Business Planning
FY 2022-23

Updated business plan 4th March 2022

IAN HEPTONSTALL

What the Partners are telling us

22/23 business Plan high level priorities

TOP PRIORITY AREAS IDENTIFIED BY THE LEADERSHIP GROUPS

1st	2nd	3rd	4th	5th	6th	7th	8th
Sustainability	Procurement	People	Digital	Diversity / EDI	Management	Offsite	Lean

Sustainability priorities

(1 – 4 had equal ranking)

1 = Carbon

2 = Sustainability Strategy

3 = Sustainable Procurement

4 = Social Value

5 = Waste & Resource Efficiency / FIR

Sustainability priorities

1 = Energy & Carbon

2 = Sustainability Strategy

3 = Sustainable Procurement

4 = Social Value (Training & Skills & Community)

5 = Waste & Resource Efficiency

6 = FIR

INCOME 2022/23

Funding stream	Current FY	2022/23 FY
Current Partners (assumes 90% repeat and 4% rise)	1,491,809	1,497,006
New Partners (recruited during the year)		171,841
Project sponsors (RDP, SMA, SDF)	74,760	99,550
CITB FIR	149,000	77,500
CITB FIR NEW	-	75,000
Client FIR	53,160	75,000
Specific FIR delivery (NH and CITB)		48,000
CITB Procurement	310,874	417,364
CITB Digital Skills	102,946	88,900
Licences and commission	45,063	26,000
Total	£2,227,612	£2,576,161

Risks - mitigation:

- **36 new partners** – we achieved 42 this year. Investment in BD resource could improve this

- **90% repeat rate** – Actual current repeat rate is 95% not 90%, that would add £80k to budget

- **No CITB FIR funding renewal £75k risk** – currently being told £200k a year in budget for 5 years, but no sight of procurement process.

- **£450k reduction in digital and procurement in 2023/24** – new partners and new income streams will cover this

- **New income streams** – not shown in budget but potential from projects such as HS2, regional funding, partner funding of specific activities

Updated income assumptions

Funding stream	Jan Board meeting income position	Variance in income since Jan	New income budget for 2022-3
Current Partners (assumes 90% repeat and 4% rise)	1,497,006	+£86,029	1,583,035
New Partners (recruited during the year)	171,841		
Project sponsors (RDP, SMA, SDF)	99,550	-£5,200	94,300
CITB FIR	77,500		
CITB FIR NEW	75,000		
Client FIR	75,000	Confirmed, but potential for +£25k	
Specific FIR delivery (NH and CITB)	48,000		
CITB Procurement	417,364		
CITB Digital Skills	88,900		
Licences, commission & sundry	26,000		
Total	£2,576,161	+£80,829	£2,656,990

Partner pricing structure

Level 4
£24,500

Level 3
£18,900

Level 2
£15,900

Level 1
£12,700

SMEs: £6,900
Category Group: £7,600

Both have reduced groups, workshops and priority suppliers, full details available on request

- 5 Workshops
- 8 Groups
- 500 priority suppliers
- E-learning files
- Video shorts
- API
- Carbon calculator

As level 1 plus
- 4 more Groups
- 500 more priority suppliers
- 1 lunch n learn case study
- 1 advice day
- On demand course files
- Scope 3 carbon footprinting tool

As level 2 plus
- 3 more Groups
- 1,000 more priority suppliers
- 1 more lunch n learn
- 1 more advice day
- Bespoke learning pathway quiz
- Monthly use reports

As level 3 plus
- All Groups
- Unlimited priority suppliers
- 1 more lunch n learn
- 1 more advice day
- 1 business byte conference / supply chain capability assessment tool

Costs 2022/23

Category of spend	Detail	Amount	Number	Total
People costs	Direct employees	£1,028,546	18.9	
	Projects Studio – Scotland, Project delivery & Account Management	£123,783	2	
	FM Sector group	£20,400	0.3	**£1,172,729**
Online platform	Learning Management System cost	£60,000	1	
	Maintenance: Titus	£21,900	1	
	Ongoing development: Titus	£90,000	1	
	Content Management System: Strategic	£12,600	1	
	Web platform Manager	£56,650	1	
	Online hosting	£1,271	1	**£242,421**
Training delivery	Workshops x 140	£78,375	140	
	Business Bytes x 20	£9,600	20	
	Lunch n Learns x 120	£13,700	120	
	Face to Face training 4 x supplier briefing (inc. 10 year anniversary)	£36,625	4	**£138,300**
Ring fenced delivery	FIR direct costs	£86,200	1	
	Procurement direct costs	£63,400	1	
	Digital direct costs	£20,000	1	
	Tool Technology costs (FIR, Procurement)	£55,000	1	**£224,600**
Category/ Content groups	Carbon Calculator & Climate Action Group	£100,000	1	
	Plant Category Group	£33,000	1	
	Waste Category Group	£33,000	1	
	Labour Category Group	£33,000	1	
	Utilities Category Group	£33,000	1	
	Social Value Group	£33,000	1	
	Retrofit	£15,000	1	
	Wellbeing	£15,000	1	**£295,000**
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1	
	Library Review & E-learning refresh x 25	£35,250	1	
	E-learning contractor	£75,000	25	
	Filming (update video clips & e-learning)	£15,000	1	
	CPD accreditation	£6,795	1	**£137,045**
Marketing	Marketing, Comms & PR	£37,211	1	
	Marketing automation	£8,875	1	**£46,086**
Overheads	Office & general Overheads	£151,000	1	
	CIC (2.5% of turnover)	£54,980	1	
	Travel & Courier	£15,000	1	**£228,181**
Contingency	Contingency	£35,000	1	**£35,000**
			Total Costs	**£2,512,161**

Income: £2,576,161
Costs: £2,512,161
Margin: 2% £61,000

Risks - mitigation:

- **Margin** – School delivery team usually aims for a 10% margin, so this represents a £200k investment by Action Sustainability

- **Cost control** – small contingency of £35k, track record of delivery on budget

- **Wage inflation** – 4% cost of living included

- **Desire for all face to face** – this would cost over £300k, workshops only a marginal cost difference, it's the business bytes \ supplier days where significant costs occur

OTHER ACTIVITIES PROPOSED

Market	Detail	Potential cost
Homes	Develop resource for the supply chain on developers' carbon strategies: Provides insight to supply chain on commonalities and consistency of approach re. carbon, and highlights the clear business case for supply chain to plan for carbon reduction	Estimated = £2.6K
	Develop 4 x case study videos – talking heads	Cost: £6,540
	Develop resource to summarise homebuilder and key supply chain disclosures on climate related risks and opportunities, and approaches to adaptation: TCFD more important than ever with mandatory reporting – supply chain need to understand this and the implications of this for their businesses. No resources on climate adaptation in the School currently and just one lunch n learn run on TCFD	Estimated: £10K
	Develop new resource/s for the supply chain based on the outcome of the Future Homes Hub (FHH) consultations and common objectives: FHH will agree sector wider objectives and performance measures – supply chain need to be equipped to deliver against these	Estimated: £12K
FM	Develop new half day training course, with notes and industry consultation (FM & Digital)	Cost: £6,825
	Case study video testimonial, additional support at Partners external events; PR	Cost £3,365
Offsite	Social Value in Offsite; research and content produced Carbon in Offsite: research and content produced	Cost: £10K
Infra	Carbon Client Group: content development, report (inc. design), supporting video *Social Value (2 x e-learning, content)	Estimated: £10K Cost: £24,200
Const'	Create new cross sector supplier / member group to act as a critical friend to the School	TBC
	Develop category specific, risk-based procurement guidance for one category of supply	TBC

Total requests being considered of £61,330 as the Infra SV e-learning will be factored into the SV group overall budget

Restricted Funding for 2022/23

RDP, SMA, SDF Project £99.5K

Must deliver

- 1 x launch (SMA)
- 46 x workshops (from Partner allowance)
- 7 x Business Bytes
- Meet the Buyers
- School dashboards

CITB Digital Leadership Skills £88.9K

Must deliver

- 1 x Business Bytes
- 12 x workshops
- 12 x webinars
- 3 x Digital Outlook Workshops
- Training Needs Assessment 250 users
- Digital Maturity Assessment 250 users

Clients & CITB FIR £227.5K

Must deliver

- 16 x Business Case to FIR workshops
- 4 x Becoming a FIR Ambassador workshops
- 13 x Onsite hub workshops
- 13 x Specialist courses & masterclasses
- 15 x FIR webinars (lunch n Learns)
- 4 x elearning development
- 4,000 visits to FIR Toolkit site
- 4 x case studies
- Annual evaluation

CITB Procurement £417.3K

Must deliver

- 5 x supply chain improvement projects (90 days of consultancy support)
- 2 x Business Bytes
- 20 x workshops
- 11 x webinars (Lunch & Learns)
- Training Needs Assessment 250 users
- Online performance tool
- Online platform and assessment tools