The background image shows a modern, multi-story building with a glass and metal facade, featuring the words "Museum Point" on its side. In the foreground, there is a well-maintained park with green grass, several young trees, and people walking and sitting on benches. The sky is blue with some clouds.

# Creating spaces of civic pride

Strategic Plan 2020-2023



## In this Strategic Plan

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## Appendices

- 1: 3 Year Business Plan\*
- 2: Growth Plan 2021\*
- 3: People Strategy\*

## Who we are

**Acivico provide a comprehensive range of services within the built environment sector, supporting landmark projects and community spaces, proudly working in partnership with our clients to deliver high quality, sustainable, innovative solutions, that deliver value and promote civic pride.**

### Our Vision

Our vision is to be the partner of choice for supporting the delivery of infrastructure and creating spaces that have a lasting legacy for the communities in which we live and work.

### Our Values

- Achievement
- Collaboration
- Integrity
- Value
- Inspiration
- Commitment
- Open

Our Values shape the way we do business, how we work with each other, our clients, our suppliers, our partners and all those whom we interact with when delivering our services.

### What we do

We have one of the most complete range of services of any company in our industry, provided individually or in combination to design and deliver tailored solutions to meet the unique needs of our clients.

- Building Surveys
- Design
- Project & Cost Management
- CDM
- Demolition
- Engineering Maintenance
- Clerk of Works
- Statutory Building Control
- Approved Inspector Services

From planned and reactive maintenance through to complex multi-million pound construction projects, we integrate with our clients to deliver customer excellence at every stage of a project lifecycle.



## Chairman's Statement

**This is the first Group-level Strategic Plan for Acivico's new organisational operating model. Now with a clear Vision and core values, this plan sets out our key strategic priorities for the next three years.**



**Ian Briggs**  
Chairman Acivico Group

Since 2017, through a thorough review of all parts of the Group, Acivico has been able to better understand the opportunities to enhance its operating model and find innovative solutions to enable the Group to realise its true potential. In December 2018, our proposals secured investor confidence and ongoing interest in Acivico, and support for evolving our delivery model to support an acceleration in growth and improvements in operating efficiency.

This Strategic Plan sees the launch of the new operating model for the Acivico Group, to deliver our new Vision and Values, and the new Strategic Priorities for the Group to deliver over the next three years.

We are also excited to launch the Group's three new brands; Acivico Professional Services Acivico Birmingham, Acivico Public Partnerships and, and our plans for the investment in and development of our workforce and making the Acivico Group an "employer of choice", delivering the highest standards of innovation and practice, creating an environment where aspirations can be reached and then exceeded, attracting, retaining and developing the best of the best in the sector.

Finally, we have big plans for how we will develop our businesses over the next three years, with new solutions that we can take into new markets, new areas across the region and country that we will access, and new innovations that will see the Group become more agile, better prepared and able to respond to the ever evolving challenges that face the built environment.

For the Acivico Group, the forward view is exciting, with many opportunities present on the horizon. This Strategic Plan 2020–2023 outlines how we are going to grasp those opportunities with both hands and take Acivico forward to deliver upon our Vision.

- [acivicogroup](#)
- [@AcivicoGroup](#)
- [vimeo.com/acivico](#)

# What we do



## Building Consultancy

**Acivico Building Consultancy is a nationally recognised building control provider.**

We deliver technical solutions based on your requirements and have extensive experience across all sectors, including residential, defence, retail, education, healthcare, commercial, industrial, leisure and mixed use.

We provide services that are technically excellent, responsive and competitive. Our role is to ensure buildings are built to the correct technical standards, including fire safety, structural, thermal efficiency, access for all.

Our consultancy services provide managerial and technical support to local authority building control teams. We also provide demolition contract management and fire risk assessment services.



**John Askew**  
BSc, MRICS,  
AIFireE, Birmingham  
Account Manager



**Peter Boulonois**  
Service Manager,  
Acivico Approved  
Inspectors



## Facilities Management

**Acivico's Facilities Management service is a professional multi-discipline team that offers a one-stop approach for all hard facilities and property needs.**

We deliver the strategic and operational objectives of our clients, helping improve service delivery, adding value through better planning, monitoring and evaluation of existing processes and procedures.

Acivico provides a safe, clean and efficient working environment for staff and building users, making sure all planned and reactive maintenance is undertaken effectively and efficiently with compliance to all statutory requirements and adherence to property related legislation.

Our clients have peace of mind knowing that the Facilities Management service is responsive and flexible with our 24/7/365 call out service, providing access to our experienced team of surveyors and engineers who will provide an immediate and comprehensive response in the event of an emergency.



**Alice Clark**  
Sector Lead  
Facilities Management



## Technical Services

Acivico prides itself on turning clients' challenges upside down and inside out to design the right solutions to meet every diverse need. We focus on understanding not just project requirements but each individual clients' business strategies so that we can ensure that our schemes help take their business forward.

We work across a wide range of sectors including housing; education; transportation; car parks, leisure e.g. sports stadia and swimming pools; commercial offices and premises; libraries, museums and art galleries. We also have extensive experience of working with historic buildings.



**Chris Hall**  
Deputy CEO & Director of Operations

# Our brands



**Acivico Group**

The brand of our parent company, encompassing our 'civic' centred values at its core



**Acivico Professional Services**

Our full range of commercial services, supporting clients such as major high street brands, top 10 construction companies and central government departments



**Acivico Public Partnership**

Bespoke, tailored solutions designed around the needs of our public sector clients



**Acivico Birmingham**

The brand dedicated to prime partnership with the argest local authority in Europe



Building trusted relationships with our clients and partners, by placing excellence in customer experience at the heart of everything we do, will allow us to provide high-quality, innovative solutions and deliver safe, sustainable services to best-in-class standards.

As one of only a select number of specialist suppliers who offer this broad spectrum of capabilities and skills under one roof, Acivico's are able to create a wealth of opportunities to maximise value for money for our clients.

This wide range of expertise enables the Group to provide bespoke, integrated, high quality solutions across sectors, from energy to education, demolition to defence, housing to hospitality and much more.

Our civic values sit at the core of all our businesses and brands. In order to continue develop the Group and deliver sustainable growth, we have refined our strategy to focus on:

- **delivering efficient and enhanced performance through a customer first mentality embedded throughout all businesses within our Group;**
- **ensuring best value is at the heart of all the services we offer;**
- **growing our market share in the sectors and communities in which we operate;**
- **fostering a continual improvement culture across our Group, where everyone feels able to challenge the status quo in order that we improve;**
- **embedding our quality and environmental objectives to enable delivery of our services safely and sustainably; and**
- **attracting, developing and retaining our people to become an employer of choice.**

Supporting each of these key Strategic Priorities, the individual businesses within the Group will have specific operational objectives, linked to key performance indicators (KPIs) which, when taken together, measure our progress towards delivering our Group-wide Vision.



**Ian Benson**  
Group Chief Executive

**Delivering efficient and enhanced performance through a customer first mentality embedded throughout all businesses within our Group**

By placing the needs and views of our clients at the core of everything we do, the learning and experience gained through collective collaboration will drive improvements in our performance and efficiency in our delivery. We will gather meaningful insight and intelligence from our clients, to inform our business decisions and continuous improvement activity.

**Ensuring best value is at the heart of all the services we offer**

We know that achieving the best value, in terms of both cost and quality, is the fundamental consideration for all of our clients. We will ensure that we provide clarity and transparency on the best value that we create and achieve through our work.

**Growing our market share in the sectors and communities in which we operate**

We will increase our provision and expand our service offering, creating greater opportunities for end-to-end solutions and bringing new innovations to our clients. Our approach to achieving stable growth will maximise our opportunities for improved performance, investment in our Group and reach into new markets and locations.

**Fostering a continual improvement culture across our Group, where everyone feels able to challenge the status quo in order that we improve**

We are breaking down the barriers of hierarchical structures and creating the space and conditions for everyone in our Group to constructively challenge how we operate. Coupled with our customer insight, the contributions of our people will enable us to embed a culture of continual improvement and agility, to better respond to our customer's evolving needs.

**Embedding our quality and environmental objectives to enable delivery of our services safely and sustainably**

We are committing to continuously reviewing and reducing the impact of our activities on the environment and 'Total Quality' will be a permanent feature of the services we provide.

**Attracting, developing and retaining our people to become an employer of choice**

We will create the conditions for both Acivico and its people to achieve their full potential. We will create an environment that people aspire to be part of.



Collaborative working is at the core of Acivico and our approach to all of our projects. We strive to be the best in what we do, providing a complete multi-disciplinary, seamless solution to the built environment.

As part of the Additional Pupil Places programme, our recent work with the Washwood Heath Multi Academy Trust (WHMAT) clearly demonstrates our commitment to collaboration and, as a result, we have established exceptional long term working relationships with both client and our supply chain, embodying true partnership working.

Now constructing the fourth project, our teams co-locate with WHMAT to further enhance collaboration and create open dialogue. The result of Washwood Heath Academy speaks for itself, shortlisted for two prestigious awards.



**Ryan Turner (MRICS)**  
Account Manager  
(Education & Corporate)



**Mike Cope**  
Team Leader  
Clerk of Works

Our Clerk of Works service is specifically designed to respond to a niche market sector, ensuring buildings and mechanical & electrical works are safe, compliant, and to the specifications that our individual client's project requirements, and always ensures high-quality workmanship from their contractors – the projects we have worked on have won prestigious regional and national prizes for the quality of construction and finish.

The successes to date have encompassed an enviable and growing client base across a number of sectors and include appointments on The University of Birmingham four-year framework the LGSS framework, which will support the capital works programme for Northamptonshire County Council for 2022-2023.

Works recently completed at Keele University, for the world leading Central Science Laboratories, was a key project and part of the University's £42m investment for their Faculty of Natural Sciences.



Our Key Performance Indicators (KPIs)

We monitor a broad range of financial and non-financial performance measures to assess our performance and progress in delivering this Strategic plan.

In addition to the various KPIs contained within our contracts, the measures in this section set out the key metrics in place for the whole Acivico Group, designed to support our Board in assessing our overall performance.

Each KPI is directly linked to our strategy, detailed on pages 6 and 7.

Within this new Strategic Plan 2020–2023, we are introducing new measures to monitor our Group performance. This means that in some instances we do not have baseline management information from which to measure the progress made in the first year. As such, the data collected in 2020/21 period, will provide us with an opportunity to further review the appropriateness of these measures and our targets.

<b>1. Excellence in our clients' experience</b> Definition: Customer complaints vs commendations Customer satisfaction survey score  Link to strategy: 3	<b>2. Excellence in our service performance</b> Definition: Combined scores for all contracts within each business unit area  Link to strategy: 3	<b>3. Safe business</b> Definition: RIDDOR reportable incidents (RIs) Lost time incident frequency rate  Link to strategy: 3
<b>4. Added value</b> Definition: Value of savings to clients through over-performance and our Social Charter commitments  Link to strategy: 3	<b>5. Employee engagement</b> Definition: Employee engagement (EE) score from satisfaction survey, and number of events held by the GLT  Link to strategy: 3	<b>6. Gender balance</b> Definition: The ratio of male to female employed at Acivico  Link to strategy: 3
<b>7. Sustainable business</b> Definition: Direct consumption of water/energy by the business Direct/indirect waste recycling achieved across Acivico  Link to strategy: 3	<b>8. Total revenue growth</b> Definition: Percentage change in annual revenue  Link to strategy: 3	<b>9. Underlying operating margin</b> Definition: Underlying operating profit as a percentage of total revenue  Link to strategy: 3
<b>10. Cash conversion</b> Definition: Underlying cash inflow from operations divided by underlying profit from operation  Link to strategy: 3	<b>11. Book to Bill ratio</b> Definition: Amount of work won during the year as a proportion of the work executed and booked as revenue  Link to strategy: 3	<b>12. Net debt to EBITDA</b> Definition: Net debt at the year-end divided by Earnings before Interest, Tax, Depreciation and Amortisation  Link to strategy: 3

Our Principle Risks

This Strategic Plan is supported by a three-year business plan which contains the detailed delivery activity and financial profile we expect to operate over this period.

People



Process



Markets



The business plan is predicated on increasing revenue growth, enhancing the capabilities of the workforce and improving efficiency and effectiveness of our operations to enhance our customer's experience.

Informed assumptions have been made, based upon current and predicted market conditions, social and economic factors and these will need to be regularly reviewed to ensure success of the future operating model.

The principle risks to the success of delivery of the business plan are:

- sufficiently diversifying our customer base, so as to spread the reliance of income across a wider based of clientele; and
- diversifying our revenue streams, so as to have a wider portfolio of provision that can better withstand changes in individual market factors.

These risks overseen by our Audit Committee and regularly reported throughout all service areas and to our Board.



# Our Markets & Growth

## The ‘civic’ principles at the core of our brand and our values, is what sets Acivico apart from our competitors.

It allows us to create and maintain unique relationships with clients, that promote partnership and collaboration and offer genuine solutions tailored to clients’ needs.

Alongside the three-year business plan which supports this Strategic Plan, our new Growth Plan 2021 outlines the approach Acivico will take to working across our markets and achieving the growth that we need to meet our business objectives.

Including a detailed technical analysis, our Growth Plan identifies the priorities for each of our distinct business units, Building Consultancy, Technical Services and Facilities Management, and maps these against our routes to market and development opportunities.

Our priorities seek to maximise the opportunity to increase our offer with our existing client base, as well as collaborating on new innovations to increase the value gained, to both partners, from those existing relationships.

We also seek to focus on the opportunities to develop entirely new service lines to take into new markets and sectors.

In summary, our Growth Plan identifies opportunities for:

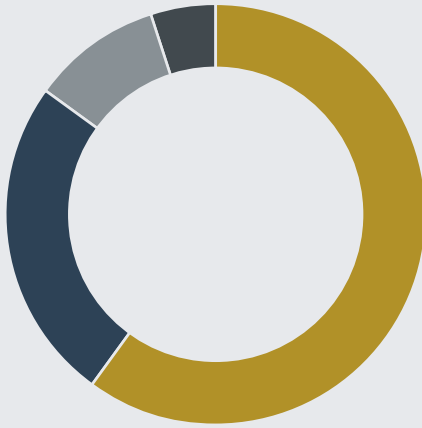
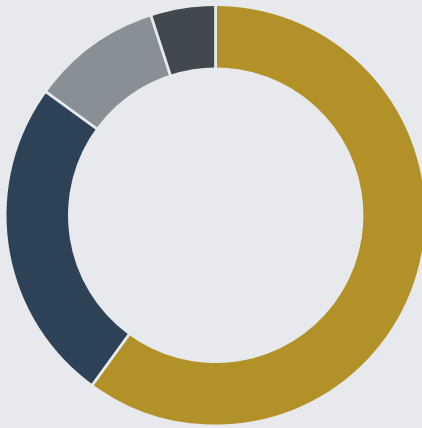
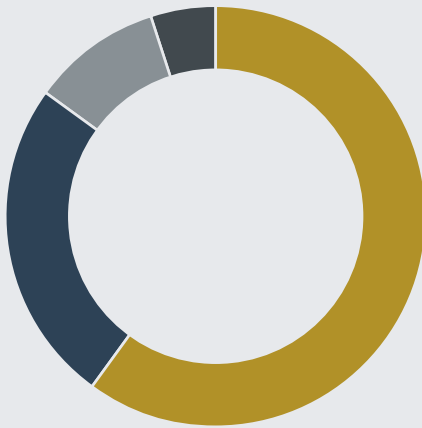
- growth in 11 existing service offers, to 17 existing sectors in which we already operate;
- introducing 9 existing service offers to 10 existing sectors in which we already operate, in addition to the services we already provide;
- introducing 2 existing service offers to 1 new sector;
- developing 7 brand new service offers to add value to our existing provision, across 13 existing sectors in which we operate; and
- introducing 4 brand new service offers, to 3 brand new sectors, which in turn will create further potential opportunities as those new relationships develop.

# Target Profile

The three-year business plan, together with the growth strategy, provide a profile for the revenue expectations we expect to achieve across the life of this Strategic Plan.

This profile represents an ambitious, but realistic, overall growth in total revenues of 60% by 2023.

Pre-tax profitability is expected to improve by XX% over the same period, supported by an XX% reduction in overheads, proportionate to revenues generated.





# Embedding Sustainability

Acivico is committed to continuously reviewing and reducing the impact of its activities on the environment.

We will develop, implement, maintain, continually improve, audit and review our Environmental Management Systems to meet the requirements of BSEN ISO14001:2015.

Our operating model is designed to ensure that we systematically review our systems in response to operational, legislative and changes in best practice, identified by our in-house specialist advisors and external insight, as it emerges.

The objectives and targets set in our Strategic Plan are designed to challenge our business – and continually improve our performance towards our business having a positive environmental impact throughout the work that we do. This will be continually monitored and reviewed to evaluate the effectiveness of our efforts and our successes will be publicly available, to inspire and challenge our sector to maintain a primary focus on the environmental impact of our business.

We will:

- carry out our business activities with respect and care for the environment, our neighbours and build good relationships with local communities;
- plan and manage our environmental impacts and actively seek to develop opportunities to positively protect and enhance the environment;
- practice good housekeeping in how we operate our business, from our water consumption to our daily recycling;
- comply with (and where possible exceed) appropriate environmental legislation and other requirements related to our environmental risks;
- maintain and raise environmental awareness throughout the company, at a minimum, through our quarterly staff briefings;
- where there is an opportunity to do so, reduce our greenhouse gas emissions to support the efforts to mitigate climate change; and
- aim to encourage environmental best practice through the advice we provide, to clients and stakeholders of our business.

Our Environmental Policy Statement is published and reviewed annually by our Board of Directors, and is endorsed by our Shareholder.

‘Total Quality’ is a permanent feature of the services we provide. Staff are engaged, directed, supported and are committed to their positive engagement in all aspects of quality.

All staff are committed to continually improving the effectiveness of our Quality Management Systems and to providing a first class service to clients; a service which they will want to use again and again. This is demonstrated through our values:

- Achievement
- Collaboration
- Integrity
- Value
- Inspiration
- Commitment
- Openness

These are the values democratically chosen by all Acivico colleagues, to represent our collective commitment to our professional practice and quality commitments.

The Acivico Group Leadership Team spearhead the drive in improvement to quality, continually seeking advances in standards and ensuring that the risks that affect conformity are managed, maximizing the opportunities to enhancing customer satisfaction.

We will place excellence in customer experience at the heart of everything that we do, demonstrating value for money solutions for our clients and partners, delivering superior service to the highest standards of quality and regulatory compliance.

We will:

- deliver efficient and enhanced performance through a customer first mentality embedded throughout all aspects of our business;
- increase opportunities to expand on the value our clients receive, grow our market share in the sector and offer more value to a wider range of communities;
- enable business efficiency and increased competitiveness, to ensure we stay at the forefront of quality and excellence in our clients’ experience; and
- continually look to improve our service quality and customer satisfaction through innovation, engagement and learning, taking lessons from both positive and negative experiences, and developing lessons to progress our business through intelligent insight and information.



# Corporate Governance

## Strong corporate governance and rigorous risk management is critical to the effective operation of our business.

Our Company Governance Framework ensures that we have the appropriate measures and mechanisms in place to manage the business and the risks that are inherent with the work that we do.

Critically, our risk evaluation approach ensures that we identify, evaluate and respond to any risks before we take decisions about the activities we undertake.

Our Board of Directors lead our approach to effective corporate governance, maintaining clear guidance, policies and procedures for the business, to ensure that the company is well run, the skills and competencies needed are in place, and the right checks and measures are monitored, to provide confidence to our clients and stakeholders.

The Acivico Group is formed of a number of companies, each registered with Companies House and with individual Directors and governance arrangements.

Acivico's unique ethos driven by its civic value base means that an extraordinary level of scrutiny and governance is applied, which provides a solid foundation for confidence in the services we deliver. Our governance framework aligns to the principles of many of our public sector clients, which allows us to adapt these to suit the requirements of our private sector clients as required.

Our Group Board is made up of seven non-Executive Directors and two Executive Directors, each with a diverse range of skills and experience gained from a range of backgrounds and sectors.

Our Group Board takes overall responsibility for this Strategic Plan, our Vision and Values and endorses the Chief Executive's strategic priorities for the business.

Surrounding the Group Board, a robust Company Governance Framework is in place, to provide explicit direction for delegated authority, responsibilities, oversight and procedures for managing our business effectively. This framework is reviewed annually by our internal audit service, and provided to our External Auditors, accreditation bodies, and other relevant partners as required, to maintain our certifications, insurances and accreditations for standards and quality.

Our challenge, over the life of this plan, is to create greater opportunities for representatives of the communities in which we work, to contribute to the local governance of the work we do, helping shape our engagement and decision making, ensuring that the business benefits we gain from those communities is matched and returned through the services we provide.

Ultimately, our approach to corporate governance is driven by our values: **integrity and openness.**



## Shareholders

Our Shareholders, determine the overall investment strategy for the Acivico Group, shaping the direction of travel for the business holding us to overall account for our performance. Our Shareholders approve our Vision, Values and this Strategic Plan.



## Acivico Group Board of Directors

Overall responsibility for the Acivico Group, providing leadership and direction for the Strategic Priorities, objectives and overarching Business Plan.



## Group Board sub-committees

### Audit Committee

The primary sub-committee with oversight of the Acivico Group's governance, audit and finance functions

### Remuneration Committee

Oversight of all HR & OD functions, ensuring sector relevance and employer-of-choice standards.

### Health, Safety & Wellbeing Committee

Responsible for maintaining our primary objective for a safe working environment for our people and those we work with.



## Corporate Oversight & Direction

### Group Leadership Team

Manages the Group's operating and financial performance, including key risk developments on a weekly basis, with material issues reported to the Group Board.

### Group Finance & Governance Challenge Sessions

Regular sessions held by the corporate directors over key areas of focus for the business.

### Management Review Meetings

Special meetings of the Group Leadership Team, to provide oversight and direction on special matters, such as our Environmental and Quality Management Standards.



## Operational Oversight

### DCEOG (Deputy Chief Executive's Oversight Group)

Operational oversight for all operational business units, responsible for the quality and standards of the delivery of our services.

### DFROG (Director of Finance & Resources Oversight Group)

Responsible for monitoring all aspects of the financial performance and governance compliance across the Group.

### DHROG (Director of HR & OD Oversight Group)

Group wide responsibility for embedding the Group's policies and procedures into our day-to-day business and managing organisational change.



# Board of Directors & key contacts

## Our Board



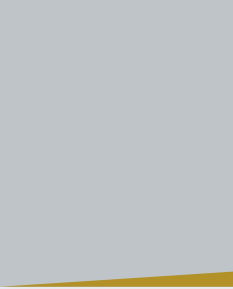
**Ian Briggs**  
Group Chairman  
ian.briggs@acivicogroup.co.uk



**Ken Wood**  
Non-Executive Director  
ken.wood@acivicogroup.co.uk



**Peter Griffiths**  
Non-Executive Director &  
Chairman of Audit Committee  
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**Fred Grindrod**  
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**Alison McKenna**  
Non-Executive Director  
Alison.mckenna@acivicogroup.co.uk

## Group Leadership Team



**Ian Benson**  
Group Chief Executive  
ian.benson@acivicogroup.co.uk



**Chris Hall**  
Deputy Chief Executive &  
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## Extended Leadership Team [to follow]