

Annual General Meeting 2025

Thursday 15th May, 2pm – 4pm



HOUSEKEEPING



- Get involved in our poll questions. We will be using menti.com so have your phone to hand. Please go to www.menti.com and use code: 1356 2278



- ‘Raise your hand’ or use the chatbox for questions
- The AGM is being recorded and will be shared after the session



- For any support, contact Alice (alice@supplychainschool.co.uk) or Yasmin (Yasmin@supplychainschool.co.uk) via email or use the chatbox

AGENDA

1. **Welcome** – *Shaun McCarthy*
2. **New Chair Introduction** – *Shaun McCarthy & Dale Turner*
3. **Board Members re-election** – *Dale Turner*
4. **New Board members introduction** – *Mandy Messenger & Anna Baker*
5. **Changes to the Constitution** – *Ian Heptonstall*
6. **Receive Annual report on performance**
 - a) *Annual Accounts – Andrew Spencer*
 - b) *Risk Register – Aled Williams*
 - c) *Annual Report & Impact survey: 2024/25 – Hilary Hurrey*
7. **Approve Business Plan for 2025/26** – *Ian Heptonstall*
8. **Celebrating Success: showcasing our impact:**
 - a) *Nature – Mark Turner*
 - b) *Future workforce – Ian Heptonstall*
 - c) *Fairness, Inclusion & Respect – Dana James-Edwards*
 - d) *Offsite – Dave Emery*
 - e) *Scope 3 Carbon – Charles Naud*
9. **Closing Remarks** – *Dale Turner*

1. Welcome

Shaun McCarthy

Chair, www.SupplyChainSchool.co.uk

Our mission is
to enable a sustainable
built environment
through knowledge
and collaboration.



Our vision is
an industry where
everyone will have
the skills and
knowledge to deliver
a sustainable future.



Our Goal:

By 2023, we will inspire and enable 100,000 people annually (in our Partners and their supply chains) to be more sustainable and drive real change



GUIDING PRINCIPLES



Subject Matter

We provide learning content that builds skills to deliver a sustainable built environment.



Target Audience

We deliver a School free at the point of use for anybody who works in, or may aspire to work in, the built environment sector.



Accreditation

We will offer CPD-accredited learning where appropriate and learning that contributes to professional qualifications.



New knowledge

We engage with industry, academia and research organisations to instigate and seed fund new research that can be translated into School learning content in the future.



Leadership

We establish the School as the centre of excellence with respect to developing supply chains to deliver a sustainable built environment.



Geographic reach

We seek global best practice to reach Partners' supply chains across the UK and outside the UK, where appropriate. Our delivery partner will respond to opportunities to franchise the School at their own cost and risk.



Partners

Seek Partners who share the Vision, Mission and Values of the School and who commit to share knowledge and pay their respective Partnership fee to the Delivery Partner.



Funding

We fund the School from Partner contributions, franchise fees and appropriate sources of government or industry funding. We will not ask members for money or allow commercial sponsorship of our learning content or activities.

WE ARE **COLLABORATIVE**, **PROGRESSIVE**, **INSPIRATIONAL** AND **INCLUSIVE**



Collaborative because we *share* knowledge and resources.



Progressive because we *deliver* measurable impact through dynamic leadership.



Inspirational because we *inspire* our members and Partners to drive positive change.



Inclusive because we *exemplify* respect for the planet, our colleagues and wider society.



Our Partners

223 Partners Leading Our Work



New Partners 2024/25 Financial Year



2. New Chair Introduction

Shaun McCarthy

NEW CHAIR OF THE BOARD



Dale Turner

Director of Procurement and Supply Chain
Skanska

OUR THANKS TO SHAUN MCCARTHY OBE



Then...



Now...



3. Re-election of Board members

Dale Turner

School Chair

RE-ELECTION OF BOARD MEMBERS



Julia Barret
Chief Sustainability & Compliance Officer, Wilmott Dixon



Dan Evans,
Chief Executive, Speedy Services

Voting took place between February and March 2025 and have both Board members been re-elected.

Results: Julia (96% re-elect); Dan (82% re-elect)

4. Board Members Introduction

Mandy Messenger

Board Member

Managing Director, Advanté Limited

BOARD VACANCY

- Due to Dale Turner taking the Chair role and Jo Gilroy standing down there were two Board member vacancies.
- Recruitment process resulted in successful appointment of Anna Baker, Sustainability Director, Holcim UK.
- There is still one vacancy open. Below is a reminder of the criteria we are looking for.

Profile	
Organisational Experience	Senior leaders and decision makers in their own organisation and / or the ability to provide strategic leadership. Proven ability to influence at industry level
Preferred Experience	Experience of supply chains or has had supply chain responsibility and is from one of the below: <ul style="list-style-type: none">• From a Client organisation• In the Home Building sector• Property, Facilities or Managed Services organization
Involvement in the School	We are looking for candidates who can demonstrate: <ol style="list-style-type: none">1. A strong understanding of the School, its purpose, its scope of content and how it delivers.2. Use of the School to drive change in their supply chains, how they have done this and the results they have seen.3. How they are actively contributing or have recently contributed to School initiatives.4. Where they have acted as an ambassador of the School, that is how they have advocated for the School at an industry level.5. An understanding of the strategic issues that the industry and its supply chain face and how the School is helping to address these.6. Ability to engage in senior industry level groups that work to tackle emerging strategic issues.7. Understanding of the complexity of driving change in multi-tiered supply chains or a deep understanding of a specific sustainability topic.
Influence	<ol style="list-style-type: none">1. Senior leaders and decision makers in their own organisation. (Board level or senior executive team.)2. Influential externally within their sectors, ideally holding positions of influence in relevant external groups.3. People who are able to demonstrate having influenced positive change in organisational culture and the adoption of new approaches and technologies.

BOARD MEMBER TRANSITION

OUR THANKS TO:



Jo Gilroy

Group Sustainability Director
Balfour Beatty

WELCOMING OUR NEWEST BOARD MEMBER




Anna Baker

Sustainability Director
Holcim UK

APPOINTMENT OF NEW BOARD MEMBER

ONE VOTE PER PARTNER ORGANISATION




0

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Yes


No

Join at menti.com | use code **1356 2278**

 Mentimeter

Do you support the Board recommendation for appointing the new Board member?







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AGM 2025



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Instructions

Do you support the Board recommendation for appointing the new Board member?

0

0

Are you in favour of the Board's proposed changes on the nomination?

0

0

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5. Changes to the Constitution

Ian Heptonstall
School Director

SCHOOL CONSTITUTION: *KEY CHANGES SUMMARY*

1. Legal tidy up; legal led

Our past Constitution was originally written by a lawyer in 2012. Subsequent updates were done ourselves, hence some drafting has benefited from improvements. These are:

1. Sections 3.2 to 3.8 where a range of legal boiler plate text has been added to general definitions
2. Sections 18 and 19 has more detailed legal advice on Jurisdiction and Force Majeure
3. A range of legal nice to haves. These changes were not essential or a significant change. But given we had the legal advice have been taken on-board. Highlighted on the marked-up copy of the constitution in the pre-read.

2. Changes agreed by the School Board:

1. **Guiding principles** - included the additional two guiding principles
2. **Chair** - removed the section saying the Chair had to be independent of Partners
3. **Operations group** - recommended actions on the Operations group
4. **Overseas Schools** - added in the payment from AS to the UK School for use of any Learning Content in new Schools overseas or in the UK
5. **Advisory vs Fiduciary liabilities:** the board is the former and board members don't have the legal and financial duties of a company director clarified this in Sections 4 & 6.
6. **Partner agreements:** currently signed between the School & Partner, but the School is not a legal entity. Clarified this in Section 2 and then laid out our role and responsibilities in Section 5.
7. **Business Plan:** Changed the name of the Business Plan to Delivery Plan in Section 2.

SCHOOL CONSTITUTION: KEY CHANGES SUMMARY CONT.

8. **Delivery Partner obligations:** documented our role and responsibilities in Section 5 and changed the term School Team which was not defined to Delivery Partner.
9. **Change control:** Updated *Section 10* to say that the Delivery Partner & Board must agree any motion that goes to the AGM.
10. **Dissolution of the School:** We have move passed the point where a minority of Partners could dissolve the School. If they did this would leave Action Sustainability with all the liabilities. Therefore, propose removal of *Section 16* and made it clearer how a Partner can terminate if they are unhappy with the School's performance.
11. **School not for profit:** recommend by the legal team that this clause is removed as it could imply that AS trading under the School name should give back all historic profits to the Partners
12. **Foreground \ Background IP:** Revised these definitions as they were dated and overly complex. Advise from IP expert have clarified the following:
 - Section 3 – The definitions of Intellectual Property have been updated.
 - Section 3 – Definition of Learning Content and Learning Management System has been separated to be clearer on content and the system that runs the School.
 - Section 13 – This has been simplified to reflect the IP register. We have refined background and foreground IP; defined the Learning Management System; made it clear that 3rd parties (such as CITB) who fund Learning Content development will own that, but for any development undertaken with Partner funds Action Sustainability will own that IP but then licence it back to the Partners for as long as they pay their licence fees. We have also set out in two new clauses what happens if Action Sustainability ceases to trade or decides it does not want to operate the School

ARE YOU IN FAVOUR OF THE BOARD'S PROPOSED CHANGES ON THE CONSTITUTION?

ONE VOTE PER PARTNER ORGANISATION

Join at menti.com | use code 1356 2278

Mentimeter

Are you in favour of the Board's proposed changes on the constitution?

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Yes

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No

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Abstain



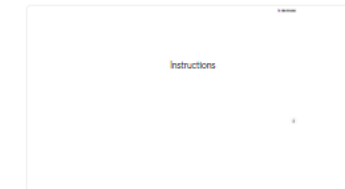
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AGM 2025



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6. Receive Annual report on performance

- a) Annual Accounts – Andrew Spencer
- b) Risk Register – Aled Williams
- c) Annual Report & Impact survey -2024/25 – Hilary Hurrey

6.a. Review of annual School accounts

Andrew Spencer,

School Board Member

Group Supply Chain & Procurement Director, Galliford Try

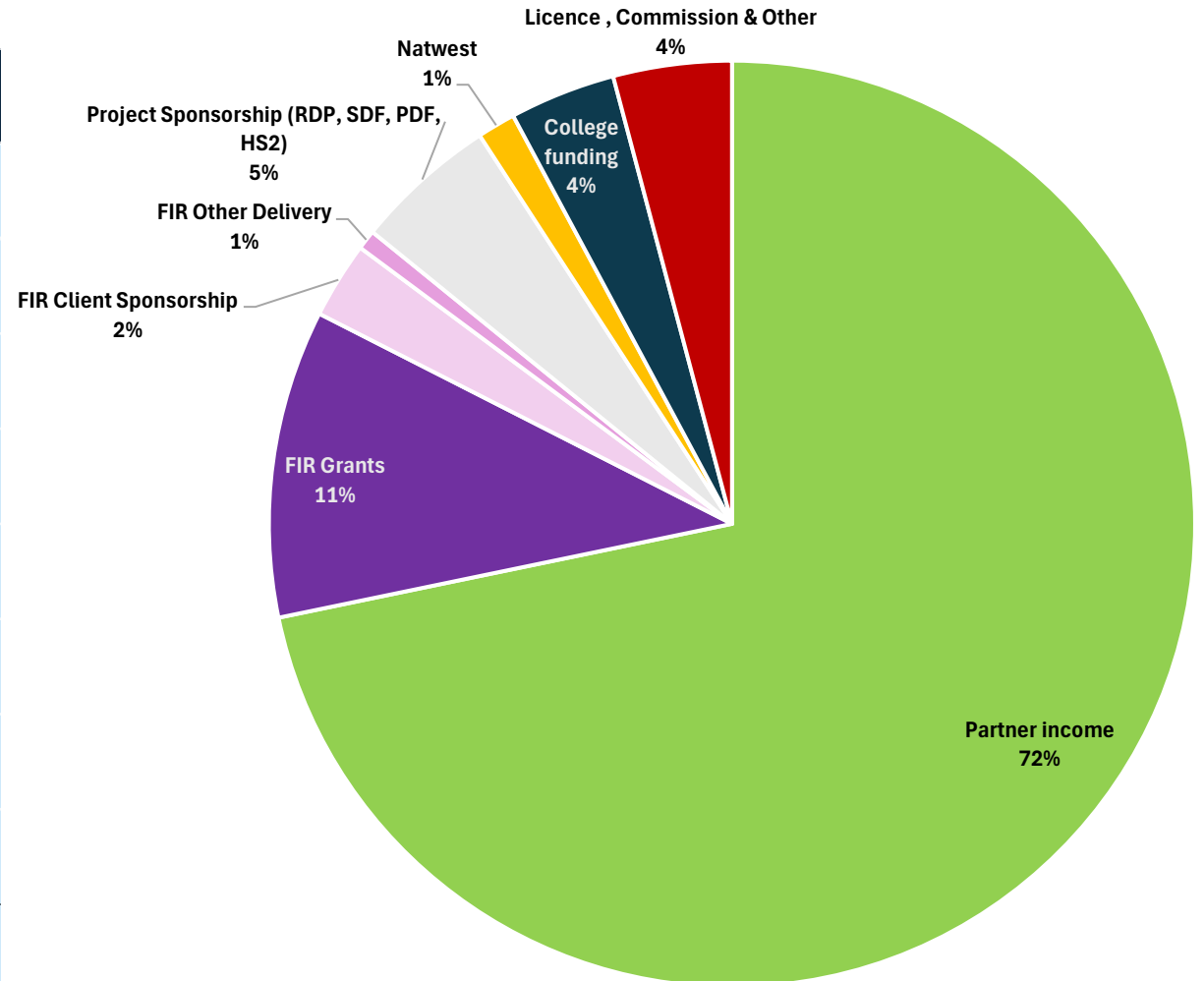
FINANCIAL REVIEW

The focus of the review is to:

- Ensure that the basis of allocation of income and costs appeared reasonable given the activities delivered by ASTL on behalf of the School.
- Review the reasonableness of the “value for money” of the services delivered by ASTL.
- Review the financial position of ASTL to assure the School of the longer-term viability of their delivery partner

INCOME 2024-25

Income by source	2024/ 2025
Partner income	2,685,240
FIR Contract	402,072
FIR Client Sponsorship	100,000
FIR Other Delivery	25,665
Project Sponsorship (RDP, SDF, PDF, HS2)	186,236
Natwest	50,000
College funding	138,562
Licence , Commission & Other	154,659
Total	3,742,434



INCOME YEAR ON YEAR & VS. BUDGET

Income by source	2020/21	2021/22	2022/23	2023/24	2024/25 Budget	2024/25 Actual	Variance against budget
Partner income	1,019,292	1,491,809	2,080,479	2,472,900	2,960,965	2,685,240	
College Funding	0	0	0	0	0	138,562	
CITB Core Grant	352,436	0	0	0	0	0	
FIR Contract	94,427	149,000	94,247	206,920	200,000	402,072	
FIR Client Sponsorship	38,791	53,160	100,000	100,000	100,000	100,000	
FIR Other Delivery	0	0	55,614	22,717	25,000	25,665	
Digital Skills	65,309	102,946	59,549	39,445	0	0	
Procurement	119,615	310,874	358,206	173,079	0	0	
Project Sponsorship (RDP, SMA, SDF, PDF, HS2)	25,000	74,760	115,327	190,514	191,496	186,236	
NatWest	0	0	0	117,167	75,000	50,000	
Licence , Commission & Other	13,672	45,063	61,896	76,891	75,000	154,659	
Total Income	1,728,542	2,227,612	2,925,318	3,399,633	3,627,461	3,742,434	+3.17 %

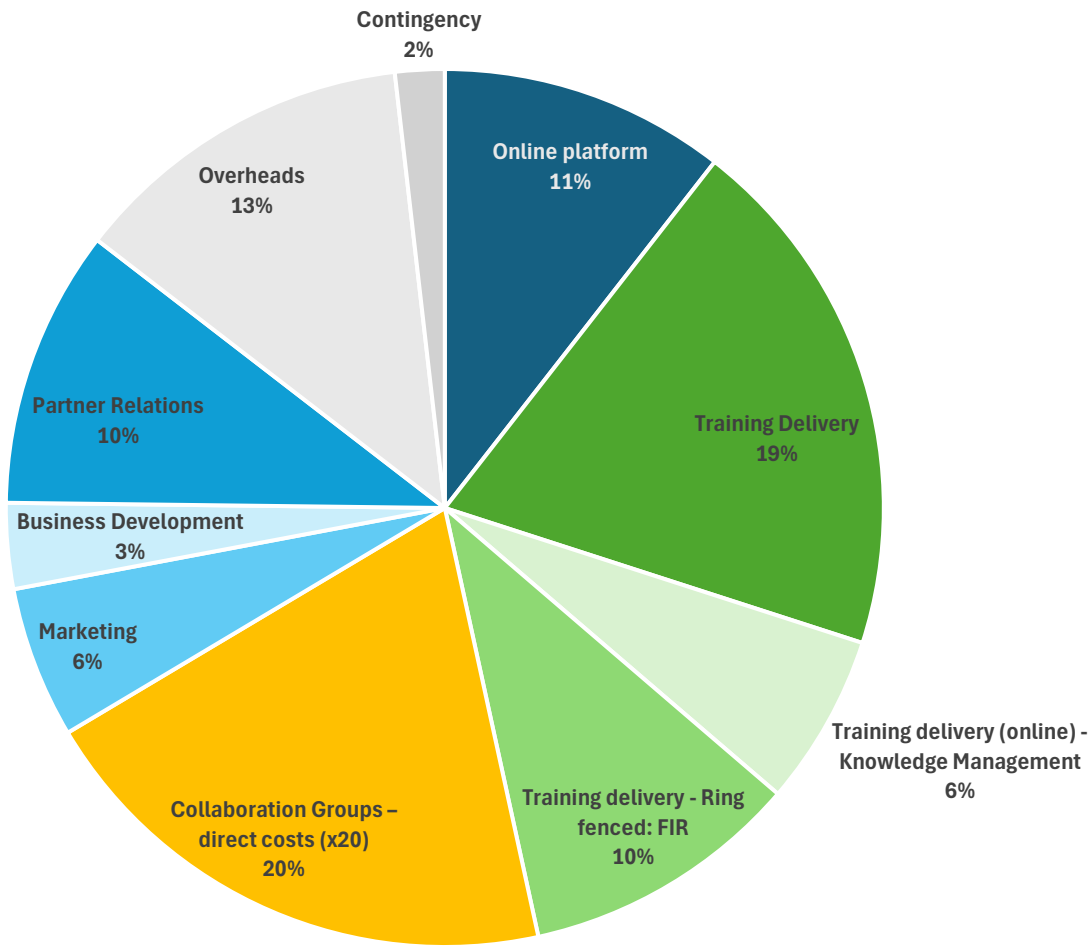
Category of spend	Detail	Amount	Number	Total	Actual	Number	Total	Variance
People costs	Direct employees	£1,875,427	30.5		£1,734,204	29.2		
	FM Sector group	£24,000	0.3	£1,899,427	£23,568	0.3	£1,757,772	-£141,655
Online platform	Learning Management System cost	£60,000	1		£60,000	1		
	Maintenance: Titus	£30,000	1		£30,708	1		
	Ongoing development: Titus	£60,000	1		£83,818	1		
	Content Management System: Strategic	£15,600	1		£13,370	1		
	Web platform Manager	£40,200	1		£28,698	1		
	Online hosting (inc SBCC, Aust.) & word press	£8,969	1	£214,769	£17,111	1	£233,705	£18,936
Training delivery	Workshops x 210	£131,250	210		£131,734	194		
	Business Bytes x 20	£11,000	20		£15,960	20		
	Lunch n Learns x 120	£13,700	120		£38,261	245		
	Face to Face training 4 x conferences	£67,000	4		£55,112	3		
	National Highways training programme (inc. site visit costs)	£35,400	45		£34,542	29		
	HS2 training programme	£11,000	25		£5,113	13		
	Training delivery tools (menti. etc)	£0	0	£269,350	£6,473	1	£287,195	£17,845
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	£114,300	1	£114,300	£124,568	1	£124,568	£10,268
Collaboration Groups	Carbon Calculator & Climate Action Group	£100,000	1		£100,000	1		
	Plant Category Group	£35,000	1		£35,000	1		
	Waste Category Group	£35,000	1		£35,000	1		
	Modern Slavery Category Group	£35,000	1		£35,000	1		
	Social Value Group	£35,000	1		£35,000	1		
	Nature Group	£35,000	1		£35,000	1		
	Procurement	£0	0		£19,796	1		
	Lean	£10,000	1		£0	1		
	Collaboration activities	£55,000		£340,000	£20,527	1	£315,323	-£24,677
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1		£2,012	1		
	Library Review & E-learning refresh x 25	£39,750	1		£44,963	1		
	E-learning contractor	£65,000	25		£37,791	25		
	Filming (update video clips & e-learning)	£10,000	1		£0	0		
	CPD accreditation	£6,840	1	£126,590	£7,308	1	£92,074	-£34,516
Marketing	Marketing, Comms & PR	£50,000	1	£50,000	£29,444	1	£29,444	-£20,556
Overheads	Office & general Overheads (Budget figure previously stated incorrectly as £234,100 due to formula error)	£291,874	1		£322,130	1		
	CIC (2.5% of turnover)	£82,500	1		£81,127	1		
	Travel & Courier	£25,000	1	£399,374	£19,596	1	£422,853	£23,479
Contingency	Contingency & Partner cancellation contingency	£175,000	1	£175,000	£60,590		£60,590	-£114,410
			Total Costs	£3,588,810			£3,323,524	-£265,286

Expenditure Actual v Budget 2024/25

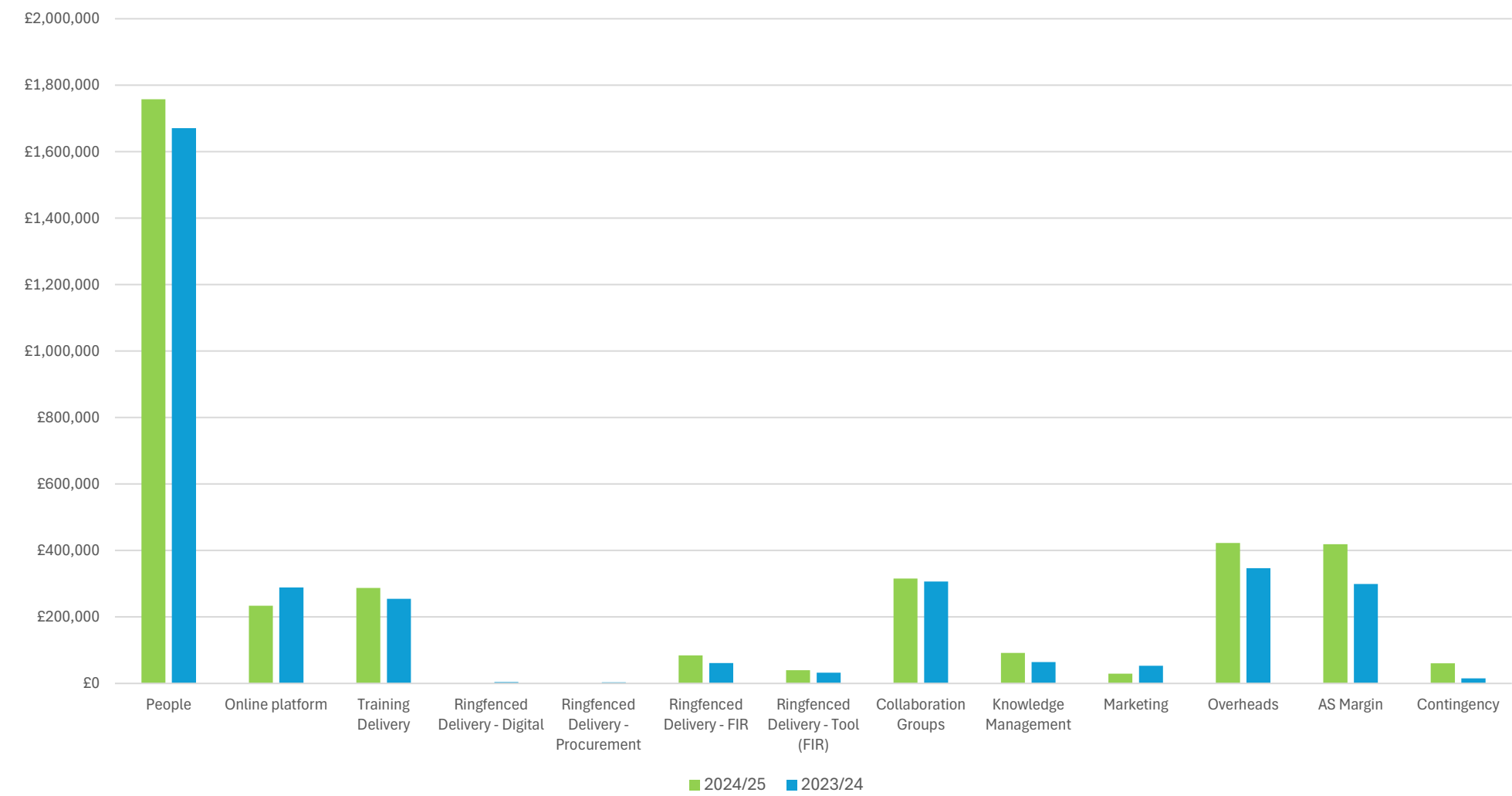
Income:	£3,742,434
Costs:	£3,323,524
Margin: 11.19%	£418,910

EXPENDITURE 2024-25

Costs by activity	2023/ 24	2024 / 25 Actual
Online platform	£432,308	£350,298
Training Delivery	£627,334	£645,939
Training delivery (online) - Knowledge Management	£157,995	£209,837
Training delivery: Ring fenced delivery – FIR	£272,591	£341,997
Ring fenced delivery - Digital	£3,740	£0
Ring fenced delivery - Procurement	£3,626	£0
Collaboration Groups	£606,732	£660,272
Marketing	£170,901	£185,761
Business Development	£113,068	£104,826
Partner Relations	£245,838	£341,151
Overheads	£346,500	£422,853
Contingency	£15,000	£60,590
Total costs	£3,100,159	£3,323,524
AS Margin	£299,477	£418,910



EXPENDITURE 2024-25 vs 2023-24



FINANCIAL REVIEW

The focus of the review is to:

- Ensure that the basis of allocation of income and costs appeared reasonable given the activities delivered by ASTL on behalf of the School.
 - I conclude this is the case
- Review the reasonableness of the “value for money” of the services delivered by ASTL.
 - After my review, and against the deliveries made against School targets, I conclude that, at least at a summary level, ASTL deliver VFM
- Review the financial position of ASTL to assure the School of the longer-term viability of their delivery partner
 - ASTL appear financially stable and viable to continue as delivery partner for the foreseeable future

6.b. Risk register

Aled Williams

School Board Member

Executive Director: Innovation & Partnerships

University College of Estate Management

OUR TOP RISKS

Category	Description	Likelihood	Consequence	Inherent Risk	Mitigation	Residual Risk (Impact after mitigation)
School Growth & Partner Revenue	Economic Impacts of Inflation : Industry cost base increases are a threat to income generated through partner growth and retention.	Likely	High	High	<ul style="list-style-type: none"> Monitor economic indicators, in particular wage inflation, employment levels, fuel & energy, produce budgets that include inflation assumptions, control costs and increase fee levels where appropriate. Board regularly consider how to assist the supply chain further through training activities e.g. Lunch & Learns addressing the risks. Partner retention rates to be closely monitored to highlight any change to the current retention rate. Training may be seen as a 'nice to have' in many organisations as opposed to investing in this however the School provides free training. 	Medium
Technology	Internal: Cyber security/data breach	Possible	High	High	<ul style="list-style-type: none"> Regular patching of delivery partner systems ensure using latest technology and guidance to reduce risk. Delivery Partner has ISO27001 and Cyber Essential Plus certification in place. Cyber insurance up to £2.5M has been acquired. Business Continuity Plan in place including 6 month test plan in place to cover data integrity of internal systems. Annual training in place around information security and GDPR for all staff. Phishing campaigns are in place with supported training and a phishing reporting mechanism in place. 	Medium
	Lack of agility	Likely	High	High	<ul style="list-style-type: none"> The School has its own in house developer. Process in place for development and change requests to the LMS platform. 	Low
	No integration across products/ no cohesive processes across platforms	Possible	High	High	<ul style="list-style-type: none"> The School Product Manager and Tool Product Manager work alongside their respective technology Partners to share best practice, knowledge etc. and to develop and align common approaches for each system. Efforts will be made to integrate the two systems wherever opportunities to do so exist. This considers emerging developments such as AI. 	Low
	Loss of software development team	Possible	High	High	<ul style="list-style-type: none"> Resource is agreed for any major projects not covered internally with Titus. There is an ongoing resource dedicated to the School at Titus, working closely with the internal developer. Good practice around code is in place so that other developers can take over if required. 	Low
	Islands of knowledge across the business	Possible	High	High	<ul style="list-style-type: none"> The Product Manager and will liaise directly with the Technology Partner (Titus) on a regular basis to oversee development. The Product Manager will provide regular updates to the wider School team including the School delivery team, and heads of Leadership Groups. The development of user stories as a "single source of truth" for all LMS features will be referred to once signed off by the Product Manager, and these can be accessed internally by anyone in the wider AS team. 	Low

OTHER RISKS

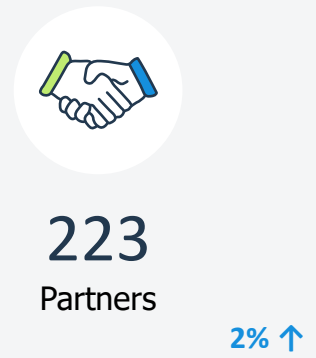
Category	Description	Likelihood	Consequence	Inherent Risk	Mitigation	Residual Risk (Impact after mitigation)
IT development and Maintenance capacity:	Web developer is unable to grow and deliver at the pace the School requires	Possible	High	Medium	<ul style="list-style-type: none"> Risk profile reduced significantly since the SCSS moved to a global platform. Delivery Partner works closely with the IT partners; Director & Platform Manager meets regularly to discuss future plans; IT strategy has been developed as part of the business growth. An FTE inhouse moodle coder (since October 2023) works alongside Titus. 	Low
	External: Cyber security attack that is able to access the School systems & technology (resulting in data loss, loss of service).	Possible	High	Medium	<ul style="list-style-type: none"> The School has an SSL on the tool which stands for 'Secured Socket Layer' protocol, which creates a secure and encrypted connection on the Internet. The servers are not contained on site or on the web developers site. Titus, who manage the LMS, are ISO27001 accredited and manage data under this standard. Business Continuity Plan in place including an annual test plan in place to cover data integrity. The delivery partner is ISO27001 & Cyber Essential Plus accredited. 	Low
School Delivery Partner	SCSS - Ability to attract and keep talent (AS)	Possible	High	Medium	<p>Be seen as a good employer with high levels of employee engagement:</p> <ul style="list-style-type: none"> Employing an apprenticeship focusing on specialist areas e.g. digital marketing. Strong employee value proposition (flexibility, values) Employee benefits package including contributory pension, above average for annual leave entitlement. Ensure personal development plans and training are tailored and reviewed regularly and that there is reasonable investment within training. Reward and recognition system established so members feel valued for their value and commitment to the organisation. This is not necessarily financial. Address feedback from anonymous annual staff survey (the results of which are explained, discussed and necessary actions taken). 	Low
Competition	Existing organisations widen their scope to cover skills in the construction supply chain (eg CIPS, UKGBC, BUILD UK, CIOB, other trade federations etc).	Likely	Moderate	Medium	<ul style="list-style-type: none"> Work closely with existing organisations, build partnerships and be involved in these groups as they emerge. Work with Partner to ensure visibility of likely threats. 	Medium

6.c. Annual report and impact survey

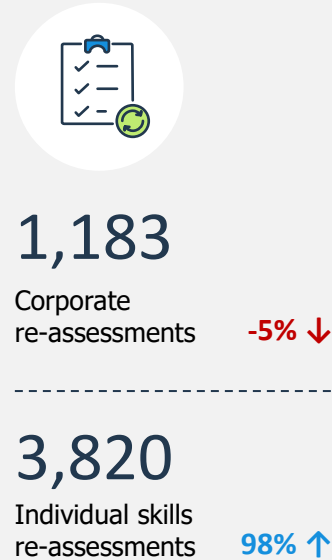
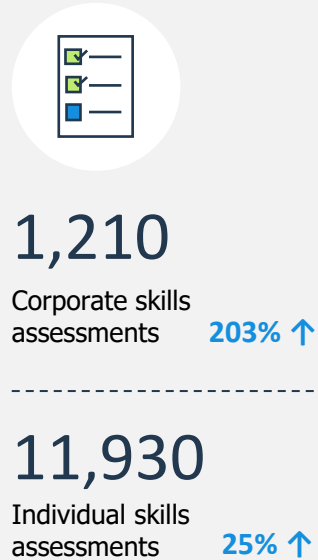
Hilary Hurrey
School Manager

School Activity 2025 vs 2024

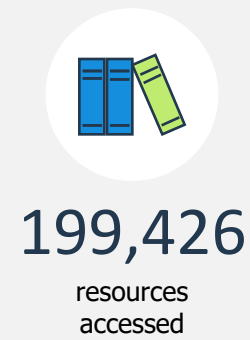
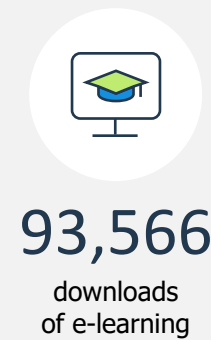
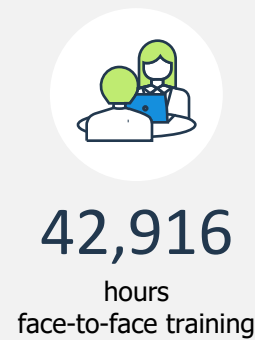
People



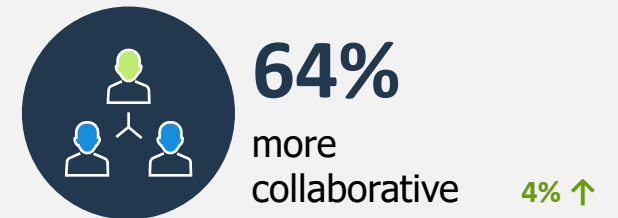
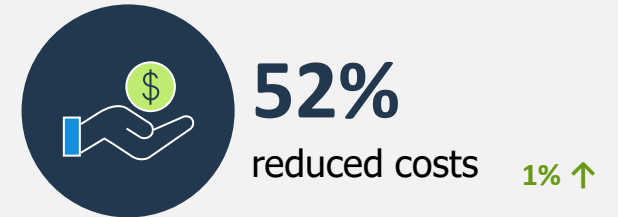
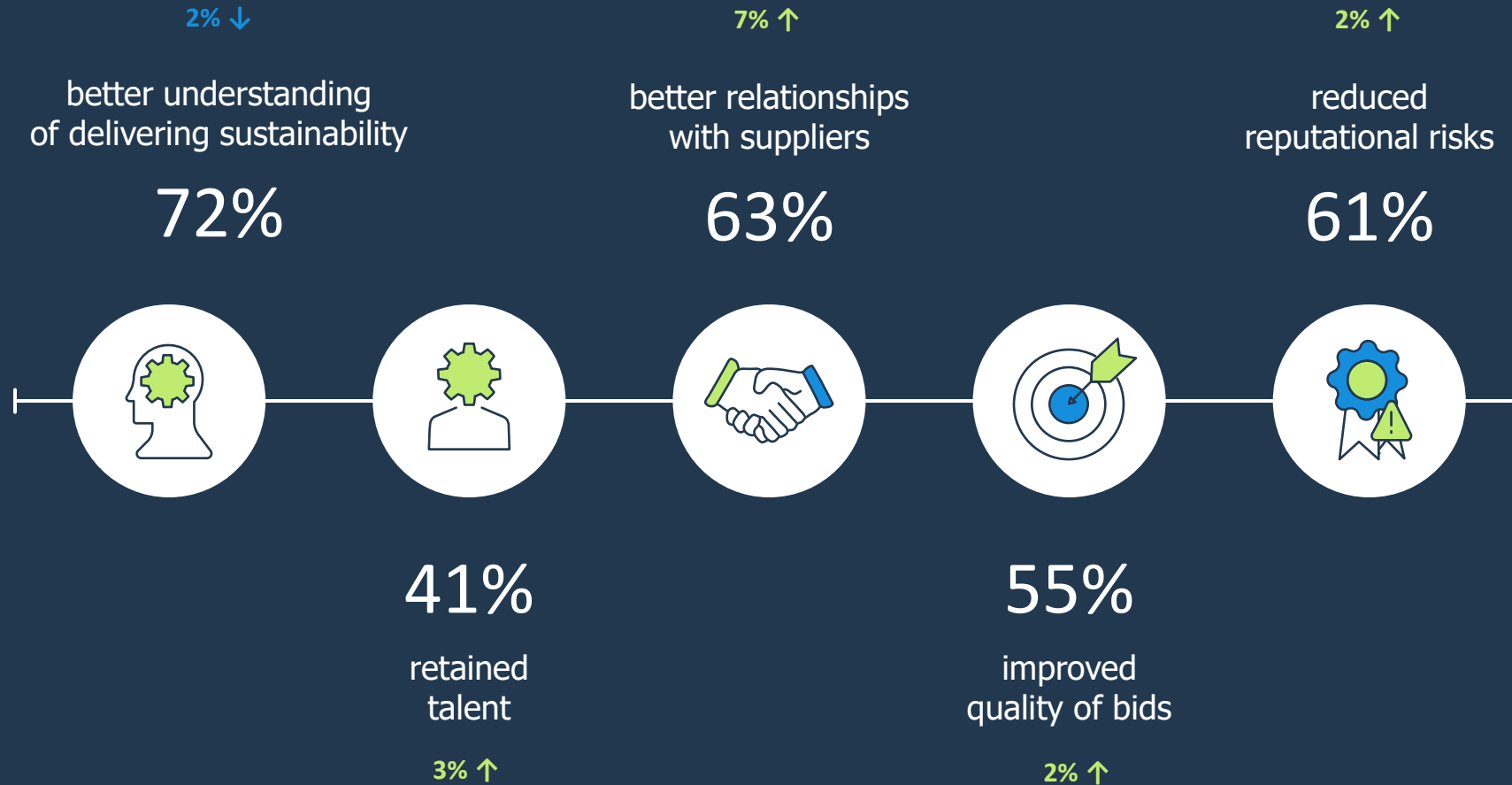
Assess



Learn



School Impact on Business Performance 2025



Sustainability Impact 2025



62% 10% ↑

reduced total fuel usage & carbon emissions



72% 4% ↑

measured carbon emissions



42% 5% ↑

reported your emissions publicly



52% 1% ↑

developed and implemented a Carbon Reduction Plan (CRP)

40% 9% ↑

agree the School helped achieve this

36% -7% ↓

agree the School helped achieve this

29% -5% ↓

agree the School helped achieve this

39% 0% ↑

agree the School helped achieve this



29% NEW

improved understanding of retrofit



53% -5% ↓

reduced its total waste



27% -4% ↓

reduced its total water consumption



36% -1% ↓

improved its overall air quality control



46% -3% ↓

improved its understanding of responsible sourcing

47%

agree the School helped achieve this

39% -2% ↓

agree the School helped achieve this

38% -5% ↓

agree the School helped achieve this

38% -1% ↓

agree the School helped achieve this

63% 4% ↑

agree the School helped achieve this

Sustainability Impact 2025



63% **0% ↑**

increased community engagement activities



44% **0% ↑**

increased the number of apprentices it employs



64% **-4% ↓**

improved understanding of modern slavery issues



68% **0% ↑**

improved understanding of Fairness, Inclusion and Respect

38% **-8% ↓**

agree the School helped achieve this

28% **-1% ↓**

agree the School helped achieve this

66% **-4% ↓**

agree the School helped achieve this

48% **-14% ↓**

agree the School helped achieve this



24% **NEW**

implemented a policy for assessing the benefits of using MMC



47% **NEW**

implemented a policy for assessing the benefits derived from implementing lean techniques



38% **NEW**

begun a policy to implement digital transformation



46% **NEW**

saved cost through more effective procurement



35% **NEW**

delivered measurable value improvements through supplier performance management

56%

agree the School helped achieve this

20%

agree the School helped achieve this

27%

agree the School helped achieve this

21%

agree the School helped achieve this

45%

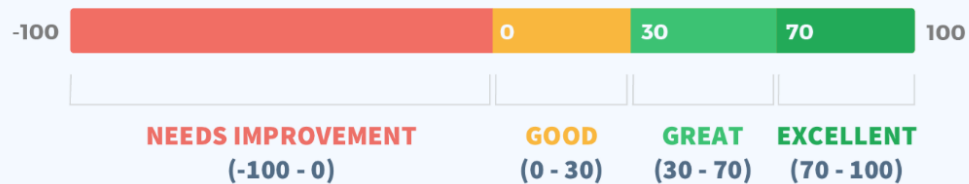
agree the School helped achieve this



NPS

HOW ARE WE DOING?

What is a good NPS score?



Partners

95 responses

Sequence %age

0	0
1	0
2	0
3	0
4	0
5	2
6	3
7	11
8	17
9	11
10	57

Members

541 responses

Sequence %age

0	1
1	1
2	1
3	1
4	1
5	6
6	4
7	10
8	19
9	14
10	42

Net Promoter Score = (Percentage of promoters) - (Percentage of detractors)

Partners NPS
63%

Members NPS
41%

IMPROVEMENTS & ACTIONS: MEMBER & PARTNER FEEDBACK

- **Improve the customer journey** to enable learners to find what they want quickly and easily
- Help **members to see value in engaging** and ensure this is simplified.
- Work on **including more content** which is relevant to different audiences (**sector, roles and maturity**)
- **Partner team have engaged** with Partners on the detractor comments on a one to one basis.
- **Member workshops** will be organised to explore what members want from the School; their pain points and challenges with using the School.

7. Approve business plan for 2025/26

Action required:

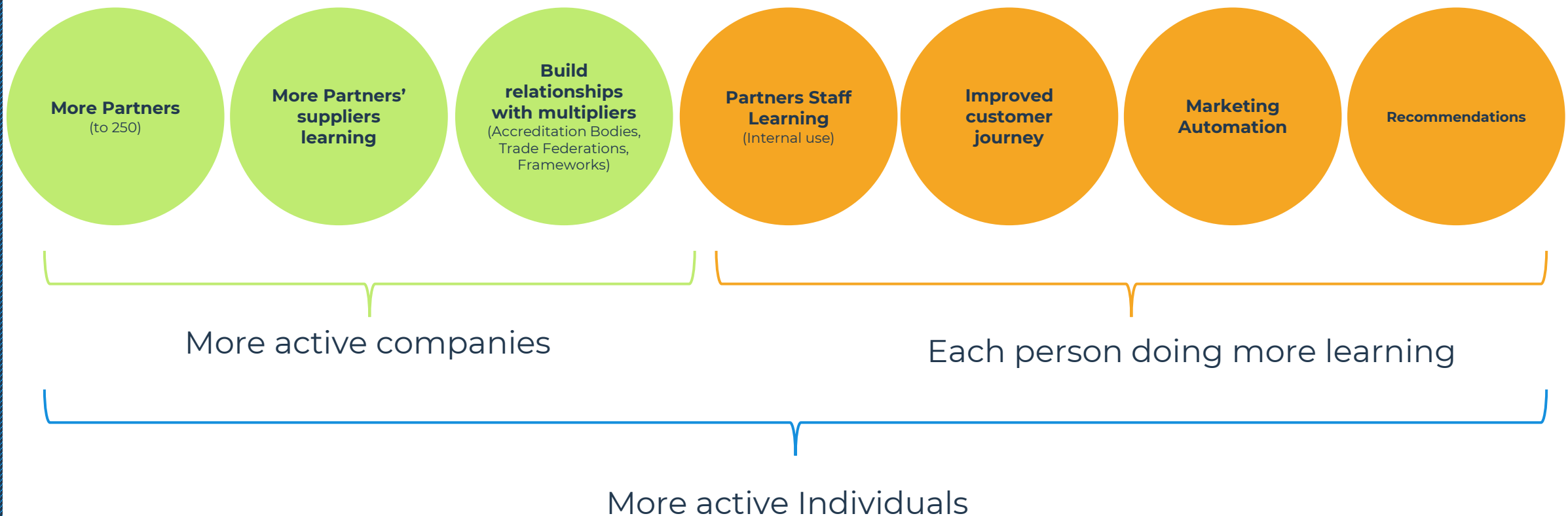
Partners are asked to approve the School Delivery Partner to operate the School based upon the enclosed budget

Ian Heptonstall

Director, www.SupplyChainSchool.co.uk

FOCUS ON

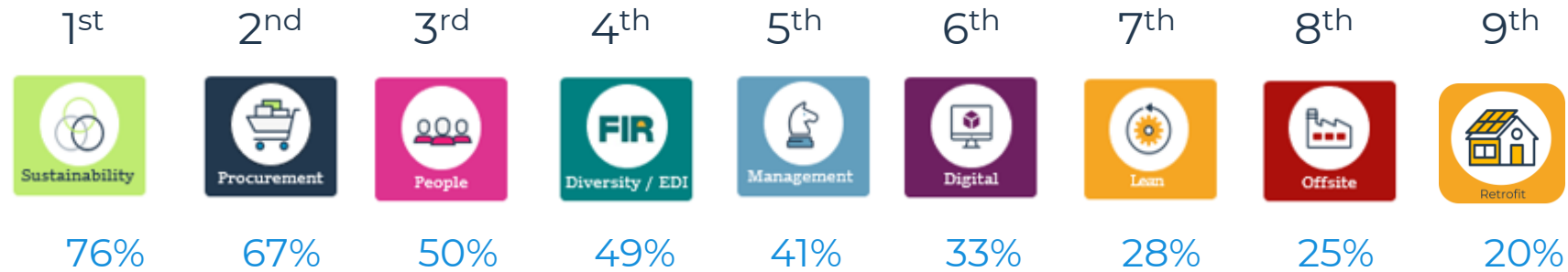
THE HOW . . . 7 ACTIONS TO DRIVE OUR IMPACT



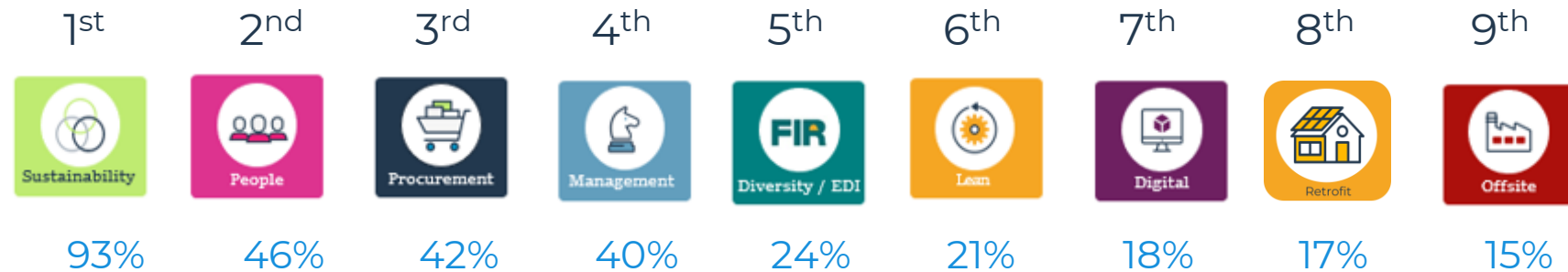
CONTENT - PRIORITY AREAS

2025/26 BUSINESS PLAN HIGH LEVEL PRIORITIES

TOP PRIORITY AREAS IDENTIFIED BY THE PARTNERS



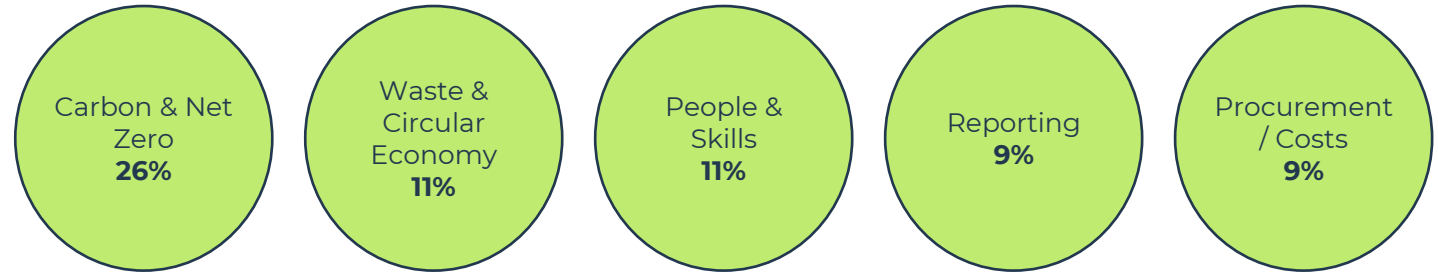
TOP PRIORITY AREAS IDENTIFIED BY THE MEMBERS



TOP 5 RANKED CHALLENGES

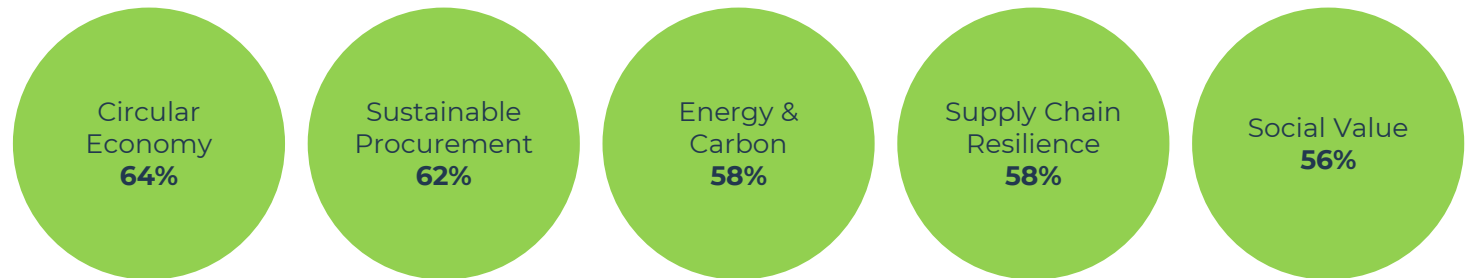
Partners (unprompted answer)

Free text answers in response to the question



Partners (prompted answer)

% more of this topic



Members (prompted answer)

% more of this topic



INCOME

ASSUMES A 5% PARTNER CANCELLATION & C.4.4% FEE INCREASE

Funding stream	24/25 Actual	FY25/26 Budget
CITB FIR	£402,072	£335,000
CITB Black Hats	0	£315,260
Client FIR	£100,000	£100,000
Special FIR delivery (CITB, Partners etc)	£25,665	£13,000
NatWest (funded projects)	£50,000	£127,700
Future Workforce & CITB	£0	£59,380
LSIP funding	£138,562	£0
Current Partners (inc. 5% cancellation & c.4.4% fee increase)	£2,685,240	£2,731,208
New Partners (recruit 24 partners + 5 colleges during the year)		£175,184
Project sponsors	£186,236	£99,550
Other income	£154,659	£72,775
Total	£3,742,434	£4,029,089
Variation to previous year		+7.76%

COST BY ACTIVITY 25/26 vs FY24/25

Costs by activity	FY24/25 Actual	FY26/26 Budget	Year on Year % change
Online platform	£350,298	£343,660	-1.89%
Training Delivery	£645,939	£646,172	0.03%
Training Delivery (online) Knowledge Management	£209,837	£244,577	16.5%
Training delivery: Ring fenced delivery – FIR	£341,997	£622,811	82%
Collaboration Groups	£660,272	£693,687	5%
Marketing	£185,761	£239,810	29%
Business Development	£104,826	£245,822	134%
Partner Relations	£341,151	£367,095	7.6%
Overheads	£422,853	£543,232	28.4%
Contingency	£60,590	£35,000	-42%
Total costs	£3,323,524	£3,981,863	+19.8%

Category of spend	Detail	Amount	Number	Total
People costs	Direct employees	2,110,704	30	
	FM Sector group	24,752	0.3	£2,135,456
Online platform	Learning Management System cost	60,000	1	
	Maintenance: Titus	23,500	1	
	Ongoing development: Titus	86,400	1	
	Content Management System: Strategic	14,040	1	
	Online hosting (inc SBCC) & word press	9,236	1	£193,176
Training delivery	Workshops	146,500	230	
	Business Bytes	20,150	20	
	Lunch n Learns	25,100	120	
	Face to Face training 4 x conferences	60,000	3	
	National Highways training programme	21,100	30	
	HS2 training programme	8,700	21	
	Subs for training platforms	6,000	1	£287,550
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	290,562	1	£290,562
Collaboration Groups	Carbon Calculator & Climate Action Group	100,000	1	
	Category Groups; Plant, Waste, Modern Slavery, Social Value, Nature, Procurement (plus trade category work)	200,500	1	
	People Group & Management Group	30,000	1	
	Construction Group	7,150	1	
	Lean Group	8,500	1	
	Collaboration activities	25,000	1	£371,150
Knowledge Mgt	Expert Advice (ad hoc)	5,000	1	
	Library Review & E-learning refresh x 25; Elearning contractor	52,450	1	
	Filming (update video clips & e-learning); new content	14,500	1	
	CPD accreditation	7,212	1	£79,162
Marketing	Marketing, Comms & PR	46,575	1	£46,575
Overheads	Office & general Overheads	432,489	1	
	CIC (2.5% of turnover)	87,743	1	
	Travel & Courier	23,000	1	£543,232
Contingency	Contingency	35,000	1	£35,000
			Total Costs	£3,981,863

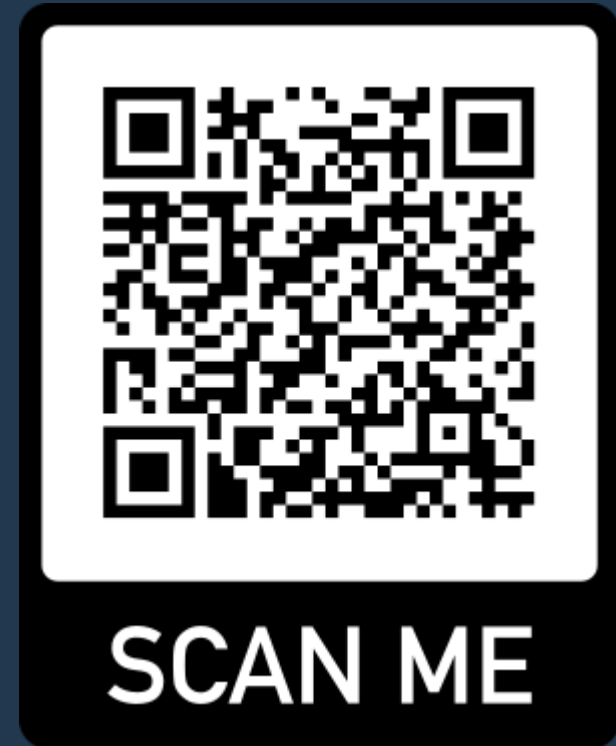
PROPOSED BUDGET 2025/26

4.4% price increase & 5% cancellation

Income: £4,029,089
Costs: £3,981,863
Margin: 1.17% £47,226

Please log into your Partner Page

(Password: SCSS_Partner) where
you can view the video updates for
the groups or scan the QR code.



www.supplychainschool.co.uk/partners/partner-pack/



APPROVAL OF BUSINESS PLAN

ONE VOTE PER PARTNER ORGANISATION

The Partners are asked to approve the Business Plan 2025/ 2026 as previously circulated and presented by Ian Heptonstall today.

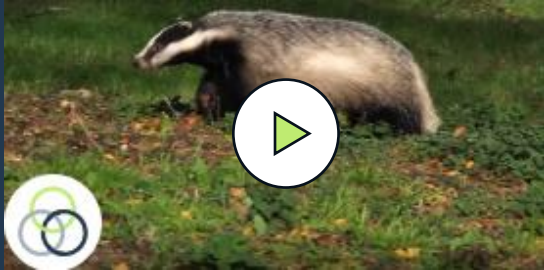
- Yes
- No
- Abstain

8. Celebrating Success

Nature Recovery Group
Mark Turner, *Sector Manager*

Nature Recovery Group

1. Great engagement from Partners and members since launch – Nature is popular!
2. Fully revamped resource library and four new explanatory videos produced



Biodiversity and Nature - Setting the Scene

What do we mean by biodiversity and the term 'nature recovery', and why are they so important?



Biodiversity Net Gain in the UK

What legislation and policy exists across the UK around Biodiversity Net Gain?



Nature related reporting

What is meant by nature-related reporting and why is it so crucial for businesses and organisations to begin reporting on their nature-related impacts



Nature and wider supply chain impacts

How important is the supply chain to the built environment in terms of its impact on nature?


3. VIRTUAL CONFERENCES LAST FY:

Biodiversity Net Gain – Beyond Legal Compliance

The path to Nature Positive: Preparing for Reporting and Disclosure on Nature Related Impacts

UPCOMING: [Biodiversity Net Gain: One Year On; 22nd May 2025 - 10am-12 noon](#)

4. Collaboration – includes: Green Finance Institute (TNFD Built Environment Peer to Peer Group), the Wildlife Trusts, RSPB, Nature Metrics, the Biodiversity Consultancy, Natcap, multiple partners!



Future Workforce:
Student Testimonial
Ian Heptonstall, School Director





Fairness, Inclusion & Respect

Dana James-Edwards, *Head of FIR*



Welcome to the SME Community Hub

FIR Fairness, Inclusion and Respect **citb** SUPPLY CHAIN SUSTAINABILITY **SCHOOL**

SME COMMUNITY HUB

Access industry-endorsed resources, tailored Learning Pathways, and join a community committed to inclusive growth.



FIR Fairness, Inclusion and Respect
www.supplychainschool.co.uk/fir

E-LEARNING MODULE FIR: Inclusive Recruitment for SMEs



1000+
... and counting



Upcoming FIR events:

Becoming a Fairness, Inclusion & Respect Ambassador

Workshop

Tuesday 3 June 2025
9:30 AM - 1:00 PM



New!

2025 Inspiring Change Conference & Awards

In person Conference

Tuesday 15 July 2025
10:00 AM - 4:00 PM



New!

Trans-Forming an Industry: Building Trans Inclusion

Webinar

Thursday 26 June 2025
10:00 AM - 12:00 PM

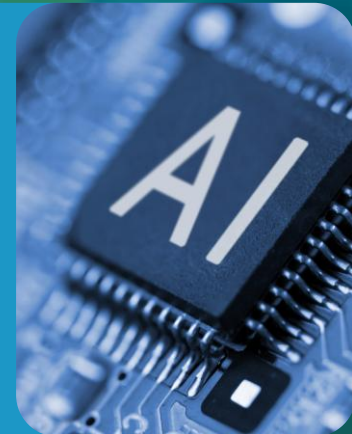


New!

AI and Inclusion: Promise or Problem?

Webinar

Wednesday 17 Sept 2025
12:00 PM - 1:00 PM





We're building a mobile phone app to bring FIR to site operatives on the ground.



Offsite Leadership Group
David Emery, *Sector Manager*

The benefits to mental health and wellbeing of offsite construction

A report from The Supply Chain Sustainability School



- Report authored by School's Offsite Construction Consultant Based on original research during dissertation for MSc in Offsite Housing construction
- Rates of suicidality and mental ill-health in construction are unacceptably high
- Does the greater project certainty that Offsite construction delivers (e.g. cost certainty, on-time delivery, fewer people on site, higher quality) reduce the stressors on site managers? If so does this improve their wellbeing?

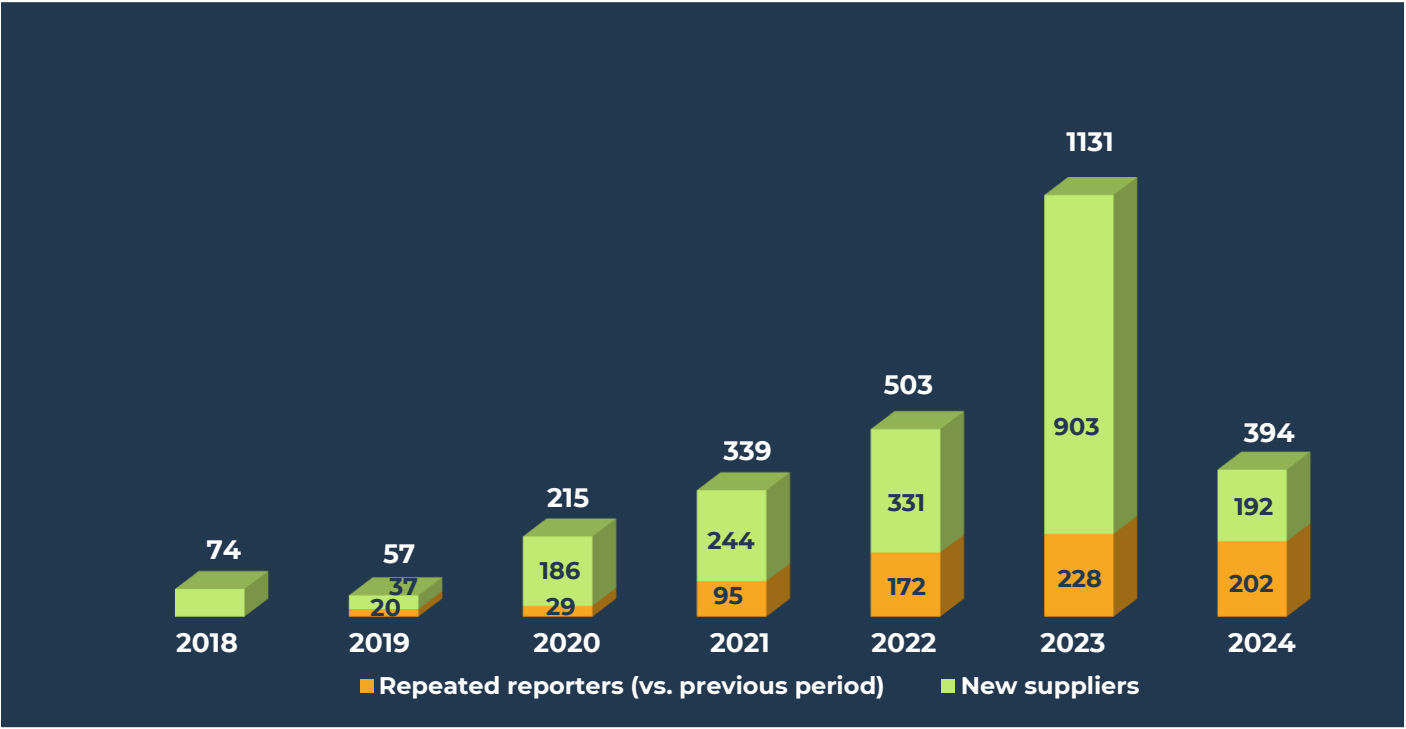
Report downloaded 620 times so far

Report has led to invitations to contribute to a new academic text book and to write articles for the trade press.

Scope 3 Carbon (Climate Action Group)
Charles Naud, *Head of Product*

Scope 3 Carbon Calculator

Reporting suppliers per year



2024 target
supply
chain size

3,699

2024 target
suppliers
reporting

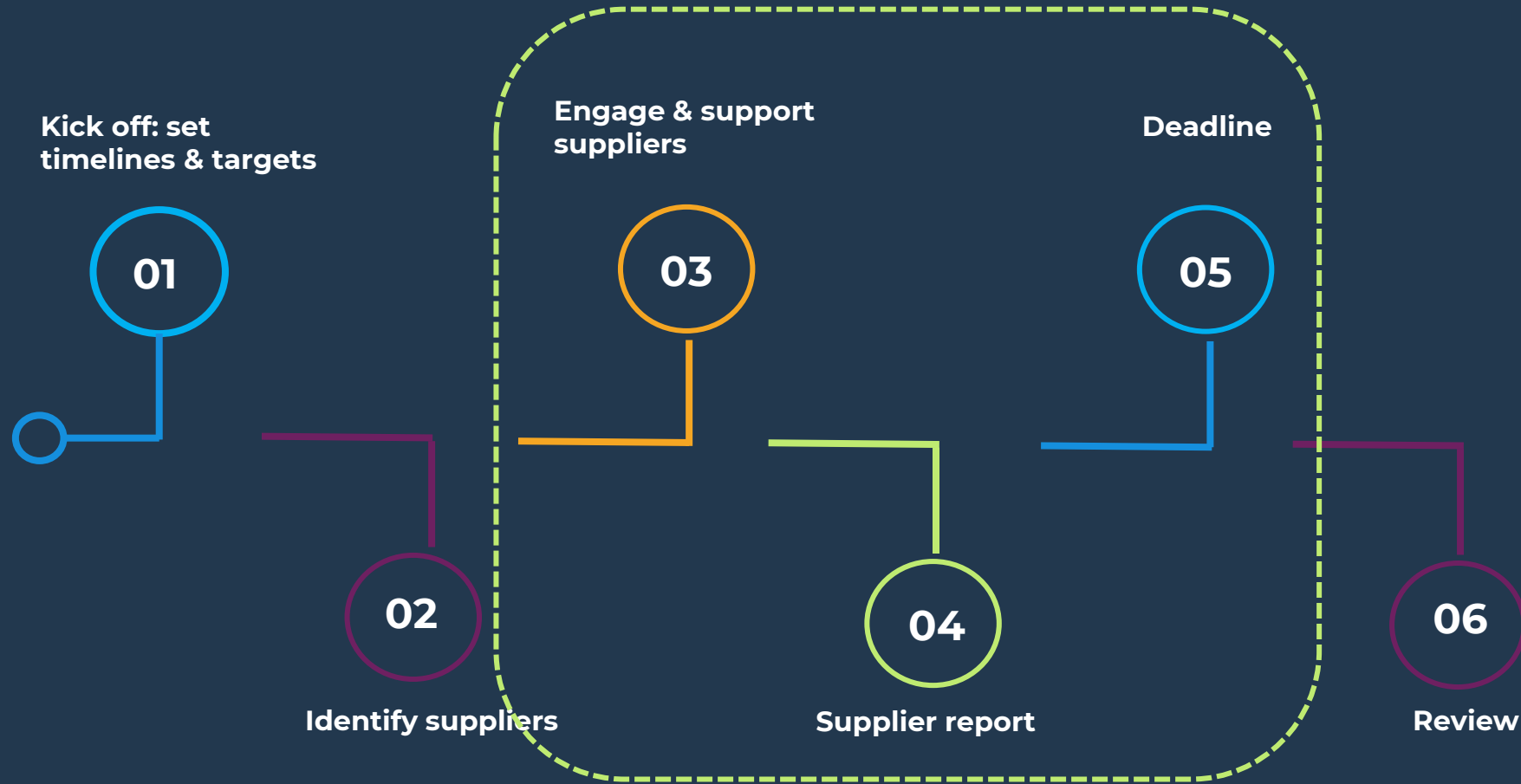
314

Our 2024
target

1,850
(+63%)

- Scope 3 reporting drivers
- Repeat reporting (30% - 40%)
- Better roll-out process & more engaged partners

Scope 3 Carbon Calculator: roll out programme



Supplier-side improvements

Apportion based on revenue ⓘ

Select a partner from the dropdown options then enter the relevant percentage revenue to apportion them and click Add.

Rail Services

0%

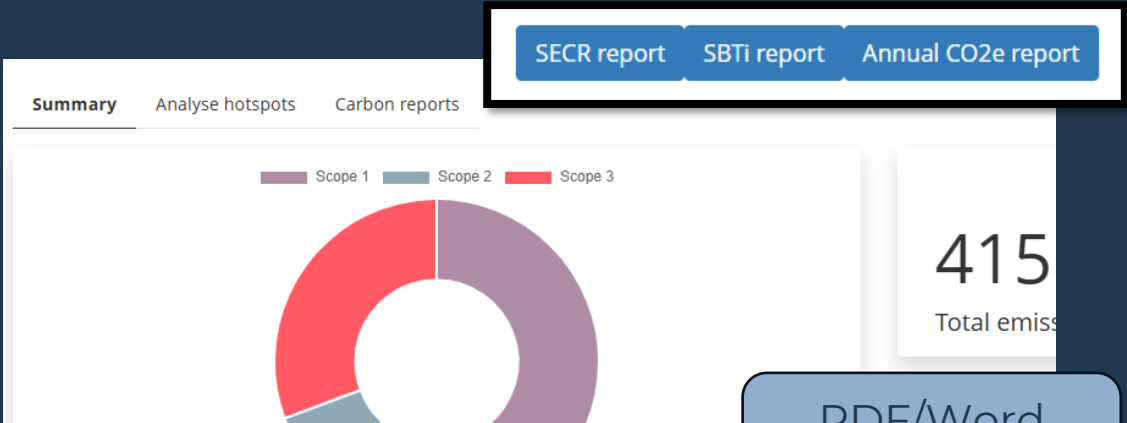
Add

BAM Construction	10 %	remove
Galliford Try	8 %	remove
Kier Construction (incl. Kier Places)	5 %	remove

Save

Client request notifications

Better visibility & actionability



PDF/Word reports

Easier to share & report

Search for a company or officer

Advanced company search

ACTION SUSTAINABILITY (TRADING) LIMITED

Company number 07275849

CRN & SIC matching

Cleaner data

Client-side improvements

Dashboard menu

SummarySupplier breakdownSupplier engagement 315Analyse hotspots

Filter by Supplier name

Aviation

☒ Include scope 3 emissionsAll timeExport to csv

Supplier name	Aviation	Total emissions (tCO2e) / £1m turnover	Total suppliers emissions (tCO2e) - scopes 1, 2 & 3	Scope 1 emissions (tCO2e)	Scope 2 emissions (tCO2e) - location based	Scope 3 emissions (tCO2e)	Turnover (£)
CH Contract	Aviation		375.65	175.66	6.80	193.19	
Extrame acce	Aviation	15.28	8.29	6.20	0.23	1.86	£557,725
Safetap syste	Aviation		48.81	10.11	1.68	37.01	
Cousins Ltd	Aviation		2.10	1.58	0.065	0.46	
Jobling Purse	Aviation						
Capital and P	Aviation	11.02	21.21		2.25	18.96	£2,127,793
Personal	Aviation		4.63	3.73		0.90	

Sector & filter

More meaningful insights

Aviation	Total emissions (tCO2e) / £1m turnover	Total suppliers emissions (tCO2e) - scopes 1, 2 & 3	Total suppliers emissions (tCO2e) - scopes 1 & 2 only	Scope 1 emissions (tCO2e)	Scope 2 emissions (tCO2e) - location based	Scope 3 emissions (tCO2e)	Turnover (£)
TOTAL	626.22	23.77	0.96	0.91	0.051	22.81	£37,952

Sector total & benchmark

Client-side improvements

Explore tabs

Include/exclude
supplier scope 3

Filter by year

Search

Summary **Supplier breakdown** Supplier engagement **315** Analyse hotspots

Filter by Supplier name

☒ Include scope 3 emissions All time [Export to csv](#)

Supplier name	Total emissions (tCO2e) / £1m turnover	Total suppliers emissions (tCO2e) - scopes 1, 2 & 3	Scope 1 emissions (tCO2e)	Scope 2 emissions (tCO2e) - location based	Scope 3 emissions (tCO2e)	Turnover (£)
C.H Contracting (South West) Ltd		375.65	175.66	6.80	193.19	
Extrame access solutions Ltd	15.28	8.29	6.20	0.23	1.86	£557,725
Safetab Systems Ltd		48.81	10.11	1.68	37.01	
Cousins Ltd		2.10	1.58	0.065	0.46	
Jobling Purser						
Capital and Provincial	11.02	21.21				
Personal		4.63				

Rank

Summary Supplier breakdown **Supplier engagement 315** Analyse hotspots

315 Reported suppliers

Upload a list of suppliers to track whether they have: registered, reported to Other

[Upload supplier list](#) **Upload, engage, track**

Registered Reported Apportioned Target

Filter by Name or Email Filter by Report Status

Easier to use & manage

Client-side improvements

Upload spend

Summary

Supplier breakdown

Supplier engagement 315

Analyse hotspots

315 Reported suppliers

Upload a list of suppliers (in CSV format) to check whether they have: registered, reported

Upload supplier spend & SIC

Registered - Reported - Apportioned - Target -

Filter by Name or Email

Filter by Report Status

Supplier name

EEIO to complete

Summary

Supplier breakdown

Supplier engagement 315

Analyse hotspots

Scope 1

Scope 2

Scope 3

Supplier emissions by scope (tCO2e)

87,372

Total emissions (tCO2e)

All time

64% (£340m)

Spend covered by supplier reporting (the rest is EEIO)

2018

Apportionment errors

Turnover (£) ▼
£18,651,145,253
£6,905,668,500
£2,121,646,770
£309,544,000
£288,750,000
£92,336,000
£83,921,611
£76,520,237
£73,353,347

More complete & accurate data

Scope 3 Carbon Calculator

Active Clients: **26** (34 incl. Renew Group)



9. Closing Remarks

Dale Turner

School Chair, www.SupplyChainSchool.co.uk

