



# CST Finance and Operations Conference 2025

Building excellence



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# Procurement with Purpose

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# Quick Knowledge Test

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What was the average global temperature increase in 2024 when compared to pre-industrial levels?



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A) 1.2C

B) 1.4C

C) 1.6C

D) 1.8C

# How many people could be impacted by 1.0C increase in global temperatures?



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A) 100M

B) 500M

C) 750M

D) 1BN

# Globally how many people are estimated to be subject to forced migration due to climate change?



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A) 110M

B) 150M

C) 180M

D) 220M

# Globally how many people are estimated to be classified as subject to modern slavery?



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A) 10M

B) 45M

C) 75M

D) 100M

# What proportion of UK schools are currently at risk of flooding due to climate change?



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A) 10%

B) 25%

C) 50%

D) 75%

# Identify one benefit of switching to LED lighting in schools compared to traditional lighting?



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A) Up to 50% reduction in energy consumption

B) Potential to lower lighting energy bills by up to 80%

C) Decrease in lighting installation costs by 30%

D) Extended lifespan of lighting systems by 15%

What is the average amount of waste produced per pupil annually in UK primary schools?



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A) 15kg

B) 25kg

C) 35kg

D) 45kg

# In 2023 how many children were referred to the NRM as modern slavery victims?



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A) 7,432

B) 8,467

C) 9,672

D) 10,765

# According to PESA what was the gross service and capital expenditure on Education in 2023?



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A) £20B

B) £30B

C) £40B

D) £50B

# The Global Context of Procurement

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# Does Procurement Matter?



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- \$13.5+ Trillion global annual Public Sector spend
- \$112.6 Trillion Global GDP
- Construction
- Clothing
- Electronic Consumables
- Fast Food
- Tourism
- Cars

All in the top 10 sectors for global employment.

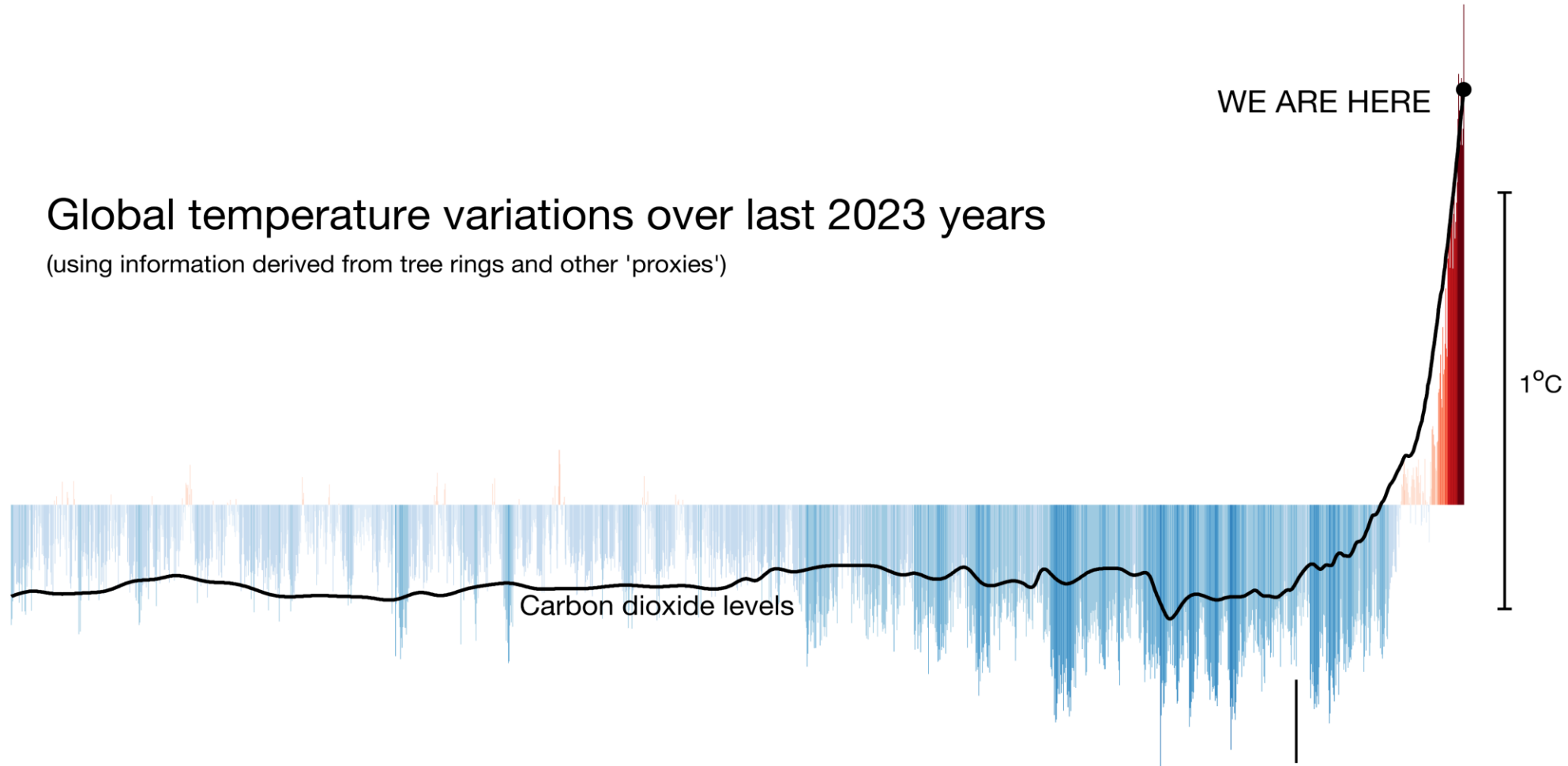
# Climate change in context?



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## Global temperature variations over last 2023 years

(using information derived from tree rings and other 'proxies')



Graphic: @ed\_hawkins  
Data: PAGES2k (years 1-2000) and HadCRUT5.0 (2001-2023)  
Reference period: 1901-2000

# #ShowYourStripes



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#ShowYourStripes vividly illustrates Birmingham's climate story over the past century, with each stripe representing a year.

Cooler blues transition to warmer reds, revealing a clear trend of rising temperatures and highlighting the local impact of global climate change.

# What is driving climate change?

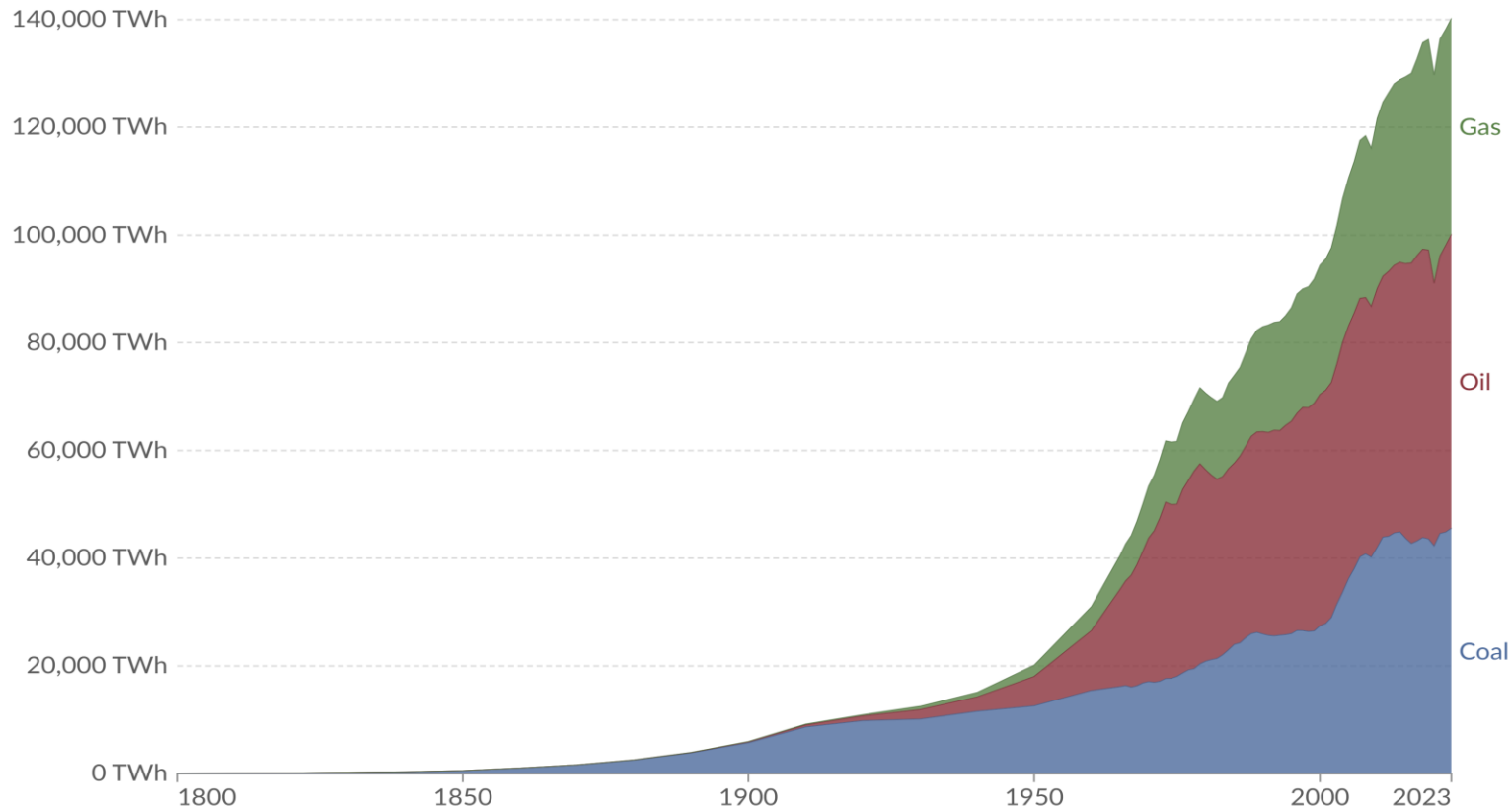


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## Global fossil fuel consumption

Measured in terawatt-hours<sup>1</sup> of primary energy<sup>2</sup> consumption.

Our World  
in Data



Data source: Energy Institute - Statistical Review of World Energy (2024); Smil (2017)

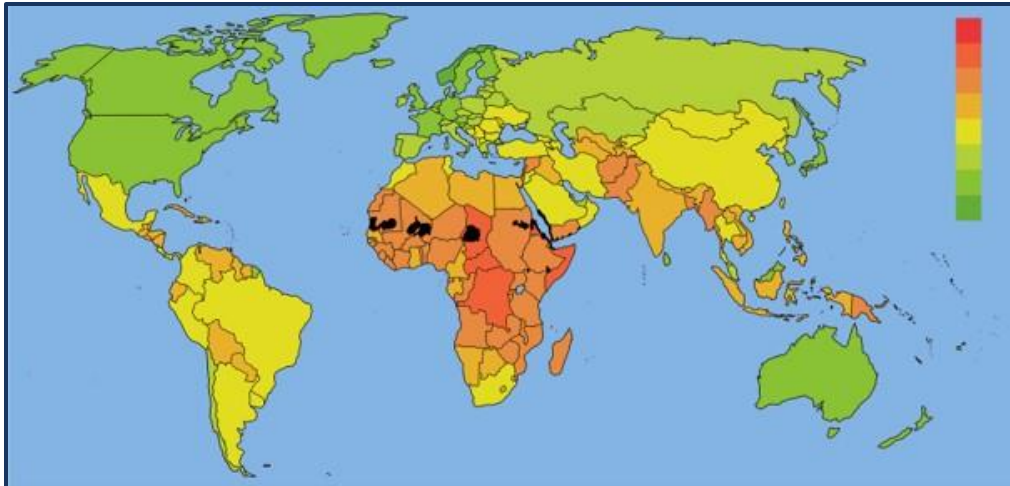
OurWorldinData.org/fossil-fuels | CC BY

Global consumption of fossil fuels largely driven by consumption of products and services.

# Impact of Climate Change

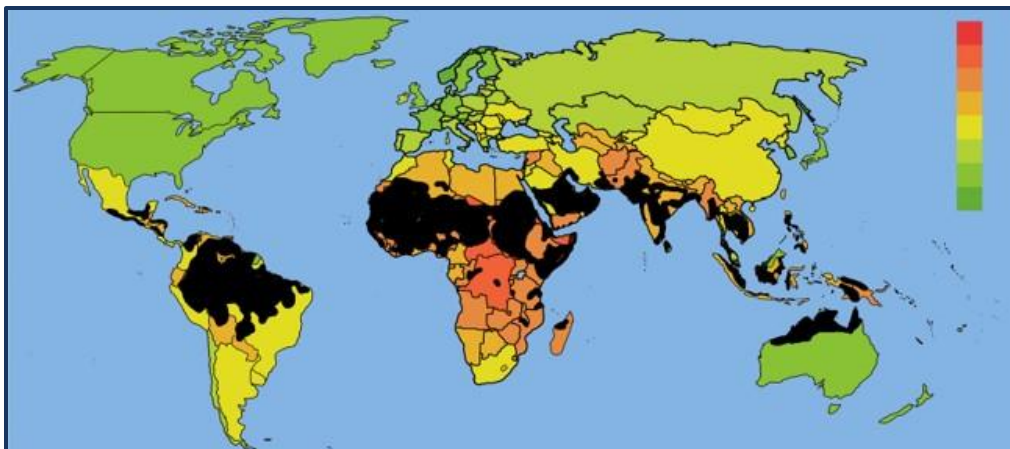


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Uninhabitable regions in 2020

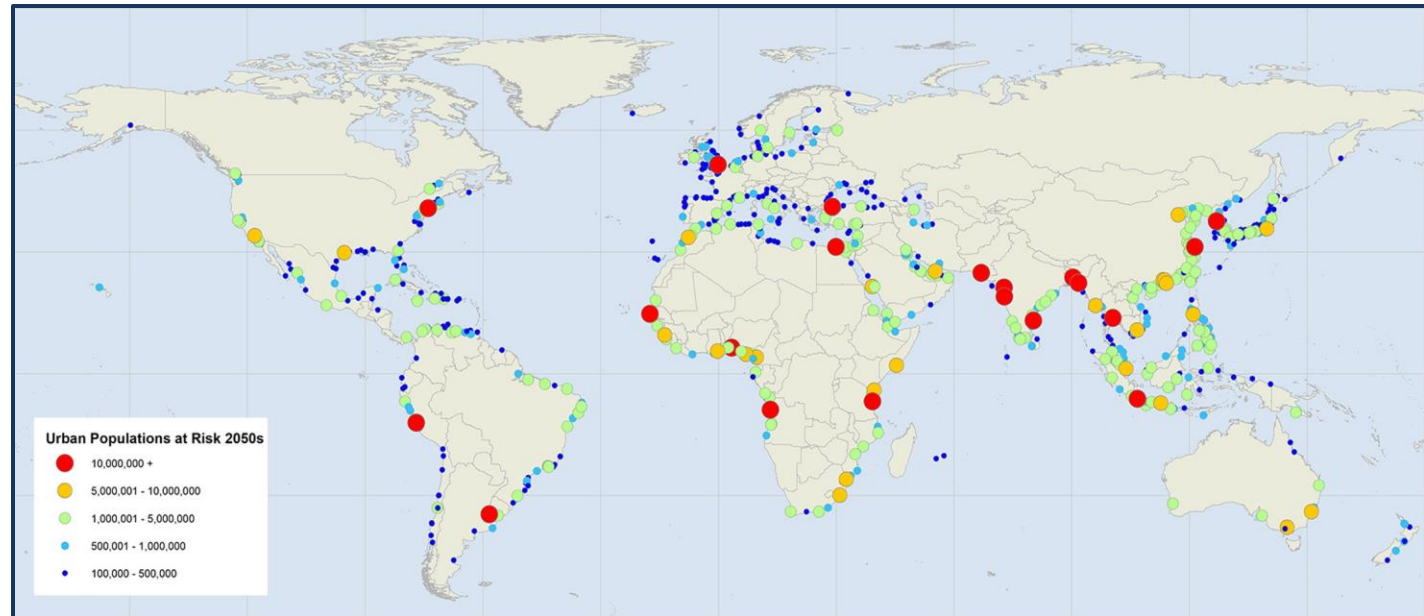
Source: c. Xu et al, 2020



Uninhabitable regions in 2070

Source: c. Xu et al, 2020

Climate change is impacting every country, organisation and person today and that impact will grow in severity.



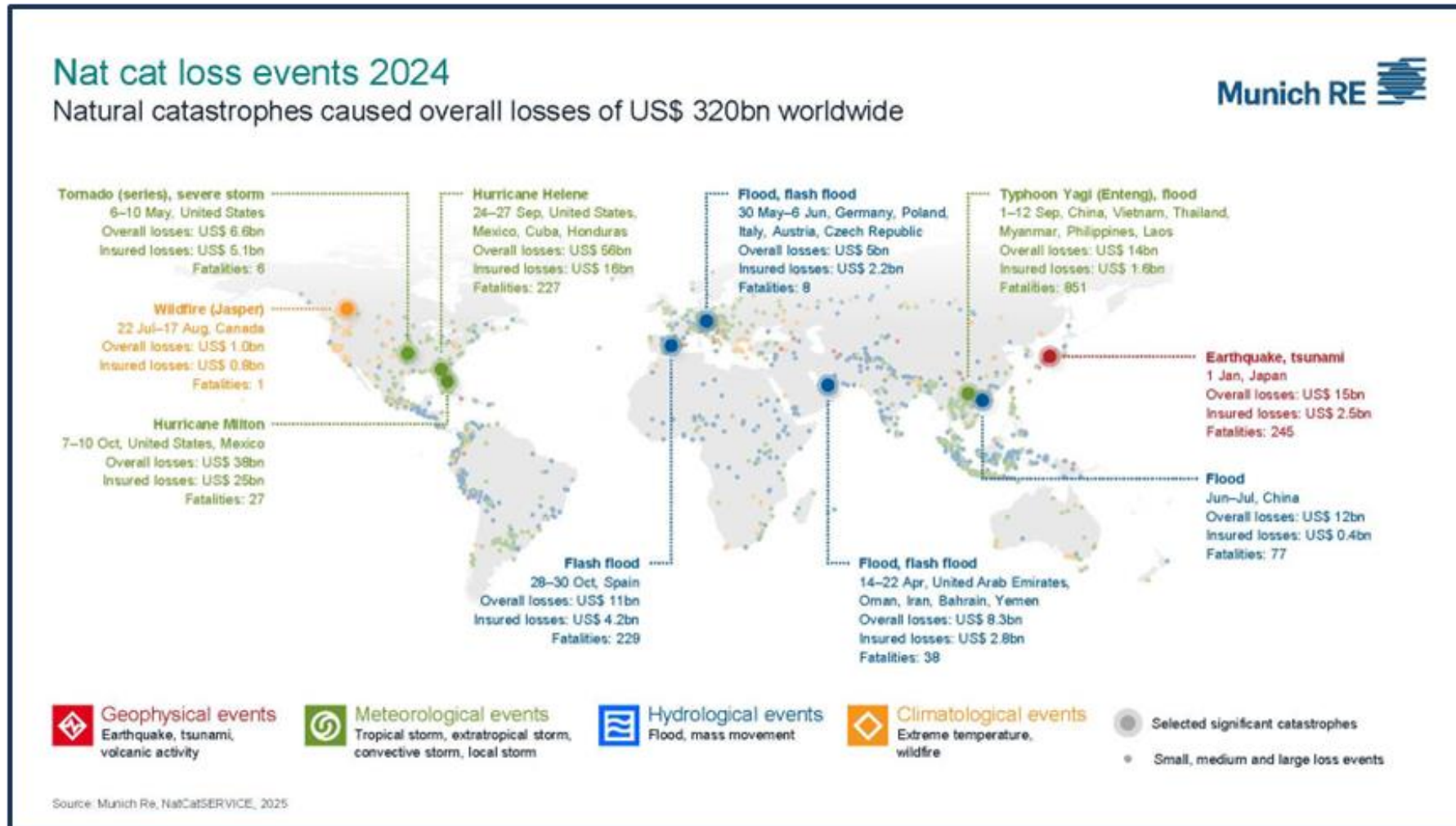
Urban Populations at Risk 2050s

- 10,000,000 +
- 5,000,001 - 10,000,000
- 1,000,001 - 5,000,000
- 500,001 - 1,000,000
- 100,000 - 500,000

# The very real financial costs



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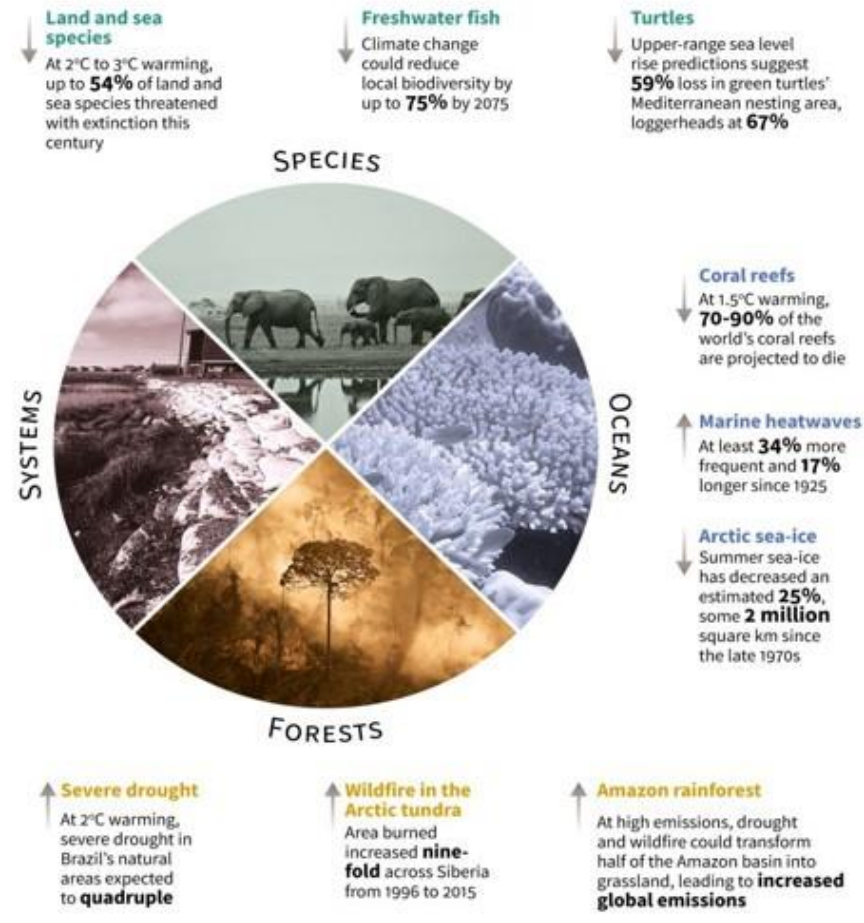
Of which \$180B was uninsured losses, often impacting the most vulnerable.

# Climate change: the impact on nature



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## Climate change: the impact on nature



Ecosystems and species face critical risks, with many nearing or exceeding their adaptive limits.

**At two degrees Celsius of warming, up to 15% of permafrost could thaw, releasing vast amounts of carbon and exacerbating global warming.**

Extinction rates are accelerating, and up to **54% of land and sea species could face extinction by century's end**, particularly in high mountain and island habitats.

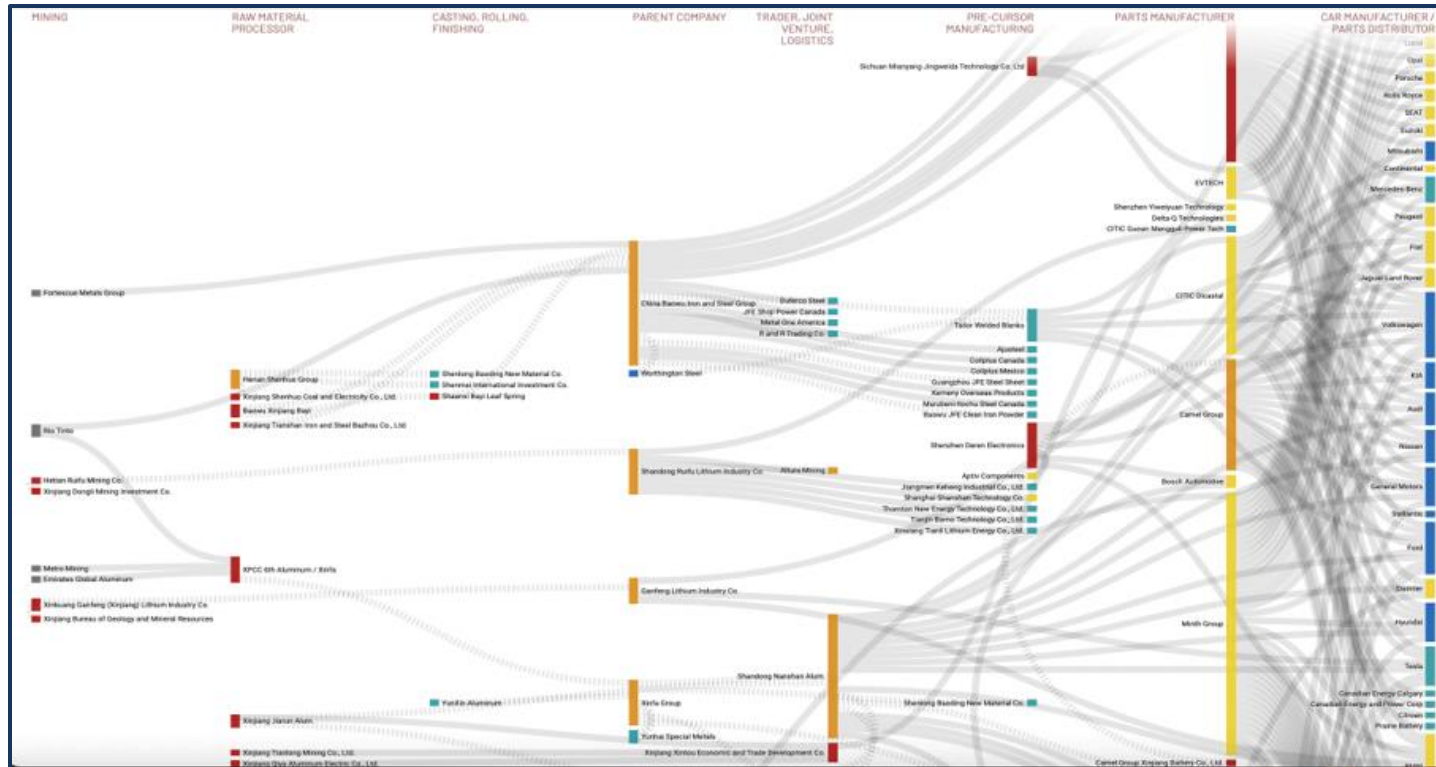
Forests risk being transformed by wildfires and drought, potentially converting half the Amazon into grassland.

Oceans face severe acidification and deoxygenation, with marine heatwaves and warming threatening coral reefs and marine ecosystems.

# Human Rights & Inequality



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- Cocoa
- Palm Oil
- Tomato's
- Cobalt (Laptops, PC's, Phones, EV's)
- Cotton
- Clothing
- Leather
- Mica (Cosmetics, Toothpaste)
- Call Centres
- Cars

**No human rights issues in your supply chain?**



# Legislation & Policy Response



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## Procurement Act 2023

NEWS

### German Bundestag passes new law on supply chain ethics

The law will require German companies to report human rights or environmental abuses on stone, rights groups say it falls short.



## Well-being of Future Generations (Wales) Act 2015

2015 anaw 2

An Act of the National Assembly for Wales to make provision requiring public bodies to do things in Wales in a way that is compatible with the Act.

**Germany passes new Climate Action Law, pulls forward climate neutrality target to 2045**

#Climate & CO2



f t in

Clean Energy Wire, ZEIT Online

In its last session before the summer recess, the German parliament passed a bill that amends the federal Climate Action Law. The new law brings forward the deadline for achieving climate neutrality by five years to 2045 and tightens the interim target for greenhouse gas emission reduction from 55 to 65 percent by 2030 compared to 1990. For 2040, a new interim target of 88 percent reduction applies. The amendment was needed after Germany's highest court ruled in

An Act to make provision to require public authorities to make strategic decisions about the desirability of reducing greenhouse gas emissions and to harmonise equality law and restrictions on discrimination and harassment.

## Equal



Week of 3 February 2020

### Discussions take place in Switzerland on environmental and human rights due diligence legislation, and in Canada on modern slavery legislation

In Switzerland, parliament's upper house (the Council of States) adopted last year an indirect counter-proposal to the Responsible Business Initiative (calling on companies to conduct environmental and human rights due diligence). On 31 January, the legal affairs committee of the lower house (the National Council) decided to reject this counter-proposal and reaffirmed its commitment to its own indirect counter-proposal (with a few further changes). Discussions focused on applicable law and corporate responsibility.

In Canada, three parliamentarians introduced a Modern Slavery Act in the Senate on 5 February that would require large companies to disclose what they are doing to identify and prevent forced labour in their business and value chains. The bill builds on the UK and Australian Modern Slavery Acts, and seeks to go further by amending the Customs Tariff so that it prevents goods manufactured or produced by forced labour or child labour from being imported into Canada. Companies subject to the law could also be subject to an investigation and a \$250,000 fine.



## Environment Act 2021

CHAPTER 30

ENVIRONMENT ACT 2021

ELIZABETH II



## Public Services (Social Value) Act 2012

2012 CHAPTER 3

An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes.

Number: WG42844



Welsh Government  
Consultation – summary of responses

Draft Social Partnership and Public Services (Wales) Bill



## Transforming Public Procurement: Government response to consultation

## European Commission issues major proposal on due diligence obligations to protect human rights and the environment across supply chains

EU



On 23 February 2022, the European Commission ("Commission") issued its long-awaited Proposal for a Directive on Corporate Sustainability Due Diligence to tackle human rights and environmental impacts across global value chains ("the Proposed Directive"). The Proposed Directive would impose a corporate due diligence duty on large EU and third-country companies, and smaller companies in certain "high-risk" sectors, to identify and take steps to remedy actual and prevent or mitigate potential adverse impacts on human rights and the environment in the companies' own operations, and their subsidiaries and

## Modern Slavery Act 2015

2015 CHAPTER 30

provision about slavery, servitude and forced or compulsory labour, including provision for the protection of victims of slavery, servitude and forced or compulsory labour, and provision for an Independent Anti-slavery Commissioner; and purposes.

[26th March 2015]

# What Impact and Value Can Procurement Deliver?

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# Procurement in Schools



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25+ Trusts



£560M+ Spend



350+ Schools



42K+ suppliers



1.01M+ transactions

# Procurement in Schools



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Suppliers	
£0 - £500	38.5%
£501 - £1,000	15%
£1,001 - £10,000	34%
£10,001+	12.5%

Transactions	
£0 - £500	80%
£501 - £1,000	8%
£1,001 - £10,000	7.5%
£10,001+	4.5%



38.5% of suppliers invoice less than £500, yet account for 80% of transactions.



High tail spend and non-contracted suppliers are driving inefficiencies.



Annual price increases of 10%-19%, totalling 24%-35%+ over 3 years.



Average transaction value: £560; average supplier spend £15,900.

87%+ of suppliers under £10,000!  
Typically, 30-40% of supplier spend under £10,000!

80% of transactions under £500 demonstrating poor operational efficiencies



Lack of contract management and compliance with minimal social value or sustainability embedded.

Supplier profiteering and targeting schools, inflating costs.



Schools process too many low-value invoices, creating unnecessary complexity and admin burdens.



Unmanaged tail spend limits cost-saving opportunities and reduces supplier leverage.

# Procurement - Lever for Change



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The fundamental components and processes of any procurement can deliver improved outcomes, better value in a more sustainable and socially responsible manner?



1. What we buy



2. How we buy



3. Who we buy from

# What we buy



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- Demand management, e.g. energy and water management, paper usage
- Reuse
- Recycle
- How are goods and services being specified, e.g. use of refurbished equipment
- Whole life costs and impact e.g. life cycle management or energy usage for electronic equipment
- Transportation / logistics footprint and costs
- Waste management

# How we buy



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- Have a strategy and plan
- Have targets, KPI's and clear expectations
- Policies and procedures that support the strategy
- Focus resources on high impact areas
- Aggregate and consolidate
- Use appropriate and proportionate contracts
- Manage high impact suppliers, and
- Don't wait for contract end period to make changes

# Who we buy from



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- Care about the customer and the sector
- Transparent
- Ethical and sustainable behaviours
- Match your requirements, e.g. local suppliers for local services
- Have balanced legal and commercial behaviours
- Flexibility and accessibility
- Continuously trying to improve
- Will challenge in an appropriate manner

# Action Plan



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## 1. What we buy

1. What actions can you take as leaders to ensure what you are buying will deliver you Value for Money and have a positive societal impact?



## 2. How we buy

2. What actions can you take to improve how you are buying efficiently and allocate resources to critical areas of supply?



## 3. Who we buy from

3. What actions can you take to ensure you have suppliers that support your strategic outcomes in a sustainable and socially responsible manner?

# Schools as a Critical Junction



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Schools have a significant impact in three key areas due to their nature



## Communities

Schools are uniquely placed as a social junction where different members and goals of communities meet, through its workforce, parents of students, and local government.



## Environment

Multi Academy Trusts own large amounts of land which can be utilised for community, environmental, and climate resilience.



## Future Generations

Multi Academy Trusts are organisations key to safeguarding and teaching future generations the values and skills needed to be the leaders of tomorrow.

# Purpose built and delivered DPS & Best Value Frameworks



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**£157M+ projects managed**



**£100M+ spend under management**



**£10M+ (10%) savings across all procurements**



Achieved an 11.1(t) decrease in CO2 emissions from reduced deliveries, equivalent to the carbon absorbed by approximately 555 trees growing for one year



70% saving against the Trust's current MIS spend. Redistributing savings towards direct education priorities

Reduced 1,000s of suppliers to 1, fostering strategic relationships that enhance service delivery



Implemented a zero to landfill system for managing waste packaging, ensuring it is reused or recycled, further contributing to environmental sustainability.



120,029 plastic bottles were saved from landfill by switching to recycled uniform including; blazers, skirts, trousers and ties



10,000+ invoices reduced to 12 annually, streamlining administrative processes and increasing productivity.

Supported continuous improvement with robust KPIs and monthly management reports, ensuring ongoing optimisation and accountability



Cyber Security initiative for children, offering free educational resources, promoting digital safety and responsible technology use



# Procurement Social Value Metrics



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Schools have a significant impact in three key areas due to their nature



39 full-time equivalent (FTE) employment opportunities

56 Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained

147 Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices



1034 hours protecting and improving the environment



2401 hours of learning interventions



2252 hours to deliver subject matter training or raise awareness



390 hours to support embedding improvements into ways of working and driving efficiency or increase productivity



197 hours supporting local community integration such as volunteering or community lead initiatives

# Question and Answer

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# Final Thought



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**“Progress not  
perfection”**

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# Get in touch



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# Thank you



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