



ACIVICO PLAN 2024 - 2030

Acivico Group's Corporate Plan
for financial years 2024/25 - 2029/30

Building for Good

Welcome to the Acivico Group Business Plan 2024 - 2030. This document is intended to set out our ambition to be a leading national property consultancy dedicated to promoting **public wellbeing** and **sustainable development**. As we embark on this journey together, we invite you to delve into our vision, values, and strategic initiatives that drive our commitment to sustainable construction and building safety.

At Acivico Group, our **vision** is not merely a statement; it's a guiding principle that shapes every decision we make; **"We use our expertise to promote public wellbeing and sustainable development"** In a rapidly evolving world, where societal and environmental concerns are paramount, we recognise the pivotal role we play in shaping the built environment for the betterment of communities and future generations.

Our business objectives are built around four pillars; quality, expertise, customer advocacy, and ethical entrepreneurialism. These are not

just words on paper, they are embedded in the fabric of our organisation and guide our actions and interactions with partners, clients and stakeholders. We are committed to delivering unparalleled **quality** in every aspect of our work, drawing upon the depth of **expertise** within our team to provide innovative solutions tailored to our clients' needs. Moreover, we champion **customer advocacy**, aiming to grow through word of mouth as we ensure that every decision we make prioritises the best interests of our clients and the environment. Finally, we embrace **ethical entrepreneurialism**, recognising that sustainable business practices are not only morally imperative but also essential for long-term success and societal impact.

As we navigate the dynamic landscape of the property and construction industry, we have outlined strategic initiatives that align with our vision and values in what will be a genuine programme of transformation. From expanding our service offerings, to embracing

emerging technologies and fostering strategic partnerships, our business plan outlines a roadmap for **sustainable growth** and **impactful change**. Importantly, we are committed to continuously evolving and adapting to meet the challenges of our clients and the broader society.

In closing, I extend my deepest gratitude to our board of directors, customers, partners, and stakeholders who have supported us on this journey so far and the dedicated team of professionals who've made it happen. Together, we will continue to strive for excellence, innovation, and positive societal impact, fulfilling our mission to build a better future for the communities we serve.

MARINA ROBERTSON
GROUP MANAGING DIRECTOR



BUSINESS LINES AND SECTORS

ACIVICO GROUP

BUILDING CONSULTANCY LTD.

DESIGN, CONSTRUCTION &
FACILITIES MANAGEMENT LTD.

ACIVICO TRADED SERVICES LTD.

CONSTRUCTING WEST
MIDLANDS PARTNER

BUSINESS LINES



STRATEGY



TECHNICAL ADVISORY



DESIGN



COST CONSULTANCY



SUSTAINABILITY



PROJECT MANAGEMENT



BUILDING CONTROL



FACILITIES MANAGEMENT



SURVEYING



ENERGY MANAGEMENT

SECTORS



EDUCATION



BLUELIGHT



RESIDENTIAL



LOCAL GOVERNMENT



HEALTH



RETAIL AND COMMERCIAL

PEN PICTURE OF THE BUSINESS



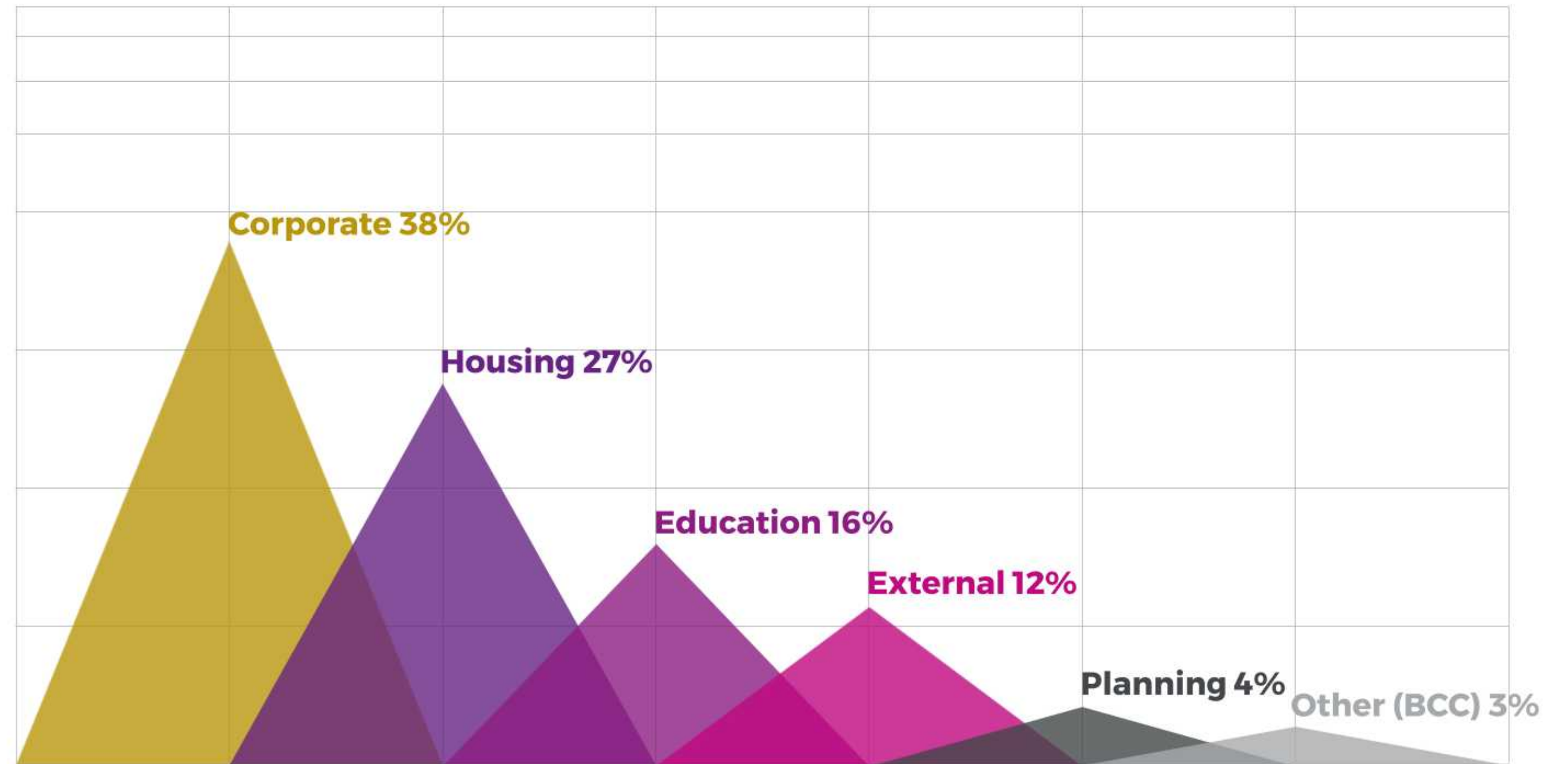
150 EMPLOYEES
121 PERMANENT
29 AGENCY



Location: 10 Brindley Place

5.1% sickness days per employee
5% Private sector average
7% public sector average

TURNOVER DISTRIBUTION (£25.2m)*



* FY2023 Figure

ACHIEVEMENTS

QUALITY	EXPERTISE
<ul style="list-style-type: none"> • ISO certifications for Quality and Environmental standards across the Group • Risk process redesigned • Improvement to complaints process • Won 2 industry awards • Cyber-security training at 98% completion across group • New sustainability policy • Assure building control go live! • New HR portal go live! • Cloud-based Fire Risk Assessment tool go live! • Independent Board effectiveness review gave clean bill of health 	<ul style="list-style-type: none"> • 128 new school places created • Building safety expert showcase (webinars and conferences) • FM realignment: AD Operations and AD Consultancy (internal appointments) • Organisational design principles introduced • CWM reorganisation • 3 staff shortlisted for industry awards • Retrofit project shortlisted at Retrofit Academy Awards 2024 • First Graduate trainees employed • 5 new employees trained to PAS 2035 Retrofit standard • £100k invested in L&D across the Group
CUSTOMER ADVOCACY	ETHICAL ENTREPRENEURIALISM
<ul style="list-style-type: none"> • Engaged business development resource • New Client Account Director role recruited • Partnered with Story Comms • Balsall Heath retrofit project appearing in The Times • Projects, FM, Clerk of Works and Sustainability identified as areas of competitive advantage • Building consultancy advisory for new M&S Lakeside in Kent • New client in IKEA • Membership of Birmingham Chamber of Commerce • The UKREiiF round table on community led retrofit projects 	<ul style="list-style-type: none"> • Developed 5 year Business Plan • New employee-led vision and objectives developed • 10 year economic impact study undertaken by SQW (2013-2023) • Economic model deep dives undertaken • Joined hard hat recycling scheme • Value for money review • Joined military veterans scheme • New (BREEAM Excellent) premises • Over £100k of Social Value contribution from CWM Repairs & Maintenance Contract • CWM roundtable on women in construction #IWD2024

ACHIEVEMENTS

AWARDS / RECOGNITIONS OVER THE LAST 12 MONTHS



SHORTLISTED 2024



SHORTLISTED 2024



FINALIST 2023
SHORTLISTED 2024



FINALIST 2023



WON 2023
SHORTLISTED 2024



SHORTLISTED 2024



WON 2023



FINALIST 2024



WON 2024

ECONOMIC IMPACT OF ACIVICO

2013/14-2022/23

£78m

spent on wages
and salaries

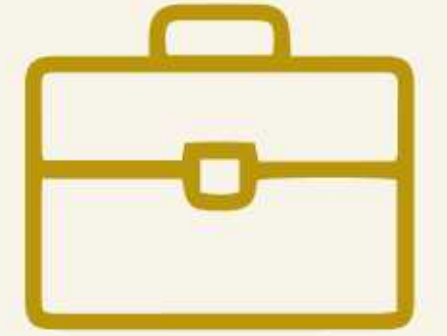


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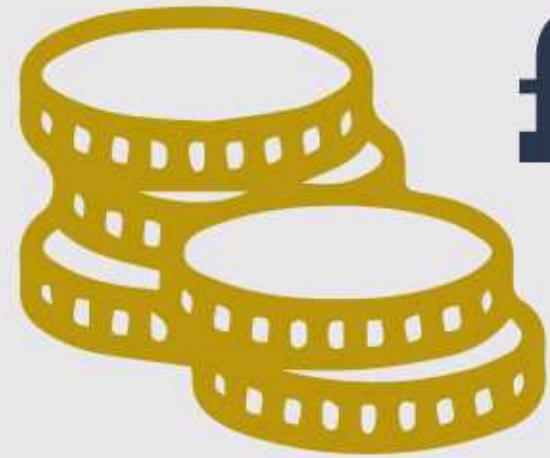
permanent
employees per
year on average

36k

small and
large projects
completed
annually



646 jobs supported
across the UK per
year on average



£133m

spent with
businesses in
Birmingham

£12m in rest of the WMCA

302

jobs supported in
Birmingham per
year on average

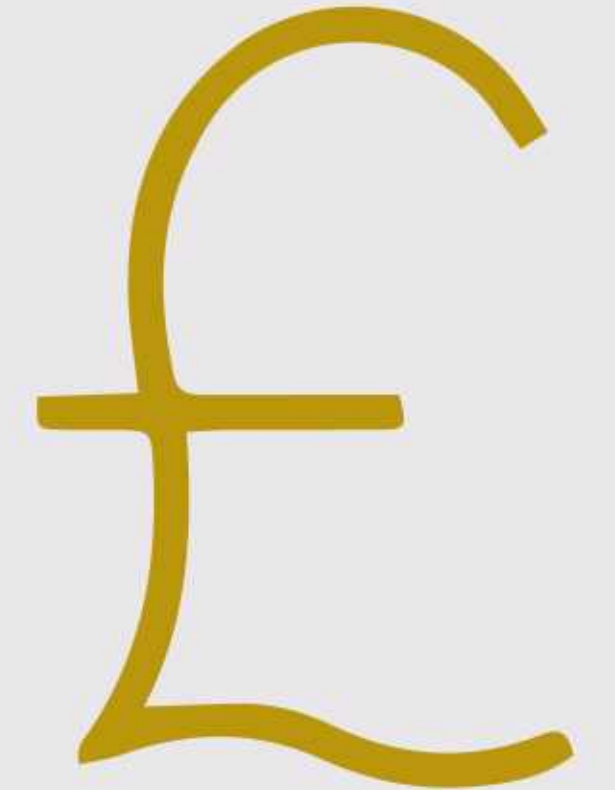
£140m

in cumulative GVA
contributed to the
Birmingham economy



£153m

to the WNCA region



£258m

cumulative GVA
contribution
to the UK

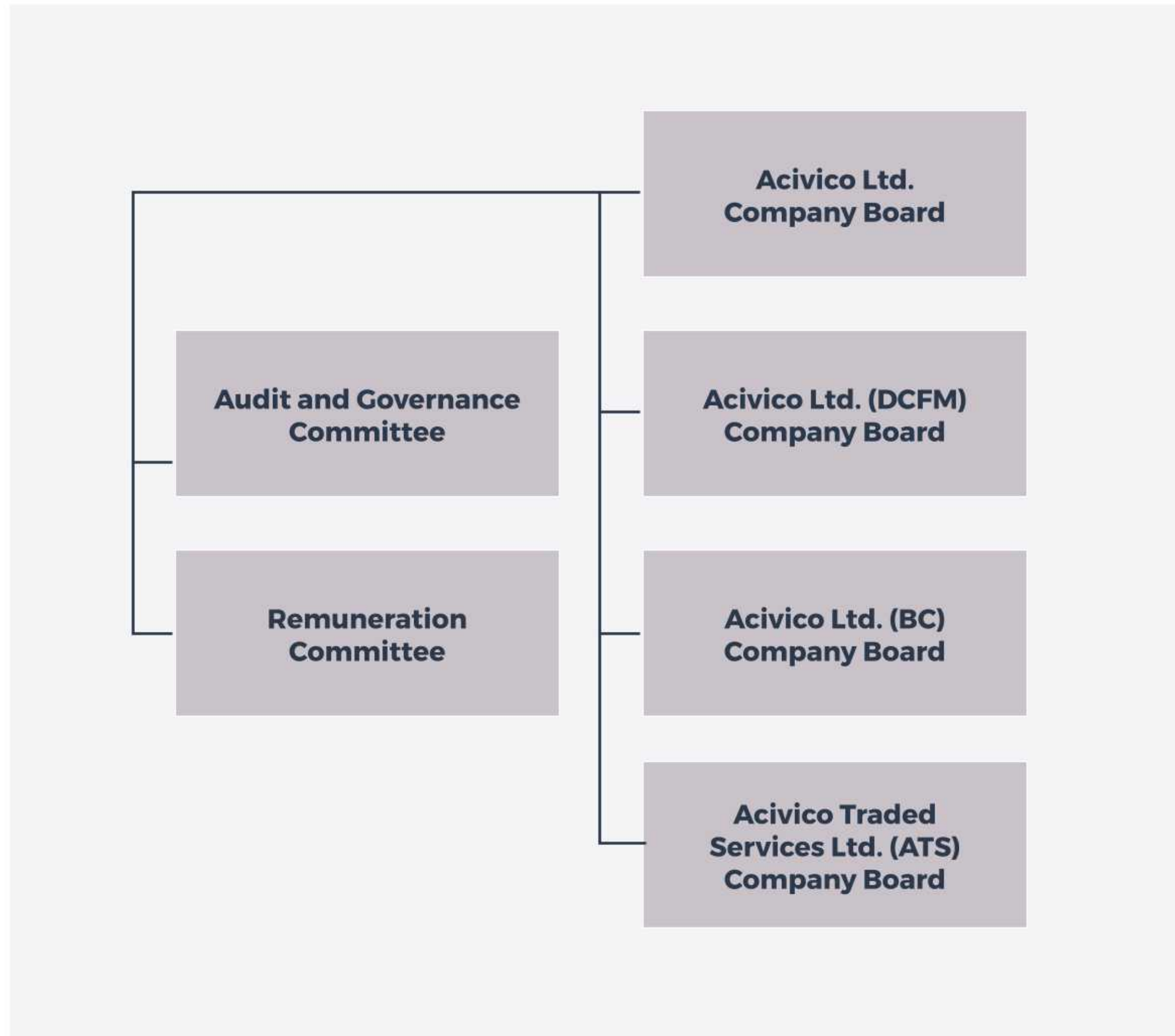
£310m

of contracted work delivered
throughout the UK



Source: SQW (2023); *Economic Impact of The Acivico Group (final report)*

ACIVICO LTD. BOARD AND COMMITTEES



ALISON MCKINNA
(CHAIR)

Alison joined the Board of Acivico in November 2019 and is currently Chair for Acivico Group. Alison has experience in public and private sectors and operates across multiple industries.

She is an accomplished strategic delivery and client-focused leader with a successful track record of accelerated business transformation, ensuring financial growth, digital innovation, and improved customer experience.

Alison was a finalist for Board Director of the Year in the UK Women in IT Awards 2021, recognising her contribution to technology-enabled organisations and support for diversity and inclusion. Alison also supports several Boards as a Non-Executive Director in utilities, healthcare, technology and finance.



DAVID POWELL

David is currently the Chair for Acivico Traded Services.

David's extensive experience in local government has been gained in Unitary, County and District level Councils. Most recently he has been a local government Deputy Chief Executive and an Interim Chief Executive following over 10 years as a Chief Finance Officer where he was involved in setting up several private /public partnerships.

A strong advocate of public service he is also a Fellow of the Chartered Institute of Public Finance and Accountancy and has been a Government Advisor, a local government peer assessor and has extensive experience of the Housing Sector as a Non-Executive Director and Chair of a Housing Association.



MARK EVANS

Mark is a senior leader within British Land a FTSE 100 organisation and brings a wide breadth of experience from across commercial, retail, residential and mixed-use properties, with a particular focus on customer experience, digital place making and sustainable operations.

He also has proven skills in business sales, restructure, and integration. As his first non-Exec role, Mark demonstrates the passion, desire, and experience of the whole group for its future strategy and growth.

GROUP LEADERSHIP TEAM



MARINA ROBERTSON
GROUP MANAGING DIRECTOR



KEVIN BLUNDEN
DIRECTOR OF BUILDING
CONSULTANCY



DARREN QUINCEY
DIRECTOR OF DESIGN, CONSTRUCTION,
& FACILITIES MANAGEMENT



AI ROBINSON
INTERIM GROUP BUSINESS
DEVELOPMENT DIRECTOR



TOM SADLER
GROUP FINANCE DIRECTOR



MARCUS PASSANT
GROUP DIRECTOR OF PEOPLE
& GOVERNANCE

VISION OBJECTIVES CULTURE

OUR VISION

Building for Good:

We use our expertise to promote public wellbeing and sustainable development

ACIVICO OBJECTIVES 2024 - 2030

1

To be relentless in the pursuit of quality

2

To employ and nurture experts that are proud to work for Acivico

3

To grow through customer advocacy

4

To grow margin and revenue through ethical entrepreneurialism

OUR CULTURE & VALUES

INTEGRITY

- We are truthful and upfront, we do what is right even when no-one is looking
- We treat each other with respect regardless of position
- We encourage diversity in all its forms
- We look after our planet
- We charge a fair and viable fee

CARE

- We listen actively, to understand not to respond
- We look beyond symptoms to identify root causes and patterns
- We continually challenge ourselves to provide the best quality service possible
- We deliver technical excellence, accuracy and impressive looking reports
- We debate openly without fear and fully support the final decision

EXPERTISE

- We support our colleagues to succeed and celebrate them when they do
- We always have one eye on the future of our profession
- We admit mistakes openly and share learnings proudly
- We go out of our way to learn and share our learning with colleagues and peers
- We identify, implement and share best practice

ENTREPRENEURIALISM

- We look for opportunities to reduce complexity
- We make most decisions on their long-term impacts
- We innovate because we collaborate and like ideas, all of them
- We take calculated risks
- We use evidence and data to make and recommend decisions
- We have a growth mindset; we actively seek feedback and act on it

PARTNERS & CONTRACTORS

CLIENTS

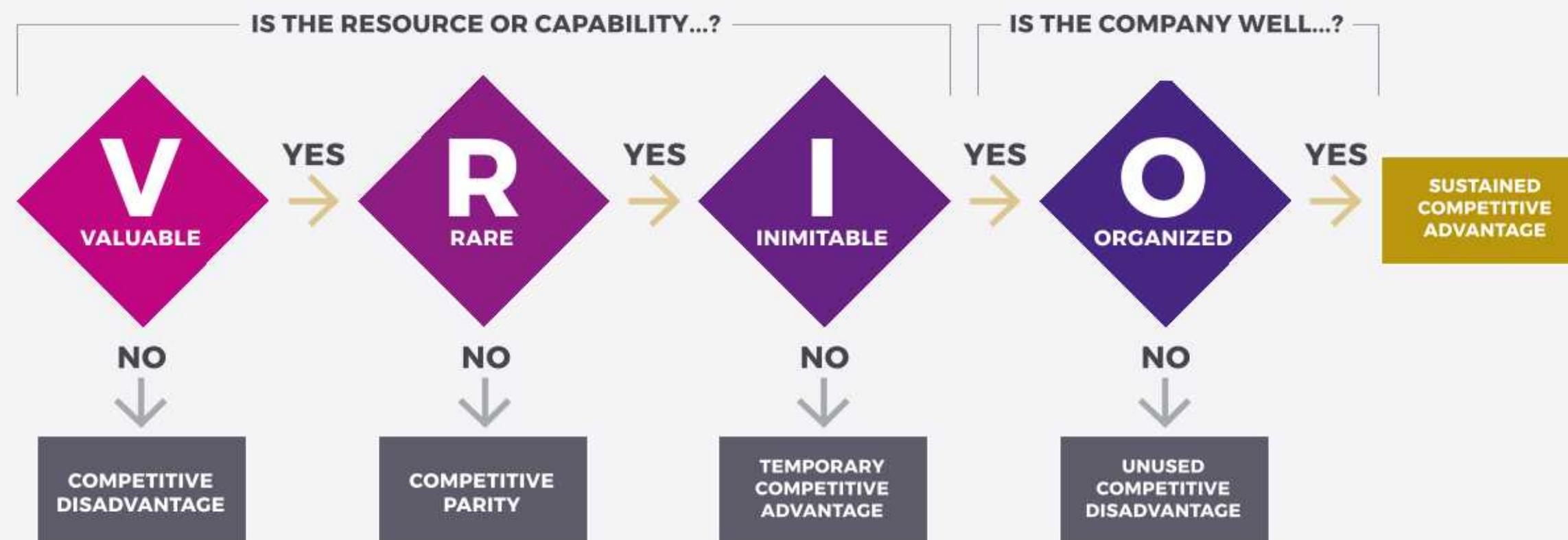
THE EXTERNAL ENVIRONMENT

P	E	S	T	E	L
POLITICAL	ECONOMIC	SOCIOLOGICAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
General elections Jan '25	Strength of £ / Inflation	Population Growth / Housing crisis	Business resilience /	Changing climate	Building regulations (safety)
BCC elections May '26	Cost of energy	Housing crisis / Quality of existing homes	Innovation	Business decarbonisation agenda	New powers for the Health and Safety Executive
West Midlands Combined Authority elections May '24	Cost of materials and services	Covid-19 / Public Health	Automation / Digital workplace	New technologies	Transition of legal framework from EU
S114 and central gov. Funding priorities	Cost of borrowing / Availability of Capital	Social Value metrics	Application licencing strategy	Low carbon skills market	Changing forms of contract / Teckal Compliance
Changing funding priorities	Use of property assets	Diversity and Inclusion	Data storage / processing / intelligence	Lifecycle costing / carbon accounting	Building regulations (Part L, biodiversity, nutrient neutrality)
Equal Pay	Shrinking labour pools	Changing world of work	Data monetisation / data led growth	Zero carbon by 2030/2050 targets	Money laundering
Geo-political changes	Triple bottom line financial reporting	Intergenerational working	Digital literacy	Carbon literacy	Changes to procurement legislation

COMPETITIVE ADVANTAGE ANALYSIS

Industry key success factors

- Access to expertise
- Making things happen
- Whole-life view-point
- Social value
- Organisational culture
- Delivering value by reducing costs



We hold competitive parity / advantage in:

- Survey services
- Project management
- Low carbon advisory
- Hard FM
- Clerk of works

CUSTOMER FY 24/25 OUTPUTS

ANALYSIS

- Understand and profile our existing customers and the services they receive
- Obtain and formalise feedback incl. existing information (complaints, customer satisfaction surveys, etc.)

IMPROVEMENTS

- Customer journey mapping
- Describe and define current operating models and target operating models
- Governance
- Improve communications (client and end user)

MEASURES

- Meaningful KPIs
- Deliver value for money - what does it mean for different customers
- Demonstrate value for money

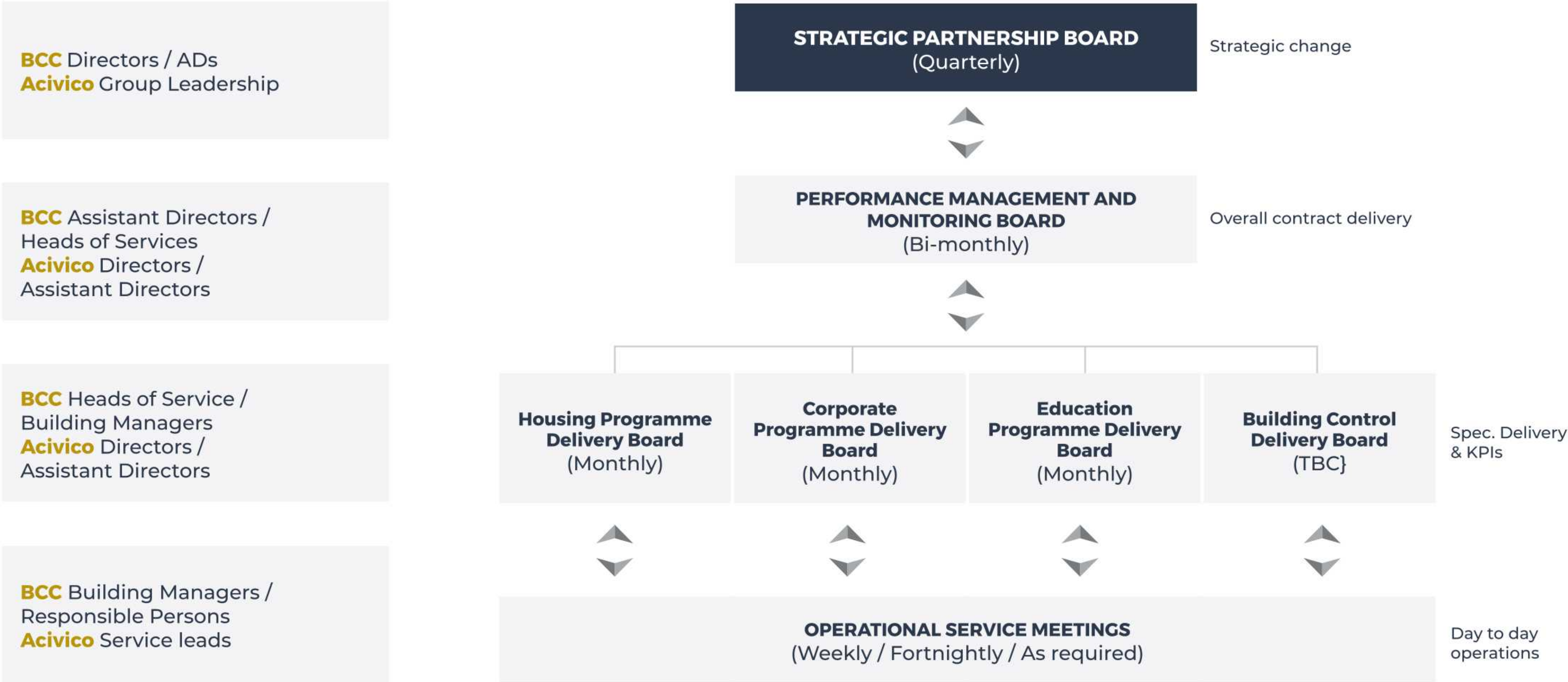
ADDITIONALITY

- Show economic impact
- Improve perceptions

GEOGRAPHICAL SPREAD Acivico Traded Services



ACIVICO / BCC OPERATIONAL GOVERNANCE STRUCTURE



PEOPLE PLAN WHAT WE ASPIRE TO OFFER

EMPLOYEE VALUE PROPOSITION

- Fair and safe workplace
- Engaged and vocal employees
- Understand employee experience
- Clear career paths
- Involvement in decision making
- Open formal and informal communication channels
- Enhancing productivity and job satisfaction
- Positive and supportive culture
- Agility in the evolving world of work

ATTRACTING & NURTURING TALENT & EXPERTISE

- Greater diversity
- Public sector benefits - private sector agility
- Online presence
- Visibility of career progression
- Invest in future leaders
- Investment in learning and development
- Link with universities to nurture entrepreneurialism
- Making diverse connections with each other and external parties
- Developing Academies for to support expertise in the sector

PEOPLE PLAN



- Employee Value Proposition
- Attracting & Nurturing Talent & Expertise
- Recognition & Reward
- Working With Others
- Delivery Plan

PEOPLE PLAN WHAT WE ASPIRE TO OFFER

RECOGNITION & REWARD

- Competitive reward package
- Public sector defined benefit pension
- Generous annual leave
- Car-loans
- Flexible working and work location
- Kudos

WORKING WITH OTHERS

- Build effective governance
- Board development
- Universities, Colleges
- Training providers
- Use mixed economies in sourcing of skills
- CIPD opportunities
- Effective and intuitive HR systems (Payroll, ELMO, etc.)



Oluwatosin Bukola Adebayo
Graduate Managing Consultant
Acivico Group

“While I may be a recent addition to Acivico Group, I am genuinely thrilled to be a member of this dynamic team. Joining this company as an employee feels like entering a realm of endless opportunities and personal development, where each day presents a chance to expand my knowledge, contribute to our collective success, and thrive.”

“Fostering a culture of belonging, flexibility, and growth is essential to help attract talent and expertise.”

Sally Lydall (2 likes)
Job well done

Thank you for your patience and perseverance in getting the PM documentation over the line which has been a long time coming. Your support and persistence is greatly appreciated!

Lindsay Harris at 16/02/2024

Nichola Harding (2 likes)
Made my day easier

As always Nicola comes to my rescue with information or contacts to get the information we need to ensure we have a great CHAS submission. Thanks Nic!! 😊

John Merchant at 15/02/2024

Sukhdev Samrai (1 like)
Made my day easier

Just wanted to personally thank Dave and the rest of the team for their assistance with the information they provided for our CHAS submission. Thanks for the speedy response. Thank you

John Merchant at 15/02/2024

Andrew Dingley (1 like)
Made my day easier

Just wanted to give a big shout-out to Andy for the excellent information detail in the information he provided for our CHAS submission, without which we couldn't obtain certification. Thank you

John Merchant at 15/02/2024

Jennie Stewart (3 likes)
Went the extra mile

Jennie was an absolute pleasure to work with on our first energy bid. She went above and beyond writing the responses and establishing a new bid library for our future energy bids. With her attitude and determination to get things right, we are bidding to win! Thank you for all of your hard work.

Dawn Davies at 14/02/2024

Acivico Friday Comms

Acivico Group Friday Comms

I hope you are all doing really well. We have had another great summer where so many of our people have worked incredibly hard to make sure that children go back to learn in well supported environments whilst all other services continue to receive vital improvements. Our staff at Acivico have worked on so many projects such as new school places and anything from fire compliance at Raddelbarn to fitting a new kitchen at Ann Marie Howes Residential Unit. Not to mention all the work to comply with the new Building Safety Act and beyond. Kudos to all of you!

It has been a strange couple of weeks hearing of the financial difficulties the council is facing and a point of reflection for me has been that we find ourselves living at a time of constant change. The only thing we can control in change is our reaction to it and hence over the last week or so we have been working on some scenario planning about how our business may be affected.

CORPORATE SOCIAL RESPONSIBILITY

Acivico Group is committed to providing a wide range of corporate social responsibility activities working with the local community, schools and educational institutions to build support and resilience, alongside growth and a sense of pride and belonging for its employees.

CSR PLAN

WORKPLACE

MARKETPLACE

ENVIRONMENT

COMMUNITY

ACIVICO DELIVERS ITS SOCIAL VALUE COMMITMENTS THROUGH A RANGE OF DELIVERABLES INCLUDING;

- Structured work experience
- Steam educational activities
- Employment from the local community
- Apprenticeships

2022/23 ACTIVITIES HAVE INCLUDED

- Birmingham Wildlife Trust – Centre of the Earth – Winson Green volunteering
- Speakers for Schools - Online live presentation to year four students across Birmingham on careers in construction
- Careers and Enterprise / Birmingham Education Partnership / Careers Hub
- Careers in construction presentations held at St Edmund Champion School, Edgbaston to 200 students.
- Solihull Council - North Solihull community and supplier social value matching event – various local community partnership opportunities identified
- Cherished Charity - Collection boxes and activities for fundraising for girls hygiene packs and children's mental health book donations.
- Women Acting In Today's Society - £400 raised in June from the 2023 Dragonboat



VOLUNTEERING

LEARNING

UPSKILLING

EMPLOYMENT

COMMUNITY

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