

MINUTES OF THE FPS QUARTERLY MEETING

Date: Thursday 2nd May 2019

Time: 9.30am

Location: Hamilton House, Mabledon Place, London, WC1H 9BD

PRESENT:	Jody Parkin	Aarsleff
	Adrian O'Grady	Abbey Pynford
	Alasdair Henderson	BAM Ritchies
	Mark Sheridan	BAM Ritchies
	Michael Jones	Bauer
	Mark Pennington	BBGE
	Jamie Dunbar	Cementation Skanska
	Steve Hadley	Central Piling
	John Chick	Expanded
	Sam Pyper	FK Lowry
	Yvonne Ainsworth	JRL Civil Engineering
	Bob Thompson	Keller
	Barry Rice	Murphy Ground Engineering
	Ian Alcorn	Roger Bullivant Ltd
Guest:	David Major	Expanded
In the Chair:	Philip Hines	Bachy Soletanche
In Attendance:	Ciaran Jennings	FPS Secretariat
	Grace Hawkins	FPS Secretariat

No	TOPIC	ACTION
1	APOLOGIES FOR ABSENCE	
	Apologies were received from Jim Harker (BBGE), Alistair Macdonald (Franki Foundations), Stuart Norman (Keltbray), Darren Brockett (Rock & Alluvium), Cliff Wren (Roger Bullivant Ltd) and Peter Handley (Van Elle).	
2	MINUTES OF THE LAST MEETING	
	The minutes of the last meeting held on the 12 th February 2019 have been circulated, Phil Hines requested that any comments are sent in before the end of next week. If no comments are received the minutes will be accepted as approved.	All
	Ciaran Jennings advised the minutes of the meeting on 2 nd May 2019 will be produced before the end of next week.	FPS Secretariat
3	MATTERS ARISING	
i.	Piling Apprenticeship and NOS Review Phil Hines reported that the Trailblazer is progressing, it was noted that Stephenson College (who are working with CITA) attended the last Safety and Training meeting in which they gave a presentation. It is expected that the first intake should be taking place in June following confirmation of a few details. Phil asked that Members send numbers of apprentices to the FPS Secretariat. Ciaran Jennings reported that Van Elle are also in the process of getting established on the RoATP and joining up with Sheffield College to deliver the new Trailblazer apprenticeship in piling. The Government have a registered list of apprenticeship providers (RoATP). It was noted an organisation needs to be on the list before they	

	<p>can deliver the apprenticeship or the end point assessment.</p> <p>Van Elle has advised they should hear approval within four weeks. Ciaran added to release funds, Members should visit the online Government portal, select the course and training provider of their choice. Stephenson and Sheffield Colleges should be able to advise on this during the enrolment process.</p> <p>Ciaran also reported that the End Point Assessment provider (EPA) and training provider need to be separate. It has been recognised that in order to ensure the FPS retains control over the quality of people entering the industry through this route, the FPS should provide assessors to the EPA organisation and it has been agreed that the assessors will be sourced from the FPS Members. Ciaran advised that NOCN and a company called <i>Qualifications for Industry</i> (QFI) are open to the FPS providing assessors. QFI are already registered on the RoATP and Ciaran is talking to them to put the arrangements in place.</p> <p>Ciaran advised there is some tie up required on the previous SAP for apprentices who may have missed modules and apprentices waiting for their assessment. It was noted the FPS cannot legally run a new intake of the SAP.</p> <p>Steve Hadley reported the degree apprenticeship will be available at Portsmouth University and Birmingham University, he advised the level 6 is equivalent to a bachelor's degree and the level 7 is equivalent to a master's degree. He reported that due to the number of potential employers these courses are to be merged, so that when the course is set up the course syllabus can be run by either of the Universities.</p>	
<p>ii.</p>	<p>Working Platforms - Quality of Member supplied data & Guidance</p> <p>It was previously reported that the FPS was contacted by the temporary works department of Kier complaining about the quality of Working Platform data and information being supplied by both FPS Members and non-Members.</p> <p>Steve Hadley reported that he had a conversation with Kier who had experienced difficulties with receiving incorrect rig bearing data and received resistance when they requested further information.</p> <p>The summary sheet shows rig bearing pressure and lengths but not the extraction and penetration forces. Steve added that he understands their point of view and they have valid concerns. Ciaran Jennings advised this issue was discussed at the last Technical committee meeting; it was noted the Committee is supportive of having a nominated responsible person to check the data being passed to temporary works designers. This would seem to be good practise and should be adopted by members. Mark Pennington reported that the Committee agreed not to amend the working platform certificate.</p> <p>Yvonne Ainsworth asked why there is currently resistance to share the information, Steve agreed there should not be a problem, but advised Kier have experienced this from Members. Yvonne stated she felt reluctant to change the Rig Bearing Pressure Spreadsheet if it is one Contractor complaining. Steve added Kier have numerous cases reported. Mark agreed with Yvonne; advising the FPS should state that Members should be more open with providing information. It was agreed it is a behavioural issue.</p> <p>Mark suggested to invite someone from Kier to the next Technical Committee meeting.</p>	

	<p>He added the Committee has agreed they are comfortable with the sheet, but he recognises the Committee should look at how the FPS present the sheet.</p> <p>Phil Hines stated Members should provide information, he asked that Members of the Quarterly Committee raise awareness in their organisations to lead to a safer process.</p>	
4.	FPS STRATEGIC PRIORITIES 2017/18	
i.	<p>Phil Hines advised there has been difficulty moving the 2017/18 strategic priorities forward. Specifically, he stated the three task groups on manual handling, exclusion zones and reinforcement were struggling to make progress; he thanked the people involved but noted some who have volunteered have not been able to dedicate enough time towards attending the meetings and completing actions.</p> <p>Phil asked Quarterly Committee Members to establish who in their organisations is involved and ask them what they have actioned. He believed a senior push is needed to gain progress on the issues within the next three months.</p> <p>Mark Pennington suggested the working sub groups may be having trouble progressing actions as the Committees have their own priorities and they may be doubling up on their workloads.</p> <p>Harm Reduction: Manual Handling</p> <ul style="list-style-type: none"> • Exclusion Zones <p>Phil Hines reported that he met with Lee Cain who is leading a working group set up to look at Exclusion Zones, Lee Cain proposed the group aim to agree a common standard and strategy to be used on all FPS Member sites. Phil said that he had rejected the group's initial response which was to issue a generic statement. He stated that he wants a common view on what good looks like in relation to this issue.</p> <ul style="list-style-type: none"> • Manual Handling <p>Previously it was reported a small working group has been set up to devise an approach to manual handling. Bob Thompson asked what is wanted from the working group, as he noted there are many different solutions and approaches and different circumstances to address. Phil Hines advised the initial aim is to automate processes to remove the manual handling element. He added the group intend to produce a guide to the systems that are available, then look to identify the prime gaps. They will work together to find solution with the manufacturers, suppliers and the Members.</p> <p>Alasdair Henderson added they are resetting what is reasonably practicable. Phil recognised this is not an easy task, therefore support is required on the working group volunteers to make changes. Bob Thompson noted one of the challenges is changing the behaviours of people who have been doing things a certain way for nearly thirty years. This was acknowledged as the big challenge before Members in relation to this issue.</p> <ul style="list-style-type: none"> • Reinforcement <p>Yvonne Ainsworth updated the Committee that the Reinforcement working group has put together the data. She advised the initial aim of the group is to list all the proprietary products available for splicing cages, installing sonic tubes etc, how the manufacturers describe them and from experience list the pros and cons of using them. Phil Hines added they are also looking at the audit checklist to introduce an Associate</p>	

	<p>membership category for reinforcement companies. Ciaran Jennings advised the Associate Member rules have been amended and will be circulated for comment.</p> <p>It is intended to re-audit Associate members every three years; Phil noted they will be taken off the approved suppliers list if they do not perform and have Associate Membership revoked.</p>	
<p>ii.</p>	<p>Occupational Health</p> <ul style="list-style-type: none"> • Charter <p>It was reported the Health and Wellbeing Charter was circulated for comment; it was noted a few people came back advising they were happy with it. Members of the Committee were requested to review the Charter and send any comments within the week, following this it will be accepted as final. Alasdair Henderson reminded the Committee the Charter commits FPS Members; therefore, it is important each Member has reviewed it before approval.</p> <p>It was reported that Build UK are progressing with approval for the industry SmartCard which will show an individual's health record to help towards delivering a safe, healthy and flexible work place for everyone.</p> <ul style="list-style-type: none"> • Research into Fatigue <p>Phil Hines advised reserves of £340,000 sit in the apprenticeship fund and could be used to fund suitable project(s) for the FPS. He reported that the FPS Executive are considering using some of this to fund a technical study on fatigue in the industry.</p> <p>He advised the working hours and fatigue is talked about regularly, however this is often not based on any facts. He reported that he met with a company called <i>Fatigue Science</i> who use a wristband to analyse state of fatigue. The aim is to understand impact of different working patterns, the time for someone's best performance, when they are most at risk and when they are most alert. It was noted that Cementation Skanska have taken part and have agreed that the report can be circulated to FPS Members.</p> <p>Jamie Dunbar advised they provide an interpretation report; the amount of information depends on what is required. He advised that Cementation Skanska have done a full-scale trial on night shifts although he noted the results have shown an employee's lifestyle have the most impact.</p> <p>Jamie added they provide a factual report on levels of fatigue; some levels equate to the same as having high blood-alcohol levels. Since the report, Jamie advised that Cementation Skanska are trying to educate employees on their lifestyle.</p> <p>Bob Thompson asked what we should do with the findings given that we are already aware that many travel on the Monday morning, rather than staying overnight on Sunday. He noted that if the intent is to optimise productivity there will be resistance from on-site teams. A focus on lifestyle was likely to be more beneficial. Alasdair Henderson commented that the immediate benefit to members would be to create a body of evidence on fatigue and lifestyle to affect wider change in the industry.</p> <p>Yvonne stated that work-life balance in the industry needs to be addressed as it was currently appalling. However, she questioned what the industry response should be if the research showed that it is necessary to reduce working hours. Alasdair noted fatigue needs to be addressed at an industry level and that there is a whole stack of issues that it raises around working patterns, diversity etc. He thought it important to recognise that there are those in the industry who are actively motivated to work long hours.</p> <p>Bob commented that the issue is one that requires client driven change and legislation. Alasdair also noted the HSE prosecution risk already exists, which must be addressed at industry level and he noted there is poor mental health in the</p>	

	<p>industry that may also be influenced by fatigue and long hours away from family. Phil stated that once we had the data it would be a collective decision as to what message to derive from it and use to drive improvements.</p> <p>It was recognised and agreed that this initiative would be an appropriate use of FPS funds. Phil agreed to put together a proposal and potentially invite Fatigue Science to the next meeting.</p>	<p>Phil Hines</p>
<p>iii.</p>	<p>Learning & Development</p> <ul style="list-style-type: none"> • Learning and Development Survey <p>John Chick thanked Members who responded to the Learning and Development survey, he advised there was an interesting outcome. He added that there were 16 respondents, but only 15 responses to the survey were usable. John advised the survey was looking at the impact of quality and safety.</p> <p>It was noted that two respondents answered that they did not find any difficulty recruiting people. Although John advised there were some roles which were identified as being easier to recruit for than other roles. These included Commercial Manager, Quantity Surveyors, Safety Advisor / Manager. The survey asked if training significantly affects retention and it identified occupations where there was a training gap or lack of a defined route, such as Support Fluid Operative. Ciaran Jennings reported that the EFFC support fluids group are looking to create training to address this.</p> <p>John continued that interestingly the survey identified very few roles are likely to be affected by advancement of digital technology, although the roles which are likely to be affected were identified.</p> <p>John asked the Quarterly Committee what the next stage for the FPS should be.</p> <p>John advised the Rig Operator role currently requires no formal training; Yvonne Ainsworth advised that Bauer in Germany has an apprenticeship. She added that JRL Civil Engineering employed a Fitter who completed 5-year apprenticeship as a Plant fitter. Members of the Committee agreed it was baffling why there is not any Rig Operator training available.</p> <p>John stated he has seen younger Rig Operators adapt to the changing technology in the Rigs with ease, he noted the younger generation naturally have this capability. Mark Sheridan noted if roles are changing or disappearing due to new technology, the FPS needs to make people aware they should expect to adapt to this and will go through numerous re-training processes in their working life.</p> <p>John stated the FPS needs to decide how to shape new training or influence the training already in place.</p> <p>Phil Hines asked that John circulates the results and Members of the Committee volunteer to be interviewed by John to inform the next steps. Alasdair Henderson, Bob Thompson and Jamie Dunbar volunteered.</p> <ul style="list-style-type: none"> • Early Career Group – presentation (Dave Major) & discussion <p>Dave Major introduced himself as 29-year-old Estimator for Expanded, he advised that he feels there is a lack of CPD available from the FPS for young professionals.</p> <p>Dave advised he was recently asked at Expanded <i>what do you want and how can you get there</i>, he looked at the FPS website for CPD opportunities but could see this was</p>	<p>John Chick</p>

	<p>not available. He added Members of the FPS Committees have a wealth of knowledge which should be shared via CPD opportunities for younger people in the industry. Dave advised he prepared a proposal that the FPS can provide an engaging environment which encourages questions and answers. He suggested it could be aligned with Committee meetings and be offered across the UK.</p> <p>Steve Hadley replied it is great to see someone keen to progress and benefit other young professionals. He advised the Technical Committee has recently adopted a format which includes a presentation as a form of CPD. He suggested young professionals could receive an invitation to these meetings. Dave advised a Committee meeting setting may put young people off from joining.</p> <p>Dave favoured a networking and seminar format where an invited speaker could address early career professionals. This could draw upon committee members. A concern was raised about whether these would be used for poaching talent. Dave added he has been with Expanded for 6 years in which time he has had offers but recognises that Expanded supports him so has declined these offers.</p> <p>Michael Jones advised some employers may not be able to afford to send their younger staff to events and suggested video conferences and webinars.</p> <p>Dave agreed webinars are a good idea however a webinar cannot offer personal interaction.</p> <p>Yvonne Ainsworth explained the BGA operate an early careers group who put on 5 to 6 events a year mainly in London. They have some funds, which is supplemented by sponsorship and they receive venues as sponsored by Companies affiliated with the BGA. She suggested this model should be copied for the proposed group.</p> <p>The Committee agreed an Early Careers Group could work for the FPS; Michael suggested the group is self-run to alleviate employers' concerns of the group being used as a talent pool.</p> <p>Phil Hines asked Dave if he would be willing to lead the Early Careers Group, Dave accepted this role. Phil advised he would attend Quarterly Committee meetings and report back to the young professionals.</p> <p>John Chick suggested the FPS request interest from Members and trial this initiative.</p> <p>Dave agreed to put together a proposal for the formation of a group, Yvonne agreed to put Dave in touch with the BGA early careers group for their advice and experience.</p> <ul style="list-style-type: none"> • NVQ in Geotechnical Installation <p>Ciaran Jennings reported the FPS are working with NOCN, to create a new trained route so that anyone achieving NVQs in soil nails, anchors or grouting can be awarded an NVQ in Geotechnical Installation. Ciaran advised this is progressing with NOCN to get agreement and formal recognition from CITB.</p>	<p>Dave Major Yvonne Ainsworth</p>
<p>iv.</p>	<p>Commercial Good Practice</p> <p>Alasdair Henderson reported that the FPS continues to produce position papers which are not a policy, only a position on unfair practices. The FPS has been in communication with Build UK, who have reviewed the industry's commercial terms and identified contractual terms that inappropriately transfer risk, benchmarked members on their payment performance and are implementing a roadmap to deliver zero retentions.</p> <p>Ciaran Jennings reported that Martin blower has now retired therefore a meeting on the 5th June of the Retentions Task Group needs an FPS representative replacement, Alasdair agreed to attend this.</p>	

		Alasdair Henderson
v.	Technical Standards Steve Hadley advised no discussion is required under this item due to elements being covered in the Technical Committee report.	
5.	QUARTERLY LOAD BEARING STATISTICS	
	The Committee reviewed the statistics but there was no discussion under this item.	
6.	FINANCE	
	<p>i. 2018 Accounts</p> <p>Ciaran Jennings reported that the accounts were circulated ahead of the meeting, he advised the FPS ran at a loss in 2018.</p> <p>He added the losses are across the funds and not the general expenditure, and were a reflection of income being recognised in the preceding year whilst the costs were accounted for in 2018e.g. membership fees accounted for when received but typically the FPS invoice for the audit on the completion of the audit cycle so at a later date. Once these effects were taken into account there was in reality a £5k shortfall overall. This was from costs of the annual dinner in 2018. Changes to the subscription arrangement in 2019 along with a bigger push for sponsorship of the event through the members will ensure no repeat in 2019.</p> <p>Alasdair Henderson proposed that the audited accounts for 2018 should be adopted and John Chick seconded this resolution.</p>	
7.	COMMITTEE REPORTS	
i.	Executive Committee No discussion due to elements being covered in other items.	
ii.	Technical Committee Mark Pennington reported the FPS Technical Committee looking at the guidance on minimum SI requirements, which is being led by Jonathan Ball. The plan is to issue a survey from ten years ago on Site Investigation. Ciaran Jennings reported that the AGS invited the FPS to join an AGS procurement of GI steering group. This initiative includes the AGS, FPS and BDA, the meeting included a representative from Highways England. It was noted the group is being championed and led by Julian Lovell, chair of the AGS who is committed to the topic performance of procurement. There was four main workstreams that the AGS wants the FPS to actively support and be involved in. Ciaran added they are looking at ground investigation under NEC contracts, revision of the UK specification and new models of procurement. There is a view to apply for CITB funding towards research of for new procurement models. He advised there will be four meetings taking place this year to address these aims. Mark advised that Jonathan Ball, who attends the Technical Committee is representing the FPS at the AGS procurement of GI Steering Group.	

	<p>Mark reported the Technical Committee will be holding an afternoon session following the next meeting to collate comments on the EC7 drafts to form an FPS submission.</p> <p>Mark also reported that the BIM group has been reinvigorated and renamed as the Digital Development Group, the two main aims of the group are to update the guidance notes on BIM and to work in conjunction with the AGS and DFI. It was noted Jason Boddy of Arup joined the meeting; he is the DFI Digitalisation Working Group Leader.</p> <p>Steve Hadley confirmed he will be going to the next EFFC Technical Working Group meeting; it was noted that David Hard chairs the meeting and will be able to report any FPS issues. Mark added that the FPS Technical Committee were asked to provide topics for discussion at the EFFC meetings, but no responses have been received. Steve suggested raising the awareness for Working Platforms, Ciaran advised that Jim De Waele produced an extensive document on addressing the issues with ensuring a quality Working Platform which includes 7 areas that need to be addressed. Ciaran reminded Members to continue to raise the awareness of this with their European counter-parts in order to help drive change outside the UK.</p>	
<p>iii.</p>	<p>Commercial Committee</p> <p>Mark Sheridan reported that the Commercial Committee have been discussing the order statistics and how to promote use of an FPS Member. It was suggested the FPS has 85% market share, but Members felt this was high and it was suggested research into this should be commissioned, it was noted the FPS could use the results to present information which highlights the benefits of quality over price.</p> <p>Michael Jones advised that he feels the benefit of membership of the FPS is being a part of industry initiatives and felt membership is not used for winning tenders. Mark agreed this view was included in the discussions held, however they are looking to produce a leaflet aimed at clients to encourage use of Members.</p> <p>Bob Thompson suggested a consultant may be able to advise the FPS on how best to publicise members and the advantages to clients of using members. Ian Alcorn advised he has had negative feedback from clients due to the fact the FPS has taken the position not to accept retention, however it should be noted that the FPS is working towards improving safety in the industry and improving commercial terms. Steve Hadley agreed market research is required; Phil Hines suggested this is placed on the next agenda and Debbie Darling, Jooce is invited to attend to provide a PR view, from there, the FPS can create a strategy.</p>	<p>Quarterly Agenda</p>
<p>iv.</p>	<p>Safety and Training Forum</p> <p>Phil Hines reported there had been 16 Lost Time Accidents in the last quarter, which is high, he added there was also an increase in service strikes. It was noted there is a sub group looking at this. He commented that the severity of the incidents suggested that there were some process issues underlying them that need to be addressed.</p>	
<p>v.</p>	<p>Plant Safety Group & Plant Group Priorities – Breakout exercise on what we want this Group to achieve</p> <p>Phil Hines reported that the last Plant meeting was cancelled, due to the lack of progress on the aims of the group.</p>	

	<p>Mark Pennington suggested that the technical elements of plant could be discussed in a separate committee. Alasdair Henderson noted that plant issues are mostly operational issues, he suggested an operational group is set up to address both Plant and Safety issues. Phil suggested that going forward the Plant Group and Safety & Training Group meet once a year and hold an Operations Safety and Plant Group three times a year. Members should put forward their operations people. Phil committed to coming up with a proposal for how the new merged committee can work.</p>	Phil Hines/Secretary
8.	MEMBERSHIP MATTERS	
i.	<p>Membership Audit</p> <p>It was noted that the audit cycle is almost complete with a small number of Members left to be audited.</p> <p>Ciaran Jennings reported that he has been in talks with Build UK about how the FPS audit relates to the PQQ process. It was noted the FPS will need to be ISO9001 accredited. Ciaran advised there has been a lot of debate on how the FPS audit is incorporated with the accreditation. If the FPS incorporate this into the CAS (Common Accreditation Standard), other companies may claim they are accredited to an FPS standard and take away FPS membership's differentiation in the marketplace. Ciaran reported Build UK think it is possible for the FPS to have CAS Plus to differentiate FPS Members.</p> <p>Ciaran advised he is putting together a proposal document for the FPS Executive to review.</p>	
ii.	<p>Membership Applications</p> <p>It was noted that the FPS are not actively chasing new Members; Adrian O'Grady asked why the FPS is not chasing Members. Phil Hines advised the FPS is not currently taking on new Associate Members in order not to dilute the current membership and avoid committees becoming difficult to manage, however potential full Members can apply for membership. He added that the risk of chasing companies is that they agree to join but do not actively participate. If, however, a potential member comes forward then their application will be considered as always.</p>	
9.	PR AND DIGITAL MARKETING	
i.	<p>PR Activity Review</p> <p>This item was not discussed.</p>	
ii.	<p>FPS Website</p> <p>Phil Hines reported that the website is being refreshed with a review of guidance papers, Ciaran Jennings asked that Members send in videos for the home page to be refreshed on a regular basis.</p>	
11.	OFFICERS 2019	
	<p>It was proposed to confirm the following Officers for 2019:</p> <ul style="list-style-type: none"> • Phil Hines, Chair • Steve Hadley, Senior Vice Chair • Alasdair Henderson, Immediate Past Chair • John Chick, Junior Vice Chair <p>It was reported that Malcolm O'Sullivan has left BBGE. Phil Hines advised the FPS Executive Committee will discuss replacing Malcolm O'Sullivan at the next meeting.</p>	

	Bob Thompson proposed the Officers and Jamie Dunbar seconded.	
12.	REPORTS AS NECESSARY	
i.	Build UK No discussion due to elements being covered in other items.	
ii.	EFFC It was reported that the EFFC Support fluid guide has been issued and placed on the FPS website, Ciaran Jennings advised any feedback would be useful. The guide will be relevant to those in drilling and support fluids. He added the research and development programme will be starting shortly, currently data is being collected and Members may be asked to submit the data they routinely collect on projects using support fluids.	
iii.	CITB This item was not discussed.	
iv.	Ground Forum This item was not discussed.	
v.	AGS This item was not discussed.	
13.	SOCIAL EVENTS	
i.	Summer Ball – 8th June 2019, Hilton, Syon Park Phil Hines reported that the Summer Ball is approaching, he added tickets can be obtained by contacting the FPS Secretariat.	
ii.	FPS Golf Day – 11th September 2019, The Nottinghamshire & Country Club	
iii.	Annual Awards Dinner – 25th October, Intercontinental Park Lane Phil Hines reported that the speaker at the next Annual Awards Dinner is Huw Edwards, he added that attendance is essential for the event to be financially viable. He also reminded Members to submit applicants from their companies for awards.	
14.	ANY OTHER BUSINESS	
	CIC Diversity and Inclusion Panel Steve Hadley reported that the Ground Forum has signed up to the Construction Industry Council's Diversity and Inclusion panel. The objective of the panel is to get a common standard, they recently sent out a survey on discrimination issues. They have some suggestions for areas to improve on in the long term such as promoting equal gender pay, equality, improving maternity cover. He noted the majority demographic of the FPS Quarterly is white male, it would be good to actively improve the diversity within the FPS committees. Ciaran Jennings advised there was a McKinzie report in which it suggested organisations with a diverse Board were more profitable, it was added that this included diverse ethnic and religious backgrounds.	
15.	DATES OF NEXT MEETINGS	
	Next meeting dates are as follows and will be held at Hamilton House:	

	<ul style="list-style-type: none">• 18 July 2019• 25 October (Awards Dinner) 2019	
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