

Robert Woodhead Ltd

ORGANISATION SIZE / Medium business (51 to 250 employees)

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BRIEF SYNOPSIS OF YOUR CSR APPLICATION

Corporate Social Responsibility is at the heart of everything we do. The vast majority of our turnover is from local authority customers which means we have absolutely emended corporate social responsibility (CSR) in all our operations. The Public Services Social Value Act 2012 was introduced to transform the way money is spent on local public services. Public bodies must consider how new work and services could improve the social, economic and environmental outcomes for the local community in which they are being delivered. We have our own Corporate Social Responsibility policy which is regularly reviewed and have adopted a 'Themes''Outcomes' and 'Measures' (TOMs) approach to planning and delivering Corporate Social Responsibility to ensure economic, environmental and social commitments are achieved, whilst delivering value for money.

There are four themes that make up our commitment and delivery of Social, Economic and Environmental Value:

- Employment Skills and Training
- Enhancing and Safeguarding the Environment
- Investment in Local Economies
- Health Safety and Wellbeing

To drive performance and nationally benchmark our success we became Partners of the Considerate Constructors Scheme (CCS) which was set up to improve the image of construction, it audits sites on the following areas:

- Care about Appearance
- Respect the Community
- Protect the Environment
- Secure Everyone's Safety
- Value their Workforce

We have a dedicated member of staff employed to deliver CSR across our operations. Matt Bust is responsible for the delivery of our CSR Policy which is in line with the Social Value Act (2012) he is the companies CCS Champion.

OVERALL SUMMARY

1.0 CSR Environment - Energy:

At Woodhead's we have a number of initiatives aimed at protecting the Environment.

Our head office building, provides a business hub for ourselves and

over 30 businesses, was acquired in 2013. It is a 1970s office building, which was rated as EPC 'E'. Through a transformation, including solar panels, double glazed external envelope and new energy efficient heating systems, it is now rated as

EPC 'C' and is already in compliance with the government's 2035 targets.

In addition, all of our sites utilise eco-friendly welfare cabins which significantly reduces the impact on the environment as well as the

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amount of energy being used in comparison to other models of cabins.

Reducing paper/printing – all employees have dual computer monitors screens, this reduces the need to print documents. Meeting rooms all have large multimedia display screens to further reduce printing.

Periodically the printers are turned off in the office to continue to raise awareness and to get employees to think about and use alternative methods to printing.

This is monitored and reported monthly to staff. Between March 2018 and March 2019 we have recorded a 41% decrease in printing.

We are experienced in delivering both BREEAM and Passivhaus sustainability standards which are leading environmental rating and sustainability assessment tools for buildings which include ways of reducing energy consumption in buildings.

For example on the Cross Street development in collaboration with the University of Lincoln, we received funding to monitor energy performance in use. The monitoring evidenced a 30% reduction in energy bills and 65% reduction on average compared to an average UK home as a result of meeting high sustainability standards. The lessons learned on this project have been cascaded to the wider industry through videos and case studies (see attached Cross Street case studies)

To monitor air quality on a project at Wyndham Park in Grantham, clean air kits were obtained from Friends of the Earth and were used to measure the CO2 levels on site and the site is working closely with Friends of the Earth on ways to improve the levels at Wyndham Park (Considerate Constructors report attached)

1.2 CSR Environment - Natural resources:

We are accredited with ISO 14001 and our policy statement is as follows:

Our Environment Policy is driven by the management principles of EOS (Entrepreneurial Operating System), our Vision Traction Organiser (V/TO) and by our desire to reduce our impact on the environment whilst improving our practices and activities.

We are committed to:

- Working to the Standards set by ISO 14001:2015
- Visibly demonstrate our Social & Environmental Value impact
- Protecting the environment by preventing pollution and reducing waste we and our contractors generate
- Embrace green technologies to deliver buildings to our customers that are smart, sustainable and simple to use
- Fulfilling the organisation's compliance obligations
- Delivering our Social Values Policy

- Continually improving the environmental management system to enhance environmental performance

Everyone within the company is responsible for reducing our impact on the environment.

Where practicable our construction sites install rainwater harvesting kits. This reduces the amount of water used on site as the water collected is used to wash down tools, paths and boots.

We promote initiatives which retain, protect and enhance the environment for the benefit of local community and wildlife. We use certified products that are sustainably sourced, i.e FSC Certified

Our recycling initiatives include a pilot to recycle old PPE and look at innovative ways to recycle waste on our projects for example old work boots.

Protection of the Environment Case Study: Sir Francis Hill School, Lincoln

As part of an Allotment Refurbishment contract we applied for an Orchard Windfall Fund grant to plant 16 fruit trees at the nearby Sir Francis Hill School in Lincoln. We have been working with the school on environmental issues and to promote construction. As part of the funding agreement, we supported the school (for free) to provide the trees and prepare the ground in readiness for the primary school children to plant the trees on their grounds. They will benefit from the fruit for years to come.

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1.3 CSR Environment - Travel:

To minimise our impact on the environment, we consider the location of the project against where the project team i.e. Site Manager and Project Manager live.

Our aim is to ensure as much spend through our projects is re-invested in the local economy as possible. Through a recent 4 year housing framework we have spent 78% of the project budget within 20 miles of the 15 sites.

In our experience using local SME subcontractors and local labour has many advantages including:

- Protects the environment from travel and material miles
- Regenerates and enhances the Local Economy
- Delivers value for money and efficiency savings for the client

Information Technology Innovation

Our IT team provide the majority of our technical support remotely, using a tool called TeamViewer.

TeamViewer allows us to see the screen of remote devices and in most cases control the device, allowing us to troubleshoot and resolve most issues without leaving the office.

In 2019 to date the team has attended site just three times. These times were rare occasions where we were either installing physical equipment, or dealing with a network issue, which couldn't easily be resolved remotely.

We have installed office 365 across the business and therefore

encourage a 'Skype First' approach to meetings whereby we encourage the use of our technological resources before resorting to travelling to multiple locations

We provide 'remote working' environments meaning that all of the software available in the office is accessible anywhere with a secure internet connection so people can work from home.

The company promote a vehicle sharing scheme as well as the use of public transport where possible. For example, information on trams are given to clients and contractors when working in Nottingham to minimise the amount of vehicles on site.

We operate a Cycle to Work Scheme. The cycle scheme can save employees between 25-39% on bikes and equipment such as helmets, clothing and footwear. Deductions are made from staff gross salary and are spread over a 12 months period. A number of individuals within the company have already taken up this opportunity and regular cycle to and from work.

1.4 CSR Environment - Environmental supply chain management:

Our Environmental Strategy is aligned with the government's 'Clean Growth Strategy' which is at the centre of the UK's 'Industrial Strategy', which aims to reduce the carbon footprint and deliver a sustainable economy through responsible and regional supply chains.

Dedicated Quality and Environmental Co-ordinator

We have a dedicated Quality and Environmental Co-ordinator. Her role is to continuously drive environmental improvements across the company and measure and monitor our performance against waste management KPI's.

Dedicated Supply Chain Co-ordinator

We have a Supply Chain Co-ordinator who works with all our partners to encourage participation through a number of methods such as our Good to Gold programme and regular 'Meet the Buyer' events. Her key role is to take a strategic lead on developing better collaboration, integration and relationships with local SME sub-contractors.

During the pricing of a project we work with our supply chain to reduce the amount of waste during the project as well as consider other uses for unavoidable waste.

For example, we work with our local trade colleges to donate less than perfect materials (ie bricks and blocks etc.) which cannot be used on the project or returned to the merchant. This prevents the materials from going to landfill and having a negative effect on the project.

We work closely with merchants in our day to day operations. A condition of that partnership is that they must obtain their products from a sustainable source. For example, timber products must hold a FSC certificate.

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We manage our environmental performance by utilising our Aspects and Impacts Matrix.

The matrix is designed to identify activities that have a direct impact, indirect impact or potential impact on the environment. The resource used is identified and an improvement plan is put in place to minimise the environmental impact of the activity.

We are looking at how we can significantly reduce the amount of single use plastic is being used on our sites as well as in our office.

We encourage our supply to chain to hold the ISO 14001 accreditation or at least work to the same standards.

We ensure that all subcontractors that produce waste are licensed operators and they are required to provide evidence of their licenses every year. We also ensure that our supply chain take responsibility for their own waste to encourage them to think of innovative solutions to reduce.

1.5 CSR Environment - Waste:

We hold the Accreditation ISO 14001 and our policy statement is as follows:

Our Environment Policy is driven by the management principles of EOS (Entrepreneurial Operating System), our Vision Traction Organiser (V/TO) and by our desire to reduce our impact on the environment whilst improving our practices and activities in line with the Standards set by our ISO 14001:2015 accreditation.

We plan for waste at the start of the project and then come up with innovative ways to reduce the amount of waste produced as well as sent to landfill. One example of this is that a project team engaged with the local allotment users at the start of a refurbishment project. The team donated 'waste' roof slates, sinks, timber, to the allotment users which were turned into planters, footpaths and fencing.

Our strategy to managing waste is to eliminate it at source. Modern Methods of Construction (MMC) helps by ensuring the materials specified are readily available to be installed once they reach site. An example of this will be the use of OSM timber frame construction for the prospective projects. This will eliminate waste through carefully sourced and sized materials assembled in a controlled environment as opposed to a more traditional, wasteful site based method of construction.

On the Cross Street development (see case study) we recovered/ recycled or segregated 98.6% of waste by using OSM timber frame construction. In addition the OMS Panels have excellent thermal efficiency performance ratings, it's a win win.

Through a 4 year housing partnership we have achieved the following:

98.15% of waste diverted from landfill

We work in partnership with a national waste management

company (ENVA) who are supporting us to reduce to the amount of waste potentially going to landfill. This will not only have a positive effect on the environment but will also reduce the associated costs. Our partnership was awarded a SILVER Green Apple Award in 2018 which is recognised nationally as a promotor of good practice across multiple industries.

In addition, building information modelling (BIM) can efficiently manage waste by avoiding design problems, changes, and rework.

BIM can also improve efficiency and reduce waste by using information to make better decisions. Some of the benefits of BIM in waste management include reduced waste in design and production, better on-site collaboration and new opportunities to improve sustainability.

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2. CSR Workplace

Training

Our approach to training is broad and focuses on three areas:

1. Our staff
2. Our supply chain
3. The next generation

Our staff

In the last two years we have invested £350,000 in training and development of directly employed staff and apprentices and have appointed an in house trainer.

Typical training includes role based occupational health and safety such as scaffolding, asbestos and manual handling courses.

Development is encouraged at all levels and is part of our culture to improve skills and performance. We have delivered a number of CPD courses, including:

'SWITCH' - a 6 month programme for 49 site and office based managers to develop their skills in a number of areas including communication, delegation and customer care

Developing a Managerial Mind-set – A qualification being completed by 5 staff in management to develop effective leadership capabilities.

SCALEUP – A D2N2 Funded leadership programme for 6 management staff to develop business growth and governance strategies.

16 (10%) of our staff are currently being trained as Mental Health First Aiders. In February 2019 we

supported Time to Talk day, which was to encourage staff to talk about mental health, 11% of our workforce engaged with this and we are planning on rolling it out on a regular basis.

We have employed 12 apprentices, including trade and office-based apprentices and developed a bespoke Apprenticeship Programme developed by our own people, including Business Support Services, Estimating, Project Management, Quantity Surveying and Site Management training modules.

Supply chain

We received £187,000 of funding from the UK Commission for Employment & Skills to deliver our Good to Gold programme, a bespoke Leadership & Management training initiative to help our supply chain businesses grow, develop and prosper with us.

We worked closely with our supply chain businesses to develop the training workshops, based on the needs of each business. Workshops included, Procurement & Tendering, Finance, Staffing & Recruitment and Project Management.

In total 85 of our supply chain businesses attended the programme, providing 476 individual training places.

(see Good to Gold documents)

The next generation

We have formed a strategy to develop skills and provide valuable opportunities for people to enhance

their employability in the sectors we operate in. The BIG Initiative (Building to Inspire a Generation) was set up with the view of inspiring the next generation into a career in construction and to upskill the existing workforce.

8 of our staff are trained as Construction Ambassadors, giving them valuable skills and confidence required to go into schools and colleges and deliver talks and presentations to students.

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3. CSR Community

Our skills and employment commitments are delivered through our B.I.G. Initiative (Building to Inspire a Generation) The B.I.G Initiative was set up to inspire the next generation into a career in construction.

By working closely with schools and colleges, The BIG Initiative supports schools and colleges with a number of activities including work Experience opportunities, site visits, mock interview days and attending careers and skills events.

To deliver this, we have established

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the BIG Partnership to develop a longer term working relationship with schools and colleges, helping young people to develop their skills, aspirations and motivation to succeed in the world of work.

Since 2016 we have 7 partnership agreements in place across Nottinghamshire, Derbyshire and Lincolnshire (our areas of operation)

Since then we have delivered through BIG:

- 16,695 Young People Engaged
- 259 Work Experience Placements
- 69 New Jobs Created
- 33 Apprentice starts

Community

We develop community engagement plans on a project by project basis to meet local need for example, community spaces, recycling and much more.

Through a project at New Bolsover Model Village, the restoration of 194 grade 2 listed houses, we worked closely with Junction Arts, a charity who work with local communities to deliver art experiences. The Community Art project included decorating the site hoardings, a wall and empty property security shutters. The artwork expressed the project's aspirations for the area and added a creative and positive aesthetic to the area during the development works.

On the same project we supported a local resident with a week's work experience on site with one of our local sub-contractors. As a result of

this, the resident was employed by the sub-contractor as an apprentice.

This project has won two Forum of the Built Environment Awards as a result and was featured at APSE, (association of public sector excellence) as an exemplar case study.

(APSE case study attached)

Social Enterprise supply chain

We have also delivered a construction project (4 new build bungalows, at Denton Green) with a 100% social enterprise supply chain BestBuild. In addition we held a women in construction event, a host of training activities for 15 BestBuild employees and 100% of the £380,000 project value was spent within 20 miles. The site was named the most considerate in the UK.

(Denton Green Case Study attached)

We have a CSR monitor and record CSR activity for every project and produce quarterly reports which are issued to our clients and shared internally to our staff. These are shared internally via our internal social media network Yammer. Information from these reports are also included in our monthly newsletter "The Campaign" (see attached) and reported back at our full staff meetings at the end of every month.

This demonstrates to our customers what we deliver for them in the community.

(B@Home report attached)

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File Upload <https://csr-accreditation.co.uk/wp-content/uploads/vfb/2019/04/Denton-Green-Social-Enterprise-supply-chain-case-study.pdf>

4. CSR Philanthropic

Each year we choose a charity to support a number of fund raising initiatives. Over the last few years we have worked with charities such as MIND, Princes Trust, St Mary's Church, Edwinstowe, Framework Housing and Lincolnshire Air Ambulance. Some of the fundraising initiatives include spending a night sleeping rough, highlighting homelessness in Nottinghamshire.

We regularly give donations to local organisations and this includes donating some building materials to Chameleon School of Construction, a local training provider who deliver construction related courses to individuals. The bricks which were donated from a Woodhead site less than 2 miles away from their training centre, after a site visit by some of their bricklaying students and will support them with their learning over the coming year.

We recently donated money towards purchasing a 17 seater mini bus for Rhubarb Farm in

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Langwith, Derbyshire. Rhubarb Farm are a Horticultural based environmental social enterprise which supports vulnerable people to change their lives for the better. They recently had their mini bus stolen and Woodhead's along with other partners donated money to purchase a new mini bus.

On the back of this, rhubarb farm won £33,339 in the voting for the people's projects. We supported their voting campaign.

In 2018 we sponsored a Paint & Decorating student from Dukeries College in Nottinghamshire £150 to purchase some new tools to allow her to enter a CITB skills competition at the NEC in Birmingham. We were delighted when the student won 1st prize at the competition.

As part of Newark and Sherwood District Council's Campaign to make the district Cleaner, Safer and Greener there was a day of action in Hawtonville, Newark on 8 March 2019. Woodhead's worked in partnership with Council staff,

the community, schools and other organisations by volunteering to deep clean the area, addressing community safety issues, undertake grounds maintenance work and take targeted action on environmental crime. In total 2 members of staff committed a morning to supporting the activity.

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