

Annual General Meeting 2024

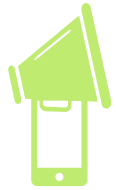
10am – 12pm – Thursday 16th May, 2pm – 4pm



HOUSEKEEPING



- Get involved in our poll questions
- ‘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 via email or use the chatbox

AGENDA


- 1. Welcome** – *Shaun McCarthy*
- 2. Board members introduction** – *Julia Barrett*
- 3. Receive Annual report on performance**
 - a) Annual Accounts – Andrew Spencer & Ian Heptonstall*
 - b) Risk Register – Aled Williams*
 - c) Annual Report & Impact survey: 2023/24 – Hilary Hurrey*
- 4. Approve Business Plan for 2024/25** – *Ian Heptonstall*
- 5. Collaboration groups** – *Ben Stone*
- 6. Closing Remarks** – *Shaun McCarthy*



1. Welcome

Shaun McCarthy

Chair, www.SupplyChainSchool.co.uk

The background of the slide features a close-up photograph of a plant with long, thin, needle-like leaves, possibly a species of grass or a small shrub. The image is rendered in a monochromatic blue-grey tone. A semi-transparent blue gradient is applied over the entire image, becoming darker towards the left side where the text is located. In the top right corner, there is a small, square graphic element consisting of a grid of thin, parallel lines in a slightly different shade of blue.

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 2025, we will inspire and enable 50,000 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

We seek Partners who share the values of the School and who commit to share knowledge, contribute financially and in kind



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.

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.

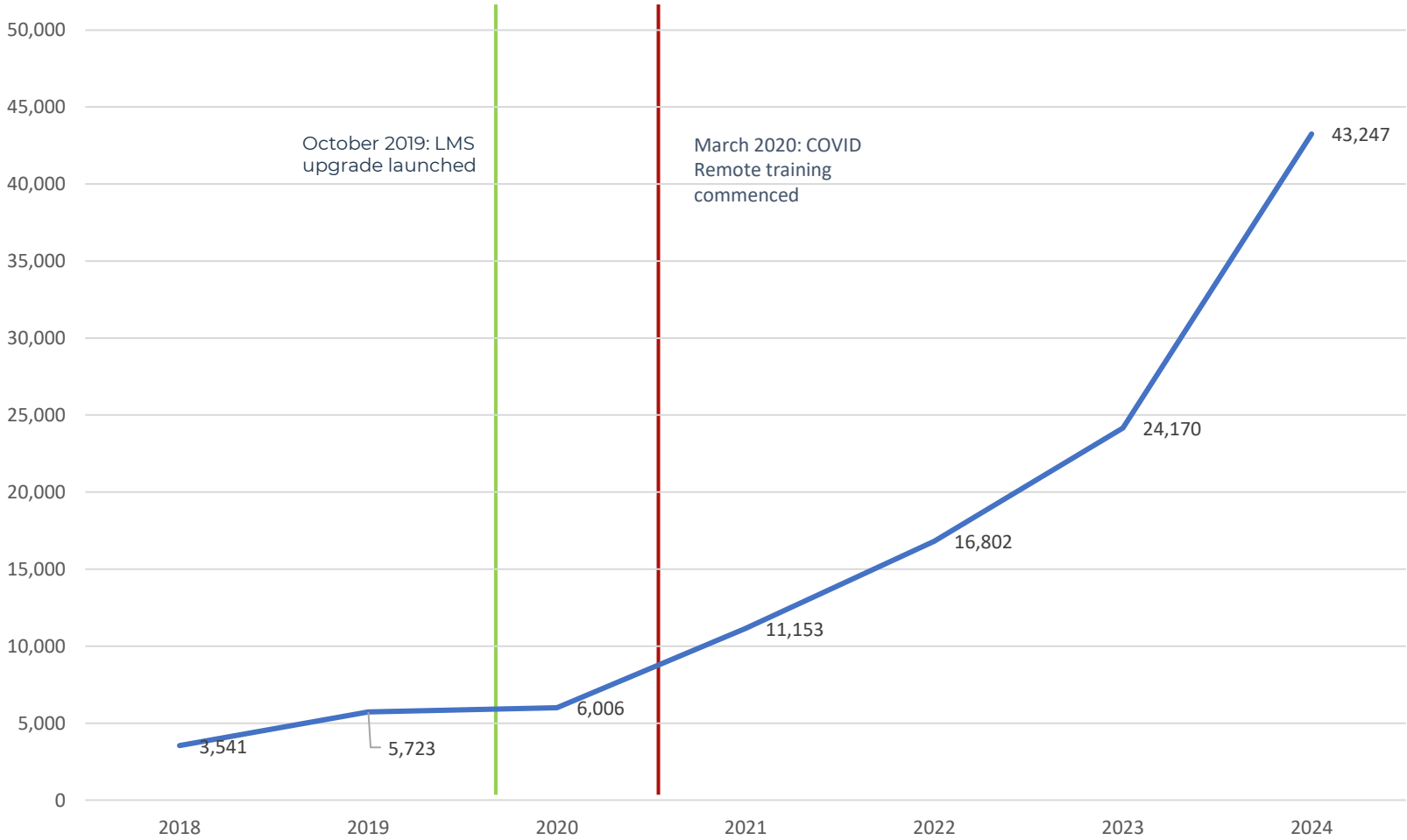


Inspirational because we *inspire* our members and Partners to drive positive change.



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

GROWTH IN ACTIVE INDIVIDUALS

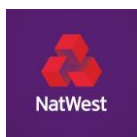


TARGET
2023/2024
35,000

TARGET
2024/2025
50,000

Our Partners

New Partners 2023/24 Financial Year



2. Board Members Introduction

Julia Barrett

Board Member

Chief Sustainability & Compliance Officer, Willmott Dixon

BOARD MEMBER TRANSITION

OUR THANKS TO:



Keith Chanter

CEO
EMCOR UK



Victoria Hughes

Sustainability Business Partner
BAM UK & Ireland



Carol Williams

Head of Procurement for Europe
Laing O'Rourke



Malcolm Dare

Executive Director Commercial and Procurement
National Highways

WELCOMING OUR NEWEST BOARD MEMBERS



Mandy Messenger

Managing Director
Advanté

Aled Williams

Executive Director: Innovation & Partnerships
University College of Estate Management

Ben Stone

Group Head of Environmental Sustainability
Kier Group

Andrew Spencer

Group Supply Chain & Procurement Director
Galliford Try

APPOINTMENT OF NEW BOARD MEMBERS

ONE VOTE PER PARTNER ORGANISATION

The Partners are asked if they support the Board recommendation for appointing the new Board members?

- Yes
- No
- Abstain

3. Receive Annual report on performance

- a) Annual Accounts – Andrew Spencer
- b) Risk Register – Aled Williams
- c) Annual Report & Impact survey -2023/24 – Hilary Hurrey

3.a. Review of annual School accounts

Andrew Spencer,

School Board Member

Group Supply Chain & Procurement Director, Galliford Try

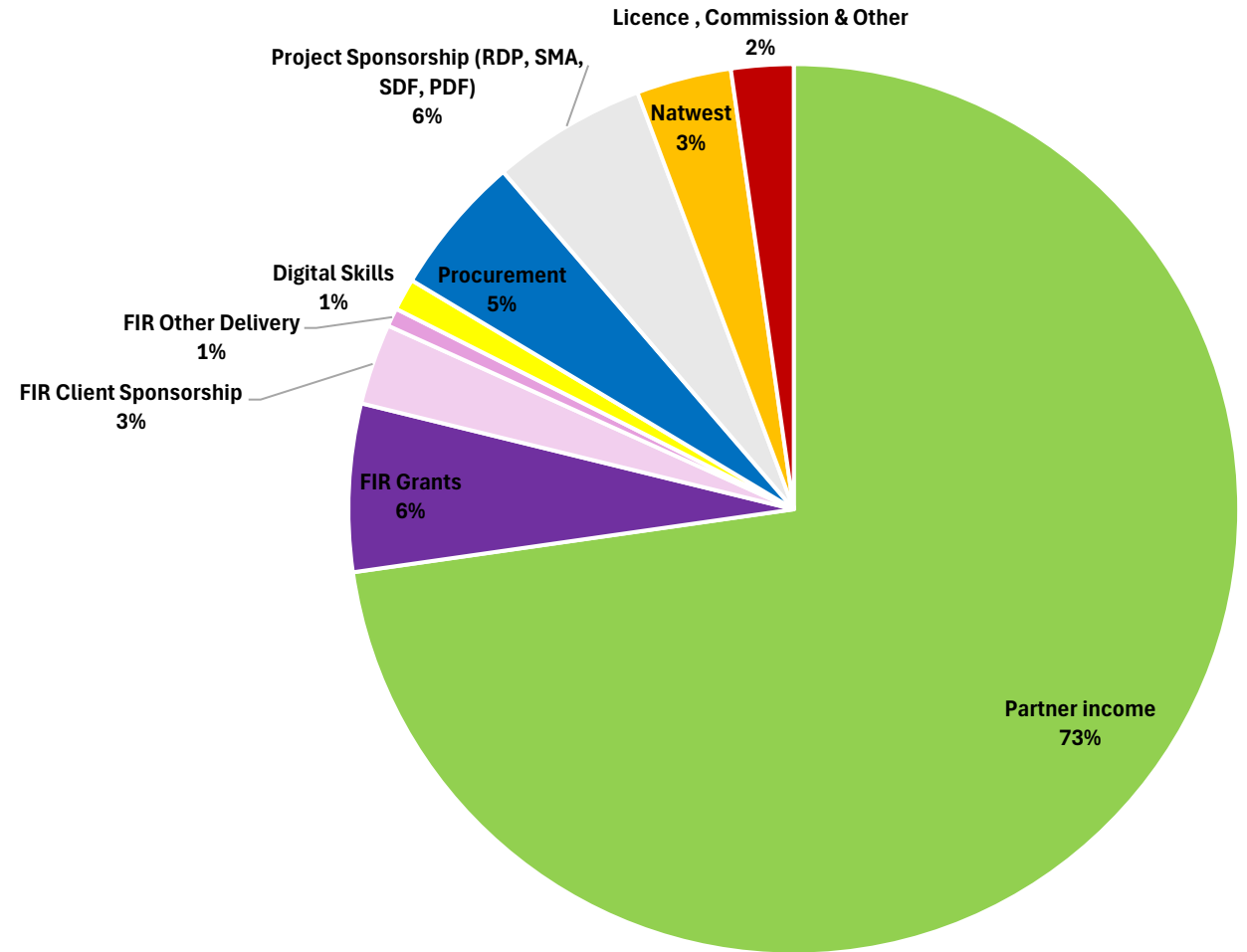
FINANCIAL REVIEW

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 2023-24

Income by source	2023/24 actual
Partner income	2,472,900
FIR Grants	206,920
FIR Client Sponsorship	100,000
FIR Other Delivery	22,717
Digital Skills	39,445
Procurement	173,079
Project Sponsorship (RDP, SMA, SDF, PDF, HS2)	190,514
NatWest	117,167
Licence , Commission & Other	76,891
Total	3,399,633



INCOME YEAR ON YEAR & VS. BUDGET

Income by source	2020/21	2021/22	2022/23	2023/24 Budget	2023/24 Actual	Variance against budget
Partner income	1,019,292	1,491,809	2,080,479	2,311,297	2,472,900	
CITB Core Grant	352,436	0	0	0	0	
FIR Grants	94,427	149,000	94,247	181,000	206,920	
FIR Client Sponsorship	38,791	53,160	100,000	100,000	100,000	
FIR Other Delivery	0	0	55,614	0	22,717	
Digital Skills	65,309	102,946	59,549	0	39,445	
Procurement	119,615	310,874	358,206	99,675	173,079	
Project Sponsorship (RDP, SMA, SDF, PDF)	25,000	74,760	115,327	193,900	190,514	
NatWest	0	0	0	0	117,167	
Licence , Commission & Other	13,672	45,063	61,896	32,000	76,891	
Total Income	1,728,542	2,227,612	2,925,318	2,917,872	3,399,633	+16.5 %

BUDGETED COSTS 2023/24

Category of spend	Detail	Amount	Number	Total
People costs	Direct employees	£1,335,059	22.8	
	FM Sector group	£23,562	0.3	£1,358,621
Online platform	Learning Management System cost	£60,000	1	
	Maintenance: Titus	£24,600	1	
	Ongoing development: Titus	£90,000	1	
	Content Management System: Strategic	£12,600	1	
	Web platform Manager	£64,890	1	
	Online hosting	£1,271	1	£253,361
Training delivery	Workshops x 170	£106,050	170	
	Business Bytes x 20	£8,800	20	
	Lunch n Learns x 120	£13,700	120	
	Face to Face training 4 x supplier briefing (inc. summit)	£51,875	4	
	National Highways training programme	£31,600	57	
	HS2 training programme	£24,600	38	£236,625
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	£106,450	1	
	Procurement direct costs	£13,500	1	£119,950
Collaboration Groups	Climate Action Group (includes Carbon Calculator) <small>Partners are being upsold the Calculator to cover cost. To date x 5 Partners have upgraded</small>	£100,000	1	
	Plant Category Group	£33,000	1	
	Waste Category Group	£33,000	1	
	Labour Category Group	£33,000	1	
	Social Value Group	£33,000	1	
	Interiors (inc. direct costs)	£20,000	1	
	Retrofit (direct costs)	£5,000	1	
	Wellbeing (direct costs)	£5,000	1	
	Lean (direct costs)	£8,500	1	
	Market Groups (direct costs)	£35,000	6	£305,500
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1	
	Library Review & E-learning refresh x 25	£39,750	1	
	E-learning contractor	£75,000	25	
	Filming (update video clips & e-learning)	£25,000	1	
	CPD accreditation	£7,595	1	£152,545
Marketing	Marketing, Comms & PR	£50,095	1	
	Marketing automation	£15,000	1	£65,095
Overheads	Office & general Overheads	£190,000	1	
	CIC (2.5% of turnover)	£70,609	1	
	Travel & Courier	£15,000	1	£275,609
Contingency	Contingency	£35,000	1	£35,000
	5% retained Partner cancellation fee	£112,500	1	£112,500
			Total Costs	£2,914,606

5% price increase & 5% cancellation

Income: £2,917,872
 Costs: £2,914,606
 Margin: 0.1% £3,266

To achieve a target margin of 10% (£290k)
 delivery partner incentivised to:

Reduce cancellations:
 Each 1% is worth £20,000
 98% this year would add back £60,000

Seek new Partners
 Every new Partner above 36 £13,335
 10 new Partners (x 50% in year) £67,500

Seek new income streams £150,000
 Colleges
 NatWest
 Other programmes e.g. RSSB, Sizewell

Category of spend	Detail	Amount	No.	Total	Actual	No.	Total	Variance
People costs	Direct employees	£1,335,059	22.8		£1,647,054	28.7		
	FM Sector group	£23,562	0.3	£1,358,621	£23,469	0.3	£1,670,523	+£311,902
Online platform	Learning Management System cost	£60,000	1		£60,000	1		
	Maintenance: Titus	£24,600	1		£28,476	1		
	Ongoing development: Titus	£90,000	1		£117,600	1		
	Content Management System: Strategic	£12,600	1		£15,100	1		
	Web platform Manager	£64,890	1		£58,928	1		
	Online hosting	£1,271	1	£253,361	£8,474	1	£288,578	+£35,217
Training delivery	Workshops x 170	£106,050	170		£147,922	210		
	Business Bytes x 20	£8,800	20		£12,780	21		
	Lunch n Learns x 120	£13,700	120		£21,690	186		
	Face to Face training 4 x supplier briefing (inc. summit)	£51,875	4		£43,082	2		
	National Highways training programme	£31,600	52		£23,664	41		
	HS2 training programme	£24,600	26	£236,625	£5,465	18	£254,603	+£17,978
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	£106,450	1		£93,470	1		
	Procurement direct costs	£13,500	1		£3,629	1		
	Digital direct costs	£0	0	£119,950	£3,740	0	£100,839	-£19,111
Collaboration Groups	Climate Action Group (includes Carbon Calculator) <small>Partners are being upsold the Calculator to cover cost. To date x 5 Partners have upgraded</small>	£100,000	1		£100,000	1		
	Plant Category Group	£33,000	1		£36,645	1		
	Waste Category Group	£33,000	1		£33,000	1		
	Labour Category Group	£33,000	1		£33,000	1		
	Social Value Group	£33,000	1		£33,000	1		
	Interiors (inc. direct costs)	£20,000	1		£525	1		
	Retrofit (direct costs)	£5,000	1		£51,141	1		
	Wellbeing (direct costs)	£5,000	1		£0	1		
	Lean (direct costs)	£8,500	1		£16,000	1		
	Market Groups (direct costs)	£35,000	6	£305,500	£0	6	£306,311	+£811
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1		£4,310	1		
	Library Review & E-learning refresh x 25	£39,750	1		£14,403	1		
	E-learning contractor	£75,000	25		£37,727	25		
	Filming (update video clips & e-learning)	£25,000	1		£960	1		
	CPD accreditation	£7,595	1	£152,545	£6,897	1	£64,296	-£88,248
Marketing	Marketing, Comms & PR	£50,095	1		38,508	1		
	Marketing automation	£15,000	1	£65,095	15,000	1	£53,508	-£11,587
Overheads	Office & general Overheads	£190,000	1		£251,231	1		
	CIC (2.5% of turnover)	£70,609	1		£67,987	1		
	Travel & Courier	£15,000	1	£275,609	£27,282	1	£346,500	£70,891
Contingency	Contingency	£35,000	1	£35,000	£15,000	1		
	5% retained Partner cancellation fee	£112,500	1	£112,500	£0	0	£15,000	-£97,500
				Total Costs	£2,914,606		£3,100,159	£185,553

EXPENDITURE

ACTUAL V BUDGET

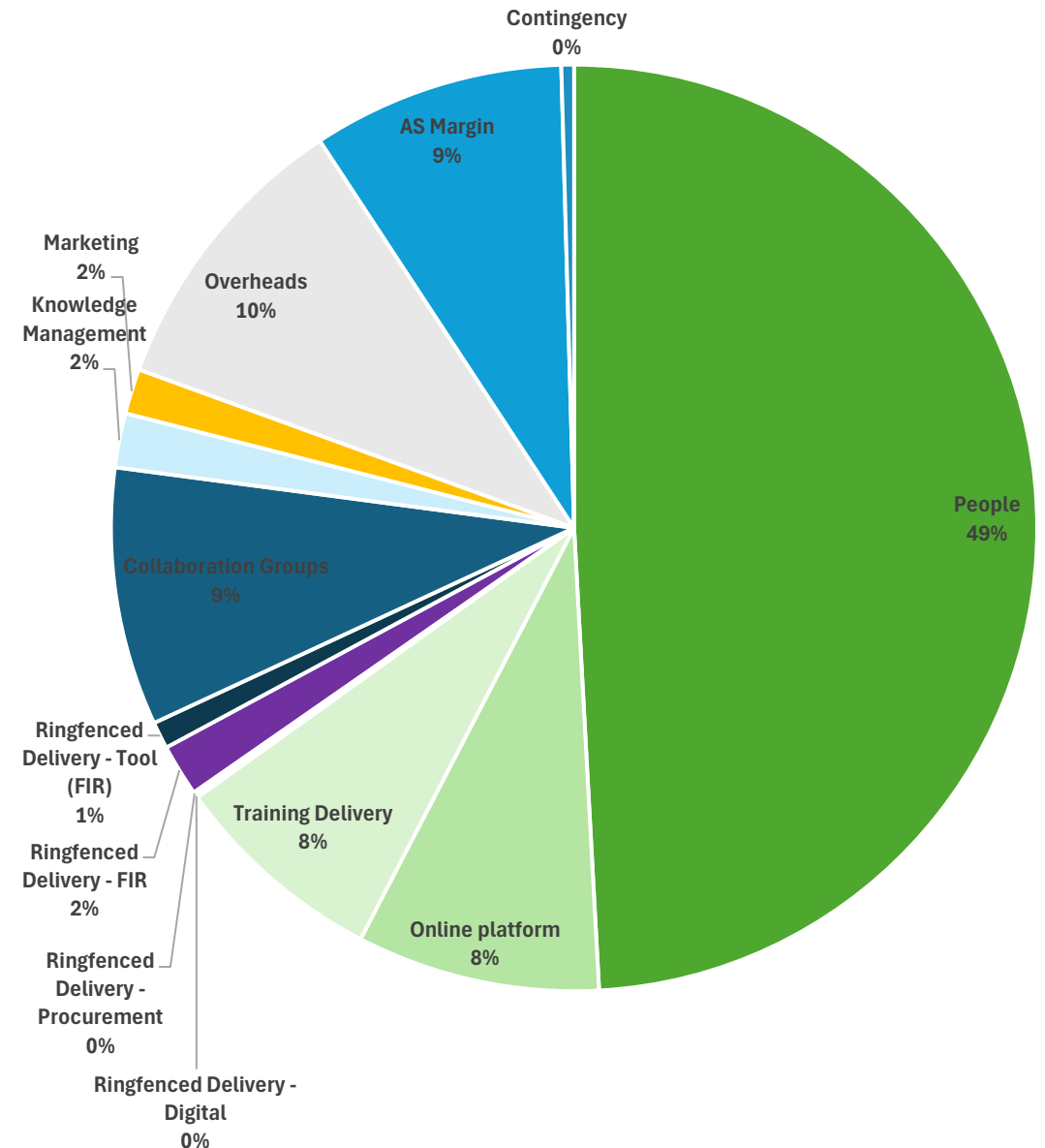
2023/24

Income: £3,399,633
Costs: £3,100,159

AS Margin: 8.8%
£299,477

EXPENDITURE 2023-24

Costs by activity	Amount
People	£1,670,523
Online platform	£288,578
Training Delivery	£254,603
Ring fenced delivery - Digital	£3,740
Ring fenced delivery - Procurement	£3,626
Ring fenced delivery – FIR	£61,470
Ring fenced delivery – Tool: RDP, Procurement, Diversity	£32,000
Collaboration Groups – direct costs (x20)	£306,311
Knowledge Management	£64,297
Marketing	£53,508
Overheads	£346,500
Contingency	£15,000
Total costs	£3,100,159
AS Margin	£299,477



FINANCIAL REVIEW

The focus of the review isto:

- Ensure that the basis of allocation of income and costs appeared reasonable given the activities delivered by ASTL on behalf of the School.
 - This review is in progress.
- Review the reasonableness of the “value for money” of the services delivered by ASTL.
 - This review is in progress.
- 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

3.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	Non-controllable pressures such as the economic risk posed by current inflation may impact employment levels; wage inflation; materials shortages, fuel and energy increases etc is a threat to future partner growth and retention.	Likely	High	High	<ul style="list-style-type: none"> Board regularly consider how to assist the supply chain further over the next 2/3 years (current prediction on high inflation rates) through training activities e.g. Lunch & Learns addressing the risks. Partner retention rates are 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 which is a huge positive. 	Medium
IT Development & Maintenance Capacity	The LMS is not moved over to a supported version of Moodle	Possible	High	High	<ul style="list-style-type: none"> The School's platform has been upgraded from Moodle 3.6 (which as of December 2023 is no longer supported). The new site is in Moodle 4.0. This development also allowed the School team to formalise user stories for all features, but also include new features to optimise user, partner and School admin experience. Going through the process has allowed the team to upskill themselves and establish processes if there was another upgrade. 	Low
Technology	Cyber security/ data breach	Possible	High	High	<ul style="list-style-type: none"> The delivery partner has formed a small advisory group (made up of Partner organisations) to act as a critical friend and advise on the best course of action to ensure a robust Technology Strategy. Delivery Partner has achieved and will continue to achieve Cyber Essential Plus certification. Cyber insurance up to £2.5M has been acquired. A Disaster Recovery Plan is being developed for all business systems. 	Medium
	Lack of agility	Likely	High	High	<ul style="list-style-type: none"> The School has recruited its own in house developer. Change requests to the LMS platform are prioritised by the Product Manager to determine if they are viable, valuable, feasible and useable. 	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. 	Low
	Loss of software development team	Possible	High	High	<ul style="list-style-type: none"> The technology partner (Titus) has increased its number of resources available for the School project. An agreement needs to be made between the delivery partner and the technology partner that enough resources will always be available to maintain and support the LMS. 	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 has reduced significantly since the SCSS moved to a global platform. The delivery Partner works closely with the IT partners and the Director meets regularly along with the Platform Manager to discuss growth; an IT strategy is being developed as part of the business growth with regular meetings between all developers (inc. Tool) and key AS stakeholders. A Technology Strategy Group which was formed (November 2022), made up of Partner organisations representatives who specialise in technology in varying forms who are providing a 'critical friend' approach to the School's technology strategy to help further develop it. Also in attendance are representatives from Titus (LMS) and Stratiq (CMS) and from the Tool side of the business. There is now an FTE inhouse moodle coder (since October 2023) who works alongside Titus. 	Low
	Cyber security, website goes down	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. When a user is logged into their account the web address is highlighted to indicate it is on a secure domain. The servers are not contained on site or on the web developers site. The data which the School contains is not sensitive. Titus, who manage the LMS, are ISO27001 accredited and manage data under this standard. The delivery partner is undergoing the process to become ISO27001 accredited due to be complete by September 2024. 	Low
School Delivery Partner	SCSS - Ability to attract and keep talent (AS)	Possible	High	Medium	<ul style="list-style-type: none"> Employing an apprenticeship focusing on specialist areas e.g. digital marketing. Be seen as a good employer and offer employee benefits such as contributory pension, above average for annual leave entitlement etc. Currently 'One to Watch' on Best Companies (employee engagement specialist) Ensure personal development plans and training are tailored and reviewed regularly and that there is reasonable investment within training. Reward and recognise system established so members feel valued for their value and commitment to the organisation. This is not necessarily financial. The staff are very much involved in being able to have a say via an anonymous annual staff survey; the results of which are explained and discussed and necessary actions taken. 	Low
Competition	Existing organisations widen their scope to cover skills in the construction supply chain (e.g. CIPS, UKGBC, BUILD UK, CIOB, CCS, BRE, 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

RISK REGISTER

Do you have any further suggestions of risks that the Board should consider?

3.c. Annual report and impact survey

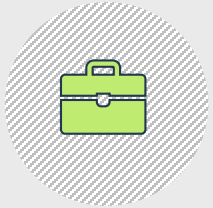
Hilary Hurrey

School Manager

School activity 2024

vs 2023

People



7,347

active organisations

33% ↑



43,247

active users

79% ↑



1,089

bronze, silver, gold level members

15% ↑



219

Partners

16% ↑

Assess



1,210
Corporate skills assessments

-13% ↓

9,517
Individual skills assessments

9% ↑



1,244
Corporate re-assessments

7% ↑

1,932
Individual skills re-assessments

9% ↑

Learn



47,936

hours face-to-face training



76,476

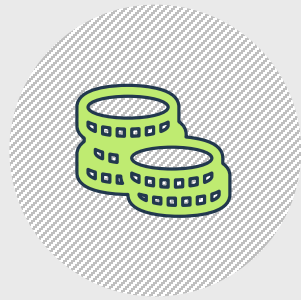
downloads of e-learning



150,801

resources accessed

School impact on business performance 2024



51%

reduced costs

4% ↑



45%

win new business

2% ↓



60%

more collaborative

2% ↑



74%

better understanding of sustainability

1% ↑



38%

retained talent

1% ↑



56%

better relationships with suppliers

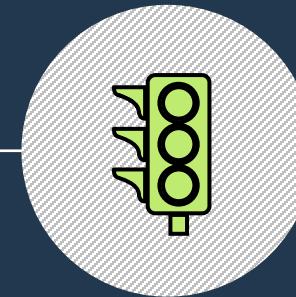
2% ↑



53%

improved quality of bids

2% ↓



59%

reduced reputational risks

2% ↑



68%

measure carbon emissions

NEW

43%

agree the School helped achieve this



71%

report carbon emissions

NEW

34%

agree the School helped achieve this



51%

Develop & implement a Carbon Reduction Plan

NEW

39%

agree the School helped achieve this



58%

reduced waste

8% ↑

41%

agree the School helped achieve this

0%



68%

increased modern slavery understanding

3% ↓

70%

agree the School helped achieve this

5% ↑



68%

increased understanding of FIR

1% ↓

62%

agree the School helped achieve this

8% ↑



63%

increased community engagement

6% ↑ ↓

46% agree the School helped achieve this

0%



49%

increased understanding of responsible sourcing

1% ↓ ↓

61% agree the School helped achieve this

4% ↓



44%

increased apprentice numbers

1% ↑

29% agree the School helped achieve this

4% ↑



37%

improved air quality

2% ↑

39% agree the School helped achieve this

3% ↓



31%

reduced water consumption

6% ↑

41% agree the School helped achieve this

2% ↑

4. Approve business plan for 2024

Action required:

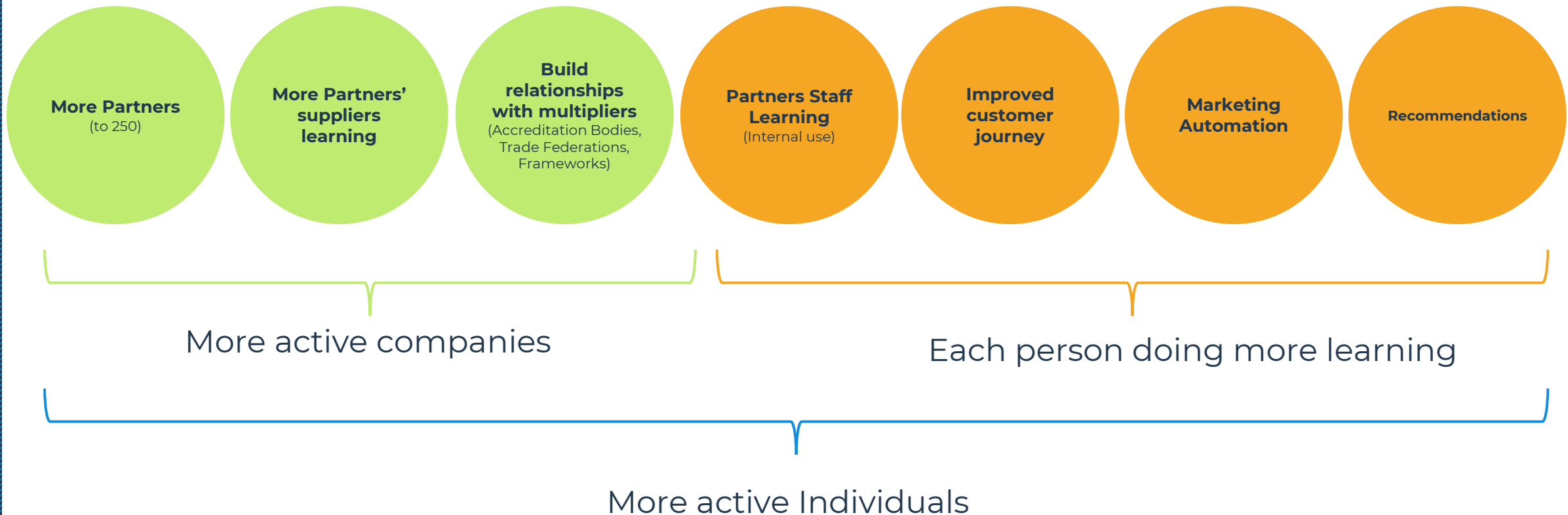
Partners are asked to approve the School Delivery Partner to operate the School based upon the enclosed budget

Ian Heptonstall

Director, www.SupplyChainSchool.co.uk

FOCUS ON

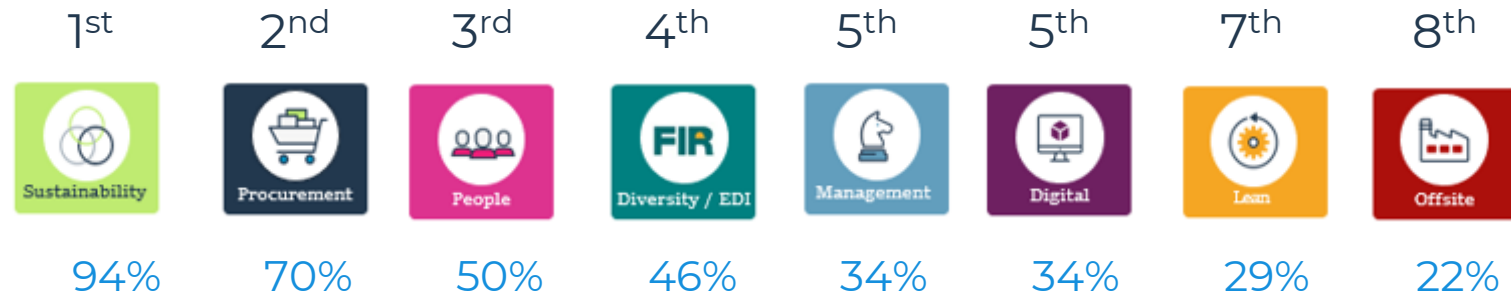
THE HOW . . . 7 ACTIONS TO DRIVE OUR IMPACT



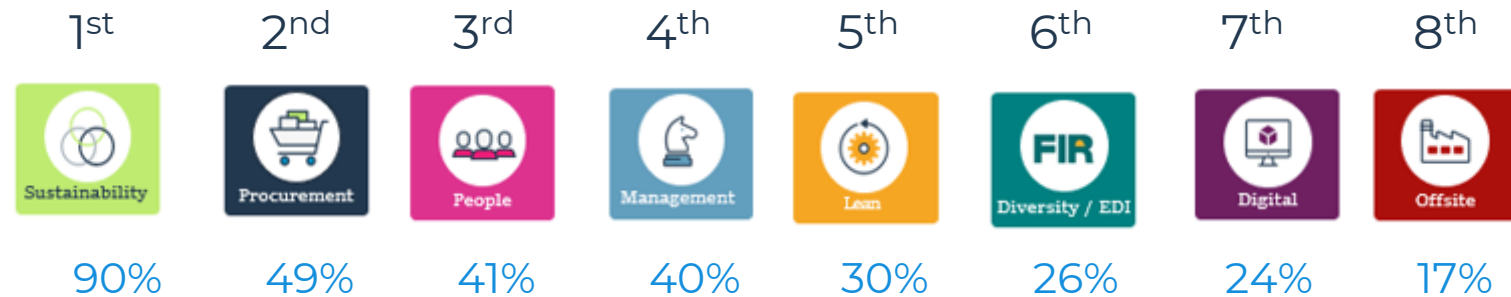
CONTENT - PRIORITY AREAS

2024/25 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 business planning



Partners (prompted answer)
% more of this topic



Members (prompted answer)
% more of this topic



INCOME

Funding stream	FY 2023/24	FY 2024/25
CITB FIR	206,920	200,000
Client FIR	100,000	100,000
Special FIR delivery (CITB, NH, Clancy Group)	22,717	25,000
NatWest	117,167	75,000
CITB Procurement	173,079	0
CITB Digital	39,445	0
Current Partners (inc. 5% cancellation & 5% fee increase)	2,472,900	2,745,965
New Partners (recruited during the year)	Inc. in above	215,000
Project sponsors	190,514	191,496
Other income	76,891	75,000
Total	£3,399,633	£3,627,461
% increase	--	6.7%

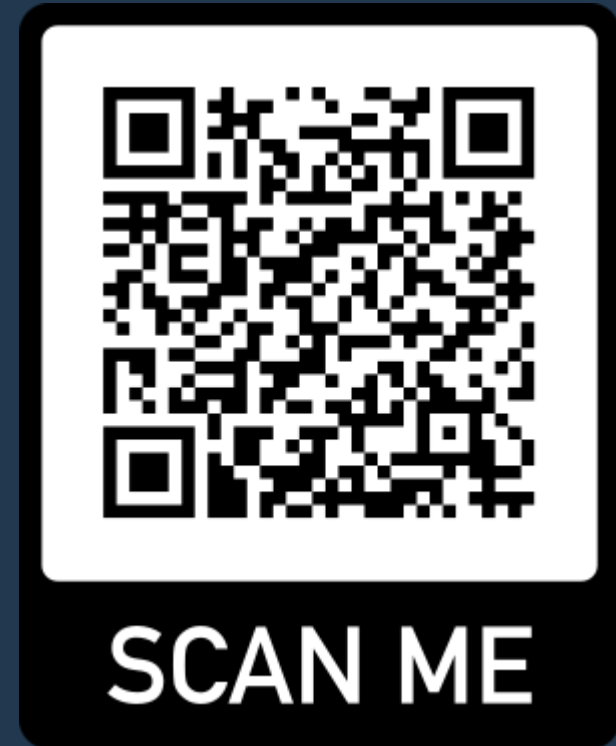
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Online platform	Learning Management System cost	£60,000	1	
	Maintenance: Titus	£30,000	1	
	Ongoing development: Titus	£60,000	1	
	Content Management System: Strategic	£15,600	1	
	Web platform Manager	£40,200	1	
	Online hosting (inc SBCC) & word press	£8,969	1	£214,769
Training delivery	Workshops x 210	£131,250	210	
	Business Bytes x 20	£11,000	20	
	Lunch n Learns x 120	£13,700	120	
	Face to Face training 4 x conferences	£67,000	4	
	National Highways training programme	£35,400	45	
	HS2 training programme	£11,000	25	£269,350
Ring fenced delivery	FIR direct costs (inc. Diversity Tool)	£114,300	1	£114,300
Collaboration Groups	Carbon Calculator & Climate Action Group	£100,000	1	
	Plant Category Group	£35,000	1	
	Waste Category Group	£35,000	1	
	Modern Slavery Category Group	£35,000	1	
	Social Value Group	£35,000	1	
	Nature Group	£35,000	1	
	Lean	£10,000	1	
	Collaboration activities	£55,000		£340,000
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1	
	Library Review & E-learning refresh x 25	£39,750	1	
	E-learning contractor	£65,000	25	
	Filming (update video clips & e-learning)	£10,000	1	
	CPD accreditation	£6,840	1	£126,590
Marketing	Marketing, Comms & PR	£50,000	1	£50,000
Overheads	Office & general Overheads	£234,100	1	
	CIC (2.5% of turnover)	£82,500	1	
	Travel & Courier	£25,000	1	£341,600
Contingency	Contingency & Partner cancellation contingency	£175,000	1	£175,000
			Total Costs	£3,416,736

PROPOSED BUDGET 2024/25

Income: £3,627,461
Costs: £3,416,736
Margin: 5.8% £210,725

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 2024/ 2025 as previously circulated and presented by Ian Heptonstall today.

- Yes
- No
- Abstain

5. Collaboration Groups

Ben Stone

Group Head of Environmental Sustainability, Kier Group



	Climate Action 	Construction 	Digital 	
FIR 	FM 	Future Workforce 	Homes 	Infrastructure 
Interiors 	Nature Recovery 	Modern Slavery 	Operational Excellence 	Offsite 
Plant 	Procurement 	Retrofit 	Scotland 	Social Value 
	Wales 	Waste 	Wellbeing 	

UNDER REVIEW: WHAT CAN COLLABORATION ACHIEVE?

- **Opportunity to collaborate** - Historically, the School's leadership groups have achieved some significant joint activities that are helping to drive change. This includes:
 - New knowledge, Research, Development of tools, industry initiatives such as Carbon Calculator, Diversity Survey, Maturity assessments, Minimum Plant Standards, Design Guidance etc
- **Variable ambition and activity** - But some groups are poorly attended and seem to have limited role to overseeing the outreach and education that the School does in those sectors.
- **Can we do more?** Some Partners think we could be achieving more. We need to work together to achieve this.
- **School content** - A lot of members of the groups are subject matter experts and join the groups to learn from others and share experiences. Should the groups be used to deliver the higher level of learning that these Partners need and to tackle shared sustainability challenges?

QUESTIONS FOR THE PARTNERS

- Do you regularly attend any of the collaborations group meetings? Yes / No
- What is the purpose of the groups in your opinion? Feedback on the word cloud
- On a scale of 1 – 10 (1 being low; 10 being high):
 - a. Are the groups effective in the upskilling of the supply chain?
 - b. Are the groups effective in enabling collaboration with other Partners?
- Are there any other emerging issues the School should be driving collaboration on? Feedback on the word cloud

6. Closing Remarks

Shaun McCarthy

Director, www.SupplyChainSchool.co.uk

