

# Annual General Meeting

14 May 2026

# Virtual Housekeeping



Slides and recording will be shared after the session.



Raise your hand or use chatbox for questions.



Get involved with our poll questions on Menti – have your phone ready!

# Agenda

1. **Welcome** – *Dale Turner*
2. **New Board Members Introduction** – *Dale Turner*
3. **25/26 Performance**
  - a) *Annual Accounts – Andrew Spencer*
  - b) *Risk Register – Marcus Bennett*
  - c) *Impact Survey results and 25/26 Highlights – Sophie Coyle*
4. **Approve Business Plan for 2026/27** – *Ian Heptonstall*
5. **New Products to Support Partner Needs** – *Ian Heptonstall & Sophie Coyle*
6. **Maximising your School Partnership for Greater Impact** – *Sophie Coyle*
7. **Closing Remarks** – *Dale Turner*



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**Welcome**

**Dale Turner, Chair**



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

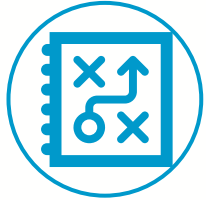
Our vision is an industry where everyone will have the skills and knowledge to deliver a sustainable future

# School Values

We are collaborative, progressive, inspirational and inclusive



Collaborative because we *share* knowledge and resources.



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

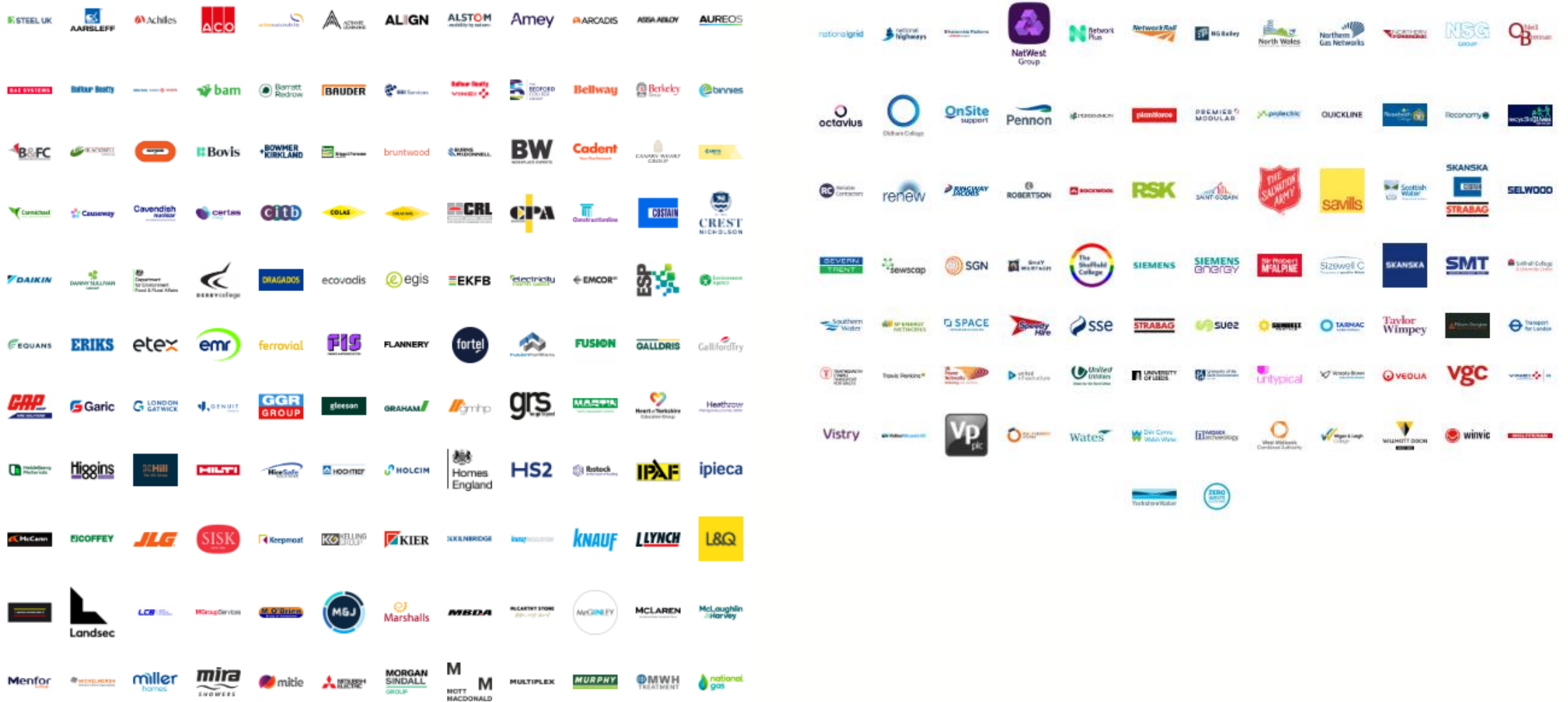


Inspirational because we *inspire* our members and Partners to drive positive change.



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

# 217 Partners Leading Our Work



# Welcome to Our New Partners



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# New Board Members

Dale Turner

# New Board Members - Introduction



**Ciara Pryce**

CEO

**VGC Group**



**Helen Carter**

Global Procurement and  
Supply Chain Director

**Costain**



**Mark Hoad**

Sales and Marketing Director

**Sunbelt Rentals**

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Reflecting  
on 25/26

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# Annual Accounts

Andrew Spencer

# 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

# Financial Review

The focus of the review is to:

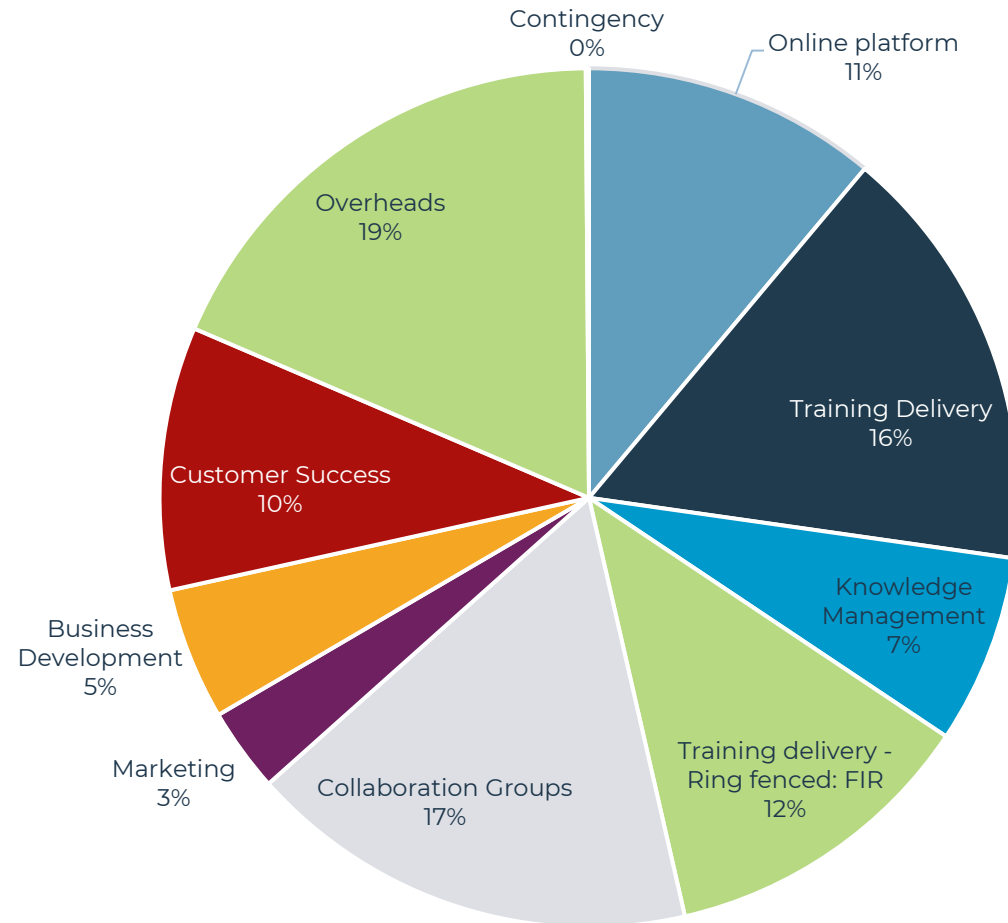
- Ensure that the basis of allocation of income and costs appeared reasonable given the activities delivered by ASTL on behalf of the School
- Review the reasonableness of the “value for money” of the services delivered by ASTL
- Review the financial position of ASTL to assure the School of the longer-term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

# Income Year on Year & vs. Budget

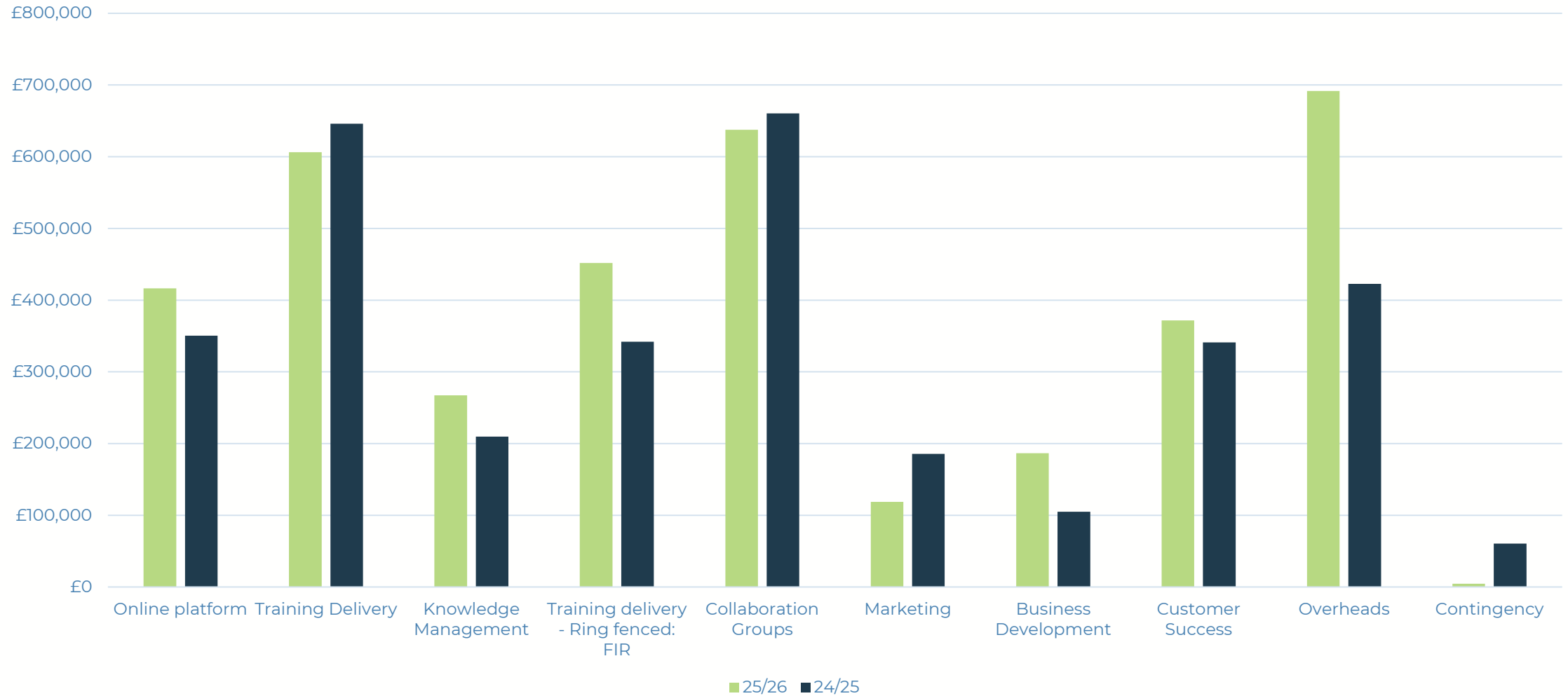
Income by source	2020/21	2021/22	2022/23	2023/24	2024/2025	2025/26 Budget	2025/26 Actual	Variance against budget
Partner income	1,019,292	1,491,809	2,080,479	2,472,900	2,685,240	2,881,202	2,953,670	
College Funding	0	0	0	0	138,562	0	0	
CITB Core Grant	352,436	0	0	0	0	0	0	
FIR Grants	94,427	149,000	94,247	206,920	402,072	650,258	536,165	
FIR Client Sponsorship	38,791	53,160	100,000	100,000	100,000	100,000	101,250	
FIR Other Delivery	0	0	55,614	22,717	25,665	13,000	7,415	
CITB Education Bid	0	0	0	0	101,516	59,376	101,516	
Digital Skills	65,309	102,946	59,549	39,445	0	0	0	
Procurement	119,615	310,874	358,206	173,079	0	0	0	
Project Sponsorship (RDP, SMA, SDF, PDF)	25,000	74,760	115,327	190,514	186,236	99,550	78,901	
Natwest	0	0	0	117,167	50,000	127,732	126,525	
Licence, Commission & Other	13,672	45,063	61,896	76,891	154,659	72,775	126,679	
<b>Total Income</b>	<b>1,728,542</b>	<b>2,227,612</b>	<b>2,925,318</b>	<b>3,399,633</b>	<b>3,742,434</b>	<b>4,003,893</b>	<b>4,032,121</b>	<b>+1%</b>

# Costs by activity 2025-26

Costs by activity	2025/2026
Online platform	416,526
Training delivery	606,195
Knowledge management	267,213
Training delivery – ring fenced: FIR	451,743
Collaboration Groups	637,664
Marketing	118,632
Business Development	186,658
Customer Success	371,761
Overheads	691,689
Contingency	4,501



# Cost by Activity 2025-26 vs 2024-25



Category of spend	Detail	Budget	Number	Total	Actual	Number	Total	Variance
People	Direct employees	£2,018,642	31.2	<b>£2,018,642</b>	£1,887,355		<b>£1,887,355</b>	<b>-£131,287</b>
Online platform	Learning Management System cost	£60,000	1		£60,000	1		
	Maintenance: Titus	£23,500	1		£31,323	1		
	Ongoing development: Titus	£86,400	1		£108,331	1		
	Content Management System: Strategiq/Hosting	£23,276	1	<b>£193,176</b>	£21,987	1	<b>£221,641</b>	<b>£28,465</b>
Training delivery	Workshops x 210	£146,500	230		£154,541	186		
	Vitrual Conferences x 20	£20,150	20		£10,600	22		
	Webinars x 120	£25,100	120		£35,616	299		
	In person conferences x 3	£60,000	2		£47,724	1		
	National Highways training programme	£21,100	29		£10,246	29		
	HS2 training programme	£8,700	21		£2,174	21		
	Training delivery tools	£6,000	1	<b>£287,550</b>	£11,887	1	<b>£272,788</b>	<b>-£14,762</b>
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	£245,562	1	<b>£245,562</b>	£187,274	1	<b>£187,274</b>	<b>-£58,288</b>
Collaboration groups	Carbon Calculator & Climate Action Group	£100,000	1		£99,966	1		
	Plant Group	£36,750	1		£36,750	1		
	Waste Group	£36,750	1		£36,750	1		
	Modern Slavery Group	£36,750	1		£36,750	1		
	Social Value Group	£36,750	1		£36,750	1		
	Nature Group	£36,750	1		£36,750	1		
	Procurement Group	£36,750	1		£36,750	1		
	Lean Group	£8,500	1		£0	1		
	Construction Group	£7,150	1		£7,150	1		
	FM Group	£24,752	1		£23,568	1		
	Collaboration activities	£55,000	1	<b>£415,902</b>	£34,330	£1	<b>£385,514</b>	<b>-£30,388</b>
Knowledge Management	Expert Advice (ad hoc)	£5,000	1		£1,323	1		
	Library Review & E-learning refresh	£80,850	25		£58,376	25		
	Filming (update video clips & e-learning)	£14,500	1		£4,529	1		
	E-learning / animation tools	£1,600	1		£1,804	1		
	CPD accreditation	£7,212	1	<b>£109,162</b>	£8,048	1	<b>£74,080</b>	<b>-£35,082</b>
Marketing	Marketing, Comms & PR	£46,575	1	<b>£46,575</b>	£32,347	1	<b>£32,347</b>	<b>-£14,228</b>
Overheads	Office & general Overheads	£512,225	1		£583,963	1		
	CIC (2.5% of turnover)	£87,113	1		£85,940	1		
	Travel & Courier	£23,000	1	<b>£622,338</b>	£21,786	1	<b>£691,689</b>	<b>£69,351</b>
Contingency	Contingency & Partner cancellation contingency	£35,000	1	<b>£35,000</b>	£4,501	1	<b>£4,501</b>	<b>-£30,499</b>
			<b>Total Costs</b>	<b>£3,973,907</b>		<b>Total costs</b>	<b>£3,757,189</b>	<b>-£216,718</b>

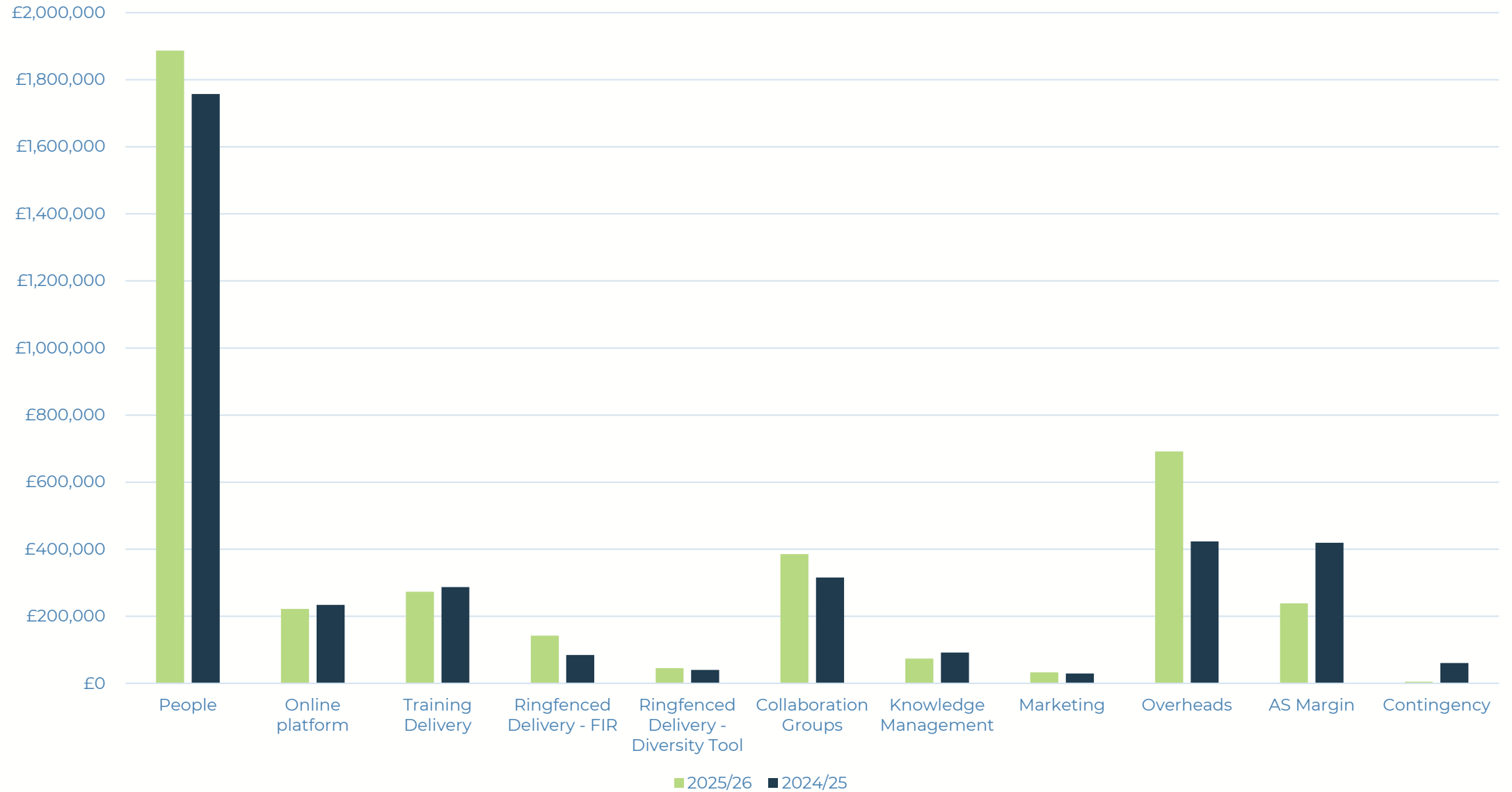
## Expenditure Actual vs. Budget 2025/26

Income: £4,032,121  
Costs: £3,757,189  


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Margin: 6.8% £274,932

# Expenditure 2025-26 vs 2024-25



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# Risk Register

Marcus Bennett

# Risk Register – Our Top Risks:

Category	Description	Likelihood	Consequence	Inherent Risk	Mitigation	Residual Risk
<b>School Growth &amp; Partner Revenue</b>	Economic Impacts of reduced building starts and Inflation: Industry revenue reduction and cost base increases are a threat to income generation and retention.	Likely	High	High	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. 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
<b>Continuous development of technology &amp; systems to keep up to date</b>	Internal: Cyber security/data breach	Possible	High	High	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	The School has its own in-house developer. Process in place for development and change requests to the LMS platform.	Low
	Integration across products/cohesive processes across platforms	Possible	High	High	Head of Product in place to ensure technology best practice. Integrating the two systems (School & Carbon Calculator) is currently in progress. Business policy on emerging developments such as AI is being explored.	Low
	Loss of software development team	Possible	High	High	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 business	Possible	High	High	The Head of Product will liaise directly with the Technology Partner (Titus) on a regular basis to oversee development. The Head of Product will provide regular updates to the wider School team. The development of user stories as a "single source of truth" for all LMS features can be accessed internally by anyone in the wider AS team.	Low

Category	Description	Likelihood	Consequence	Inherent Risk	Mitigation	Residual Risk
IT development and Maintenance capacity	Web developer is unable to deliver at the pace the School requires	Possible	High	Medium	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. New Head of Product and Product Designer employed to drive platform improvements. An FTE inhouse Moodle coder (since October 2023) works alongside Titus. Currently recruiting for two engineers to support in house development.	Low
	Cyber security attack that is able to access the School systems & technology	Possible	High	Medium	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	Ability to attract and retain talent	Possible	High	Medium	Be seen as a good employer with high levels of employee engagement: <ul style="list-style-type: none"> <li>· Strong employee value proposition (flexibility, values)</li> <li>· Employee benefits package including contributory pension, above average for annual leave entitlement.</li> <li>· Ensure personal development plans and training are tailored and reviewed regularly and that there is reasonable investment within training.</li> <li>· Reward and recognition system established so members feel valued for their value and commitment to the organisation. This is not necessarily financial.</li> <li>· Address feedback from anonymous annual staff survey (the results of which are explained, discussed and necessary actions taken).</li> </ul>	Low
Increase in Competition	Existing organisations widen their scope to cover skills in the construction supply chain	Likely	Moderate	Medium	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



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# Impact 25/26

Sophie Coyle

# You Asked, We Delivered

Based on feedback from 2025 survey, this is how we've put your suggestions into action.



## Practical Resources:

Move from “why” to “how to”

1. Science Based Targets E-learning for small businesses
2. Re-development of the Scope 3 Carbon Calculator
3. Modern Slavery due diligence assessment
4. Guide to Waste Measurement and Reporting
5. Video case studies and workshops on onsite Net Zero skills



## Accessibility:

Learning for those onsite

1. Development of Black Hats App on Fairness, Inclusion & Respect
2. Telematics and Sustainable Consumption Onsite one pagers
3. Sustainable Site Set-up E-learning and case study videos
4. Site visits on Decarbonising Plant and Nature Recovery



## Focused Training:

Role, trade and sector specific learning

1. Targeted Learning Pathways: Rail sector, Wales, Waste, Nature and Social Value
2. Embedding Sustainability for Commercial Teams workshop
3. Sector-specific case studies for Retrofit
4. Climate in Procurement working group
5. 'Train the trainer' workshops and animations for educators to upskill on Net Zero



## Learning for All Knowledge Levels

1. Introductory resources on Nature in the Built Environment
2. Routes into Industry videos for Future Workforce
3. Advanced content developed: Battery Report and Guidance on non Fossil Fuel alternatives
4. Thought leadership on topics such as AI

# Engagement is shifting from organisations to individuals

## People



7,111  
active organisations  
-7% ↓



51,237  
active users  
1% ↑



1,483  
bronze, silver, gold  
level members  
5% ↑



217  
Partners  
-3% ↓

## Assess



5,218  
Corporate skills  
assessments  
331% ↑



1,303  
Corporate  
re-assessments  
-5% ↓

12,565  
Individual skills  
assessments  
5% ↑

4,145  
Individual skills  
re-assessments  
9% ↑



## Learn



24,164  
attendees at training

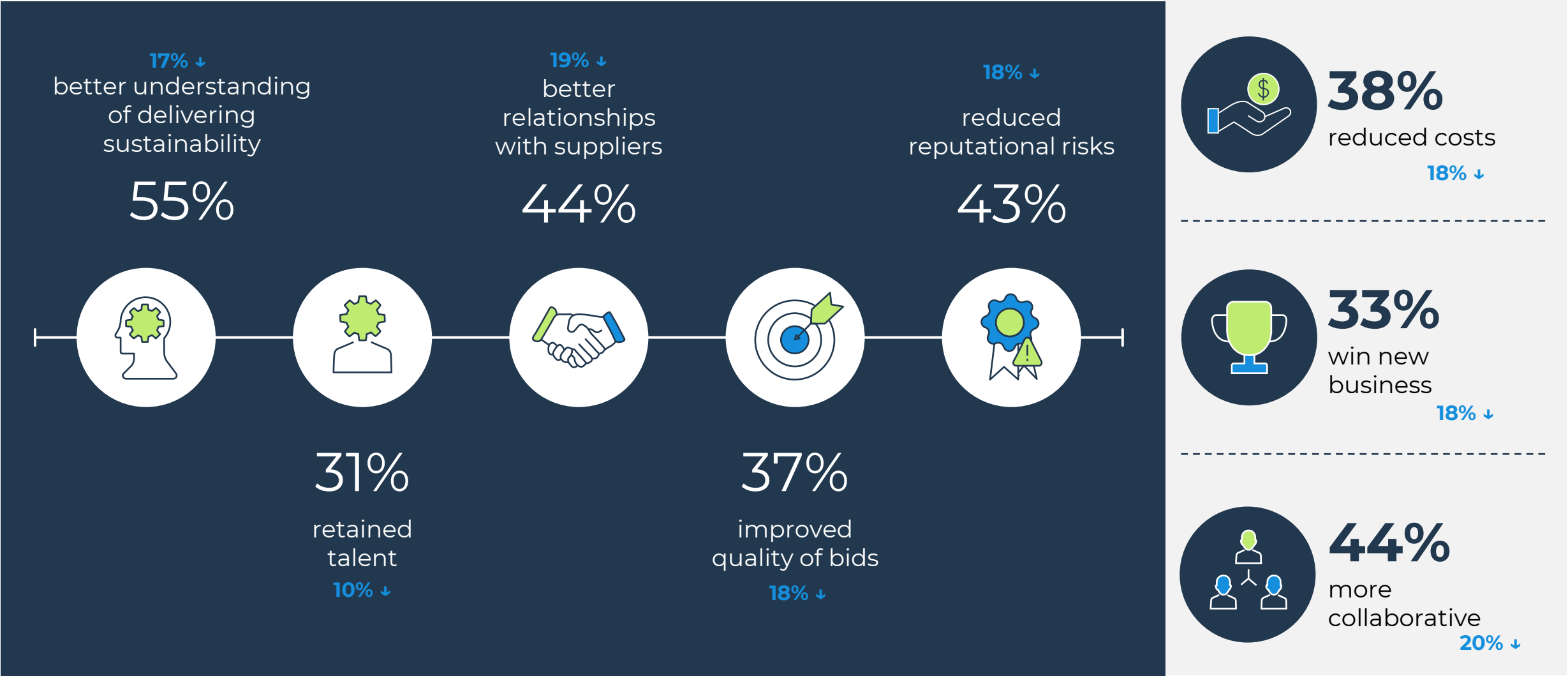


102,667  
downloads  
of e-learning



138,936  
resources  
accessed

# Commercial impact is difficult in a tough economic environment



# Sustainability implementation is down but the School's influence is rising



61% -1% ↓

reduced total fuel usage & carbon emissions



59% -13% ↓

measured carbon emissions



40% -2% ↓

reported emissions publicly



50% -2% ↓

developed and implemented a Carbon Reduction Plan (CRP)



31% NEW

reduced its impact on nature

41% 1% ↑

agree the School helped achieve this

38% 2% ↑

agree the School helped achieve this

34% 5% ↑

agree the School helped achieve this

37% -2% ↓

agree the School helped achieve this

59%

agree the School helped achieve this



26% -3% ↓

improved understanding of retrofit



44% -9% ↓

reduced its total waste



20% -7% ↓

reduced its total water consumption



23% -13% ↓

improved its overall air quality control



37% -6% ↓

improved its understanding of responsible sourcing

83% 36% ↑

agree the School helped achieve this

47% 8% ↑

agree the School helped achieve this

52% 15% ↑

agree the School helped achieve this

51% 14% ↑

agree the School helped achieve this

76% 13% ↑

agree the School helped achieve this

# Sustainability implementation is down but the School's influence is rising



46% -17% ↓

increased community engagement activities



31% -13% ↓

increased the number of apprentices it employs



48% -16% ↓

improved understanding of modern slavery issues



47% -21% ↓

improved understanding of Fairness, Inclusion and Respect



50% NEW

improved approach to the wellbeing of staff

51% 13% ↑

agree the School helped achieve this

34% 6% ↑

agree the School helped achieve this

75% 9% ↑

agree the School helped achieve this

79% 31% ↑

agree the School helped achieve this

51%

agree the School helped achieve this



14% -10% ↓

implemented a policy for assessing the benefits of using MMC



12% -35% ↓

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



28% -10% ↓

begun a policy to implement digital transformation



32% -14% ↓

saved cost through more effective procurement



22% -13% ↓

delivered measurable value improvements through supplier performance management

59% 3% ↑

agree the School helped achieve this

65% 45% ↑

agree the School helped achieve this

23% -4% ↓

agree the School helped achieve this

46% 25% ↑

agree the School helped achieve this

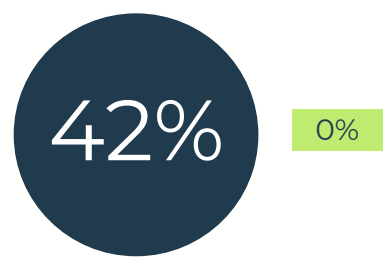
55% 10% ↑

agree the School helped achieve this

# Our Customer's Feedback

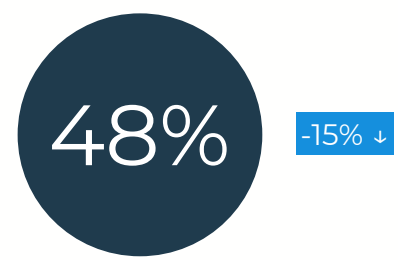
## Combined

Score	Response	%age
0	4	0
1	2	0
2	3	0
3	7	1
4	7	1
5	52	5
6	55	5
7	125	12
8	213	21
9	175	17
10	372	37
Total	1015	



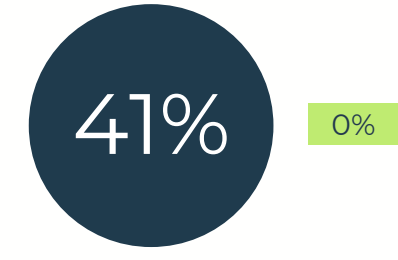
## Partner

Score	Response	%age
0	0	0
1	0	0
2	0	0
3	1	1
4	0	0
5	3	3
6	7	6
7	14	12
8	26	22
9	23	19
10	45	38
Total	119	



## Member

Score	Response	%age
0	4	0
1	2	0
2	3	0
3	6	1
4	7	1
5	49	5
6	48	5
7	111	12
8	187	21
9	152	17
10	327	36
Total	896	



# Looking Ahead: Key Takeaways

**1 Move to more specialised learning**  
Members continue to value the accessible learning that supports those earlier in their sustainability journey. As the membership base matures, there is an increasing need to complement introductory content with more advanced and specialised learning opportunities.

**2 Accessible learning remains a key strength**  
Members value the quality and free availability of the School's resources. The School is recognised as a trusted source of sustainability knowledge for the built environment.

**3 Demand for more specific content**  
While the breadth of learning is valued, there is growing demand for more tailored learning, case studies and practical examples that reflect different sectors and roles across the industry.

**4 Time remains a barrier to engagement**  
Members value the webinars, training and resources, but time constraints can limit participation. A mix of short, flexible and on-demand learning formats will support engagement.

**5 Simplify the learning journey**  
With the expansion of topics and resources, members find it difficult to navigate the content and knowing where to start can be challenging, particularly for newer members. Clearer pathways and guided journeys will help members navigate learning more easily.