
- 11th May 2017 G4C Awards, Exeter
- 9th June 2017 South West Construction Summit, Ashton Gate, Bristol
- 9th June 2017 South West Built Environment Awards, Bristol

THE 2017 SOUTH WEST CONSTRUCTION SUMMIT & BUILT ENVIRONMENT AWARDS



**CONSTRUCTING
EXCELLENCE**
South West



SOUTH WEST
CONSTRUCTION
SUMMIT

NEW VENUE FOR 2017

09 JUNE 2017
ASHTON GATE STADIUM, BRISTOL



The Lansdown Club in the iconic Lansdown Stand is one of the largest and sought after conference spaces in the South West.



SUCCESS OF 2016 & RETURN IN 2017

2016 Summit...

20 May, Bristol Marriott Hotel City Centre

The Summit brought together the regional construction industry and its supply chain to explore opportunities, major projects, client commitments and procurement best practice, including; skills, image, capacity and competency in areas around BIM and offsite construction.



SUCCESS OF 2016 & RETURN IN 2017

- **2016 Summit...**

20 May, Bristol Marriott Hotel City Centre

- Highly successful event
- Over 250 delegates in attendance
- 30 Exhibitors and Sponsors
- High calibre speaker line-up
- Opportunity to reach highly influential professionals and network with key decision makers



2017 EVENT SUPPORTERS TO DATE

2017 Event Supporters to date

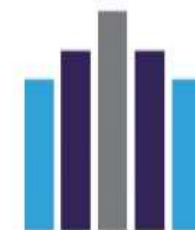


2017 SPEAKER PROGRAMME

- 09.30 Introduction**, David Renwick, *Chairman, CESW*
- 09.50 Andrew Carpenter**, CEO, CESW
- 10.00 Mike Borkowski**, *Southern Construction Framework*
- 10.20 Leif Tarry**, *CITB (Invited to speak)*
- 10.40 Rachel Bell**, *Stride Treglown*
- 12.00 Alexis Field**, *Highways England*
- 12.20 Nathan Waller**, *NatWest Bank*
- 12.40 John Boughton**, *Willmott Dixon*
- 14.30 Emma Osmundsen**, *Exeter Council*
- 14.50 David Sutton**, *EDF Energy*
- 15.10 Cllr Paul Smith**, *Bristol City Council*
- 15.45 Summary of the Day**: Andrew Carpenter, *Constructing Excellence South West*



**CONSTRUCTING
EXCELLENCE**
South West



SOUTH WEST
CONSTRUCTION
SUMMIT

2017 Exhibitor & Sponsorship Opportunities

Standard Exhibitor Package: £600

Exhibitor Upgrade Package: £850

Headline Sponsor: £3500

Additional information and packages can be found in the Exhibitor Prospectus.



THE 2016 SOUTH WEST BUILT ENVIRONMENT AWARDS



The largest construction Awards event in the South West with over 470 delegates in attendance.

THE 2017 SOUTH WEST BUILT ENVIRONMENT AWARDS

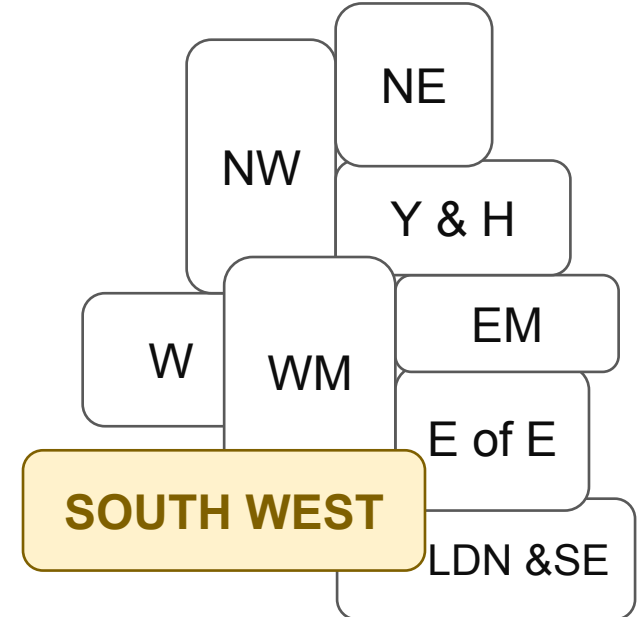
09 June 2017

Ashton Gate Stadium, Bristol
Over 600 high profile attendees
2017 Categories:

- Achiever of the Year (nominated award)
- Building Project of the Year
- Civil Engineering Project of the Year
- Client of the Year
- Digital Construction Project / Initiative of the Year
- Health & Safety Award
- Image of Construction
- Innovation Award
- Integration & Collaborative Working Award
- People Development
- Preservation & Rejuvenation Award
- SME of the Year
- Sustainability Award
- Value Award
- Young Achiever of the Year (G4C)

CELEBRATING SUCCESS ON A NATIONAL LEVEL

- The South West Built Environment Awards are aligned with the **National Constructing Excellence Awards**
- 9 Regional Constructing Excellence bodies host Awards and feed their winners in to the National finals
- Major profile raising opportunity with over 600 National delegates attending



SPONSORSHIP OPPORTUNITIES

- **Category Sponsorship**
- **Table Balloons**
- **Drinks Reception**
- **Souvenir Brochure**
- **Bespoke packages**

To discuss the sponsorship opportunities available
contact

Stuart Maunder on
01743 290001 or email
stuart.maunder@constructingexcellencesw.org.uk

Each sponsorship opportunity is bespoke dependant on which package you choose.
However, all packages include:

- Table of Ten at the Awards Ceremony
 - Logo & acknowledgement in all pre-publicity
 - Logo on the Awards website
 - Logo on relevant presentation slides at the Awards ceremony
- ...& more!**

WHY SPONSOR?

The South West Built Environment Awards provide one of the most effective platforms for targeting the South West construction industry, presenting the ideal opportunity for you to maximise your industry exposure and penetrate this economically important market.

- **Brand association**
- **Highly captive audience**
- **Target the right people**
- **Competitive edge**
- **Extensive high profile marketing campaign**
- **Entertain clients and colleagues**
- **Boost short term and long term sales**



WHY ENTER AN AWARD?

The Awards are designed to showcase excellence and reward the accomplishments of organisations and project teams that have achieved Regional acclaim.

Winners in each category will receive:

- ☐ The prestige of being judged the region's best in constructing excellence
- ☐ Publicity through the associated Media Partners. The potential for positive media coverage in broadcast media, regional and trade titles and the partners' / sponsors' own publications and newsletters
- ☐ Automatic entry into the finals of the National Constructing Excellence Awards
- ☐ A specially commissioned trophy
- ☐ The right to display the Constructing Excellence logo on your business stationery, in promotional materials and on your website, for the year of the award.

Enter at: www.buildswawards.org.uk

TOP 10 TIPS WHEN ENTERING

- Study category guidelines
- Read the entry form & stick to the guidelines
- Keep the messages simple and clear
- Provide the facts and figures to support your case
- Support your case with good images and use testimonials
- Don't leave 'marketing' to do the entry without your input
- Involve your team
- Keep it simple for Judges to follow
- Give Yourself enough time to succeed
- Make Multiple Category Submissions

Enter online at: www.buildswawards.org.uk

BOOKING A TABLE AT THE AWARDS CEREMONY

- All table bookings need to be made online
- Tables of 10 cost £1250 plus vat
- Includes three course meal
- Individual delegate places can be booked at £140 plus vat each
- Manage your booking/delegates online using your unique login
- Capacity is 600 delegates

Tickets can be booked at: www.buildswawards.org.uk



CONTACT US

For more information on the South West Construction Summit or the Built Environment Awards please contact:

Rhian Morris

Event Manager

rhian.morris@radar-communications.co.uk

01743 290001

How you can help

- Join as Regional Members
- Join as Club Members
- Participate in our events & activities
- Provide a Member benefits Case Study
- Compile our 'Meet our Members' section of the web site
- Follow us on Twitter @cesouthwest

AGM

Agenda

- **Election of President**
- **Election of Chair**
- **Election of Vice Chair**
- **Election of Company Secretary**
- **Election of Board Members**
- **Financial Report**
- **AOB**

Election of President

- Currently Robert Knight (named at Companies House)
- We have received no other nominations

Election of Chair

- Currently David Renwick (named at Companies House)
- We have received no other nominations

Election of Vice Chair

- Currently David Sutton
- We have received no other nominations

Election of Company Secretary

- Currently Stephen Homer
- We have received no other nominations

Election of Board Members

1. Andrew Goodenough, Bristol Airport
2. John Gallagher, Magnox
3. John Boughton, Willmott Dixon
4. Bill Button, NVB Architects
5. Paul Nix, Bouygues UK
6. Martyn Jones, CESW
7. Emma Osmundsen, Exeter City Council
8. Paul Wilson, Provelio
9. Helen Baker, UWE
10. Paul Richards, Aquarian Cladding
11. Dan Macey, SPS Envirowall
12. Rob Bradley, Midas Group
13. Private Housing Representative being sought (Nigel Palmer, Linden Homes is considering an offer)

Profit & Loss Account to 31st March 2016

- Turnover £113,160 (£113,590)
 - Cost of sales £45,257 (£47,831)
- Gross Surplus £67,903 (£65,759)
 - Administrative expenses £65,742 (£63,130)
- Operating Surplus £2,161 (£2,629)

Balance Sheet as at 31st March 2016

- Current assets £14,314 (£33,366)
 - Debtors £8,238 (£22,717)
 - Cash at bank and in hand £6,076 (£10,649)
- Creditors: amounts falling due within one year £9,524 (£30,737)
- Net current assets £4,790 (£2629)

Detailed profit & loss account

- Sales (membership, sponsorship, events etc.) **£113,160 (£113,590)**
- Cost of sales
 - Events (related costs) £39,626 (£39,854)
 - Travel, accommodation & subsistence £5,631 (£7,977)
- Total **£45,257 (£47,831)**
- Administrative expenses
 - CEO fees £24,000 (£25,600)
 - Admin charges £16,620 (£17,140)
 - Advertising/sponsorship £4,328 (£2,496)
 - Website £690 (£9,927)
 - Newsletter £2,849 (£1,626)
 - Subscriptions £97 (£70)

Detailed profit & loss account (cont.)

- Administrative expenses
 - Bank Charges £239 (£231)
 - Printing, postage & stationery £1,810 (£203)
 - Software & IT support £1,951 (£696)
 - Conference fees £0 (£75)
 - AGM & Board Meeting costs £4,382 (£0)
 - Bad debts £2,248 (£0)
 - Sundry expenses £0 (£1,257)
- Legal & Professional costs
 - Accountancy £1,800 (£1,480)
 - Consultancy £0 (£797)
 - Bookkeeping £3,700 (£1,532)
- Total **£65,742 (£63,130)**
- Surplus **£2,161 (£2,629)**

Current financial state as of 11th November 2016



	YTD Actual	YTD Budget	Var GBP	Var %
Income	£102,164.52	£78,250.00	£23,914.52	30.6%
Expenditure	£79,428.56	£68,185.00	(£11,243.56)	16.5%
Net Profit	£22,120.16	£10,065.00	£12,055.16	120%

Current financial state as of 31st October 2015

- In bank **£16,128.55**
- Debtors **£14,498.79**
 - £4,848.79 is overdue
- Creditors **£408.00**
- Income well up year to date due to well run events, increase in membership, Xero & Southern Construction Framework generosity
- Expenditure up due to additional activities & event costs + Adopt a School
- Working towards a year end target of three months' expenditure but unlikely to be achieved this financial year
- Bottom line is we can only spend what we've got in the bank
- Managing expectations is still the number one priority right now

Any Other Business

Closing Remarks

David Sutton, Vice Chair CESW