

PROJECT IMPACT REPORT | DECEMBER 2017

# ABBEEY AREA ONE

Reshaping  
Tomorrow

 Wates  
RESIDENTIAL







“Wates Residential is committed to delivering high-quality projects for our customers, whilst also making a lasting difference to the communities in which we work. Respect for people, communities and the environment is a core Wates company value and informs everything we do, at every level of our business.

This report showcases the social impact our team and our partners brought to Abbey Road and the surrounding communities of Camden during the Abbey Area One new-build project. We feel that the achievements detailed herein highlight the wide-ranging community benefits that the construction sector can yield nationwide.

We are extremely proud to provide you with this report and hope you enjoy reading it as much as we enjoyed creating it. All of this has been made possible through our partnership working with London Borough of Camden Council and our supply chain partners.

With social value being an ever-increasing driver for businesses across all sectors, we would also highly recommend downloading our report **‘Communities Count – the Four Steps to Unlocking Social Value.’** The report, accompanied by a recently launched toolkit, includes procurement guidance, proportionality standards for measurement and great examples of best practice. To access and download these resources, please visit [www.wates.co.uk/thought-leadership](http://www.wates.co.uk/thought-leadership).”

Paul Nicholls

MANAGING DIRECTOR – WATES RESIDENTIAL SOUTH









CLIENT: **London Borough of Camden**  
 VALUE: **£52.8M**  
 PROJECT: **Abbey Area One**

The Abbey area redevelopment project is focused on the area around the junction of Abbey Road and Belsize Road in Kilburn. The project is a three-phased development; Phase 1 involves the demolition of an underused multi-storey car park to deliver new housing and commercial facilities. There will be 141 new homes created, 66 new council homes and 75 private sale units.

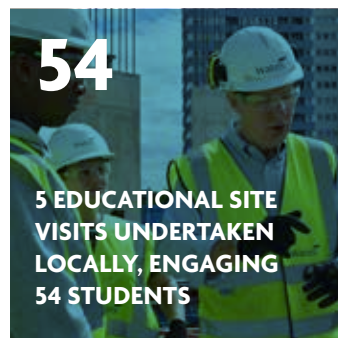
Development of six interlinked blocks, five of the six are 6 stories high and the flagship tower stands at 14 stories. The scheme comprises 45 one, 56 two, 38 three, 2 four bed homes and 10 which are wheelchair adapted units. The blocks are linked through gates, the basement hosts plant and energy centres, alongside a semi-underground car and cycle park. In addition there is a supermarket unit, 2 retail/commercial spaces, and underground car parking. Phase 1 is due to complete in late 2018.

“Wates have provided an excellent resident liaison service, managing the needs and expectations of local people. Site staff have gone out of their way to assist and help neighbours who have been affected by the build process and that in turn has helped us to manage publicity and public relations around this major project. We look forward to continuing close working and collaboration with Wates on this and other projects.

Andrew McDermott

LONDON BOROUGH OF CAMDEN, TEAM LEADER REGENERATION

## KEY HIGHLIGHTS







# COMMUNITIES COUNT

It is critical that every penny of the money invested in housing is spent effectively and in a way that delivers the most benefit to people, their communities and society as a whole.



In 2014, Wates Living Space together with Social Enterprise UK, PWC, Orbit Group and the Chartered Institute of Housing conducted the most comprehensive piece of research into the Public Services (Social Value) Act and how housing associations and local authorities are seeking to create social value. The report 'Communities Count' identified a number of practical steps that organisations can take to create more social value.

## KEY FINDINGS

**52%**

STATED SOCIAL VALUE  
CAN DELIVER COST  
SAVINGS

**90%**

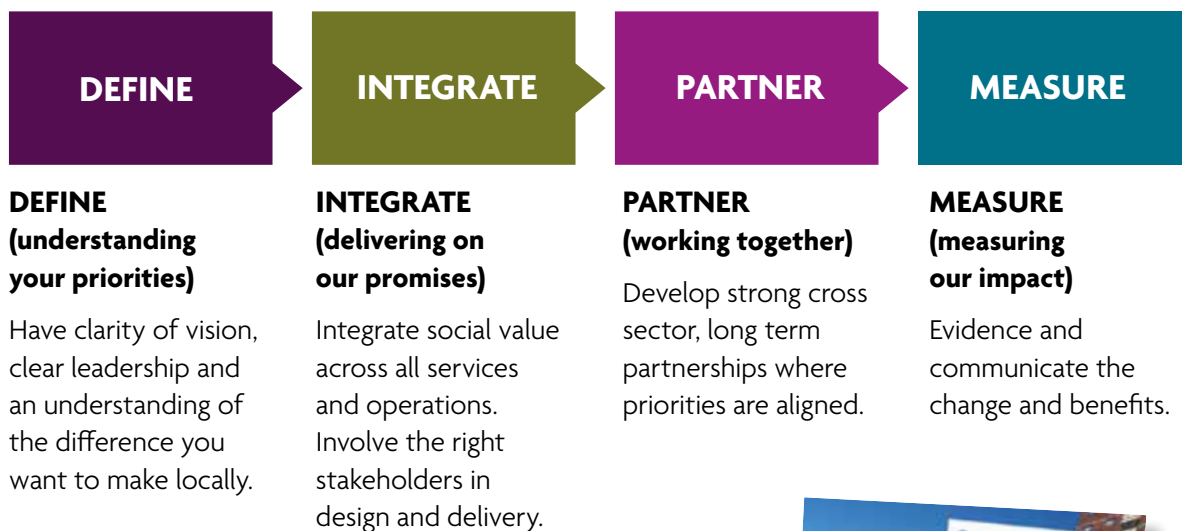
BELIEVE SOCIAL  
ENTERPRISE IS A ROUTE  
TO SOCIAL VALUE

**50%**

SEE MEASUREMENT AS  
THE MAIN BARRIER TO  
IMPLEMENTATION

## FOUR STEPS TO UNLOCKING SOCIAL VALUE:

The research identified four steps to unlocking social value. The steps form a clear path that organisations can follow in order to maximise the social value they create.



This project impact report aligns with the four steps outlined in 'Communities Count'.

For further information on 'Communities Count' please see [www.wates.co.uk](http://www.wates.co.uk).





A group of diverse people, including men and women of various ethnicities, are wearing high-visibility yellow safety vests and white hard hats. They are gathered in front of a multi-story brick building with several windows. Many of the individuals have their arms raised in the air, some pointing upwards, and they appear to be cheering or shouting with enthusiasm. The scene conveys a sense of community, achievement, and active participation. A semi-transparent dark teal banner is overlaid across the middle of the image, containing the title and a paragraph of text.

# UNDERSTANDING YOUR PRIORITIES

Understanding local priorities and needs is crucial to ensuring that we maximise social value for the communities in which we work. Through analysis of client policies and strategies and building strong working relationships with local organisations, we develop targeted programmes which deliver support where it is needed most.



The London Borough of Camden's Community Investment Programme (CIP) is a 15-year plan to invest over £1 billion in schools, homes and community facilities in Camden.

They are funding the investment in affordable homes, schools and community facilities by building homes for private sale, and selling buildings and land that they no longer need. Every pound raised will be re-invested back into new modern facilities, new affordable homes, schools and community facilities for the benefit of residents. They are also helping to fund improvements to existing council homes through our Better Homes programme.

London Borough of Camden (LBC) are using innovative ways to offer more affordable housing options for residents. They have set up Camden Living, a wholly council controlled company, so Camden can retain more of the new homes they are building through the CIP and offer affordable rents to residents.

Having social value impact during development is key to the LBC. The Council has embedded this approach in their S106 development and capital works. We were required to submit an Employment, Skills and Supply Plan (ESSP) as part of their contract/planning obligation. This methodology sets minimum outcome targets related to both the scale and type of development.

This approach provides a framework for employment and skills delivery to bring together all partners involved in a project to co-ordinate skills needs and training delivery for the borough. This ensures that the core objective of supporting employment and skills development for local residents is taken forward on a site specific approach. The key priorities for this development are;

1. Training and Skill Opportunities
2. Employment
3. Procurement

## BUILDING FOR THE FUTURE

Investment in construction projects generates a huge amount of value within local communities. Research conducted by the CBI has shown that every £1 invested in construction generates £2.84 of total economic activity. As such, projects such as the Abbey Area One, help to address key challenges for the communities served by the LBC in numerous ways:

- creating jobs for local people; both on site and also within the local project supply chain
- providing apprentice and trainee opportunities for local residents; helping them to develop new skills, secure long-term employment and gain valuable site experience for their chosen qualifications
- generating spend with locally-based materials and product suppliers / manufacturers
- engaging local companies on the project supply chain; further encouraging local spend within sub-sectors and enabling these firms to create more jobs



# SOCIAL VALUE COMMITMENTS

London Borough of Camden has provided us with six commitment outputs within the contract. We have delivered several other social value impacts that we have measured though they are not a commitment outputs for the contract.

| CONTRACTUAL COMMITMENTS                                  | TARGET    | ACTUAL TO DATE (DEC 2017)                |
|--|-----------|--|
| Apprenticeship Scheme for Abbey Area                     | 10        | <b>7</b>                                 |
| Work Experience placements 16 +                          | 10        | <b>6</b>                                 |
| Building Futures Pre-employment Programme                | 10        | <b>14</b>                                |
| Employment number of roles created (local people)        | 30        | <b>45</b>                                |
| School/Curriculum Based Activities / College Site Visits | 70 people | <b>54</b>                                |
| Value of local procurement                               | 10%       | To be calculated and reported on in 2018 |



# WHAT ARE THE COMMITMENTS?

## APPRENTICESHIP SCHEME FOR ABBEY AREA ONE

Apprenticeships combine working with studying for a work-based qualification - from GCSEs or equivalent up to degree level. Apprentices are aged 16 or over and can be new or current employees. Apprentices have the opportunity to work with experienced staff, learn job-specific skills and study for a work-based qualification during their working week and apprenticeships are a great way to support people to unlock their talents and potential.

## WORK EXPERIENCE PLACEMENTS 16 +

Work experience placements offered at Wates or through our supply chain provide an excellent opportunity to gain insight into professions within the construction industry. All placements are subject to a maximum duration of 10 days, and an eligibility criteria applies. The work experience placements are to support students in education and persons not in education (local priority is 18-24 year old unemployed residents) to enable them to gain a meaningful insight into the construction sector.

## BUILDING FUTURES PRE-EMPLOYMENT PROGRAMME

Wates developed the Building Futures programme, a two-week Qualifications and Credit Framework (QCF) accredited vocational training programme, to target long-term unemployed adults. Building Futures runs nationwide and provides a valuable insight into the construction industry. It is delivered by Wates employees in a national partnership with Ixion Holdings Ltd, alongside our clients and supply chain. The programme incorporates personal development skills training, such as confidence-building and behavioural skills, as well as more practical skills training: CV preparation, interview skills and taster sessions in various trades. The programme also provides participants with the skills they need to complete the industry standard Provisional Construction Skill Certification Scheme (CSCS) test. The pre-employment programmes approach supports the development of skills in people of all ages and backgrounds so that they can reach their personal aspirations.

## EMPLOYMENT NUMBER OF ROLES CREATED (LOCAL PEOPLE)

Individual residents who live in Camden or Islington who have been directly appointed to work on this development project. These individuals could be from Job Centre Plus pre-employment initiatives.

## SCHOOL/CURRICULUM BASED ACTIVITIES / COLLEGE SITE VISITS

These events focus on the contractor and subcontractors improving the image of the construction sector and increasing awareness of the employment opportunities available within the industry. It includes activity within educational establishments or on site enabling the student to understand the practical applications of their studies.

## VALUE OF LOCAL PROCUREMENT

Record and report the value of locally sourced goods and materials, supporting Camden's economic growth strategy.

A man and a woman are standing at a construction site. The man in the foreground is wearing a white hard hat, safety glasses, a black jacket, and a bright yellow high-visibility vest. He is looking off to the side. The woman behind him is also wearing a hard hat and safety glasses, and a light blue hoodie. She is looking towards the camera. In the background, there are construction cranes and scaffolding under a clear sky.

# DELIVERING ON OUR PROMISES

(INCLUDING FIGURES FROM THE SVP)

We focus on the environmental and social issues where we can make a real difference and which enable us to strengthen our relationships with our customers, supply chain partners and the local community.



Wates uses the Social Value Portal to measure the impact of our activities.

The Social Value Added (SVA) is **£1,731,982.00**.

We will be providing a full breakdown on the SVA within the project completion impact report in December 2018. There is more information provided on the social value portal in the appendix section.

During the development Wates has set out a clear Community Investment recording model, the model includes timescales using a tracker. All participants and outcomes have been recorded in real time within the model. Wates have been providing Camden with monthly reports against the commitments set through the section 106.

Our team is extremely proud of the social value added we have delivered on this project to date. The following pages report on our activities from November 2016 to December 2017.



# EMPLOYMENT AND TRAINING

## APPRENTICESHIPS

During the project, we supported 7 apprentices, who gained valuable practical experience to assist with the completion of their chosen qualifications. This landmark new-build project for the Kilburn area of Camden provided a wealth of opportunities for apprentices to pursue their individual specialisms across a wide range of trade and professional career paths, including NVQ Level 2,3 and 4 studies in:

|                               |                                     |
|-------------------------------|-------------------------------------|
| PRODUCTION MANAGEMENT TRAINEE | 2 higher apprentices (Wates)        |
| COMMERCIAL MANAGEMENT TRAINEE | 2 higher apprentices (Wates)        |
| QUANTITY SURVEYING TRAINEE    | 1 higher apprentice (GCL)           |
| ELECTRICAL TRADE              | 2 apprentices (Hanover) offers made |
| BRICKLAYING TRADE             | 2 apprentices (Lee Marley)          |

|                   |               |
|-------------------|---------------|
| HEATING ENGINEERS | 2 apprentices |
| DRY LINING        | 3 apprentices |

And offers are being made in the following trades in February 18:

|                     |               |
|---------------------|---------------|
| CARPENTRY & JOINERY | 2 apprentices |
| TILING              | 1 apprentice  |

Wates collaborated closely with our local sub-contractors and suppliers to maximise apprentice opportunities throughout the contract.

*Case studies shown in this section are reproduced at a larger size in the Appendix.*

CASE STUDY:

## IMOGEN COMPLETES FIRST YEAR AS TRAINEE

COMMERCIAL MANAGEMENT TRAINEE



**WHAT DOES YOUR ROLE INVOLVE?**

I currently work on the LB Wandsworth second stage tenders – Stag Lane and Shuttleworth Road. I spend a lot of time building up scopes of works and putting together the tender documents for packages. As part of the graduate training programme, I will do placements numerous different departments from planning to commercial to design. I have completed my Estimating and Planning placement, which involved looking at the bid process and how it impacts later down the line.

**WHAT DO YOU LIKE ABOUT YOUR JOB?**

When I get the chance to visit other sites which are up and running, like the Abbey Road development, I enjoy going out on site and finding out the status of the build and what is going to happen, developing on my current knowledge and asking questions to develop it. Building up scopes is an enjoyable part of the job, as it allows you to see what is required from each sub-contractor and all the packages. It also means you can build up supply chain relationships at an

*‘As a commercial team member, I am integrated not only into operations but also design and is why I would recommend this training programme to those beginning their career in construction and wanting to gain the insight of a main contractor. Knowledge and experience is gained through different teams working together and you are exposed to not just your route/discipline but also the others around you.’*

**WHAT’S YOUR WORKING DAY LIKE?**

Most of my working day is spent at my desk, as I am working on sites waiting to begin. I carry out general administration tasks for the team, and go through drawings marking up what parts of each one are to be added to the package I am working on. Building up scopes requires a lot of liaison with the commercial leads on the projects, as well as with the design manager and document controller to understand the design and what it is saying – especially when you are unsure it is important to ask questions. The working day usually starts around 8AM and finishes around 5PM, but this is flexible due to the early stages of the sites.

**WHAT SKILLS DO YOU NEED IN YOUR JOB?**

Enthusiasm, willing to learn, and a readiness to ask questions are central to being a trainee. Organisation and curiosity are also important. As a trainee, you will more than likely be completing a construction qualification at the same time, so organisation and

being able to balance the different duties is something to build on if it is not something you already possess. You need to be able to have an open relationship with your line manager, ensuring they are aware of your college and training course workload and that it is balanced effectively with your regular workload.

**WHAT WAS YOUR BACKGROUND BEFORE STARTING THIS ROLE?**

During university, whilst studying towards a BA in French, I spent my year abroad working as an administrative assistant in the construction industry in France. This was where I started to consider the construction industry as a career and from there, I went on to apply to multiple graduate training programmes in construction, including the Wates one.

**WHERE DO YOU SEE YOURSELF IN 10 YEARS’ TIME?**

It’s difficult to imagine ten years down the line, but I hope career progression has happened and I have worked my way into managerial roles and have a clear knowledge of the construction industry and its many facets.

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CASE STUDY:

## JOE STARTS FIRST YEAR AS TRAINEE

PRODUCTION MANAGEMENT TRAINEE  
SEPTEMBER 2017 - CURRENT



**WHAT DOES YOUR ROLE INVOLVE?**

Primarily, my role is based on-site and involves learning the technical knowledge required for construction management. I am then able to apply everything I learn through my practical day to day responsibilities such as maintaining site records, driving the delivery programme and reinforcing the company Health and Safety standards.

**WHAT DO YOU LIKE ABOUT YOUR JOB?**

What I particularly like about this role is the variation. I enjoy the fact the role challenges me in different ways be it practical, theoretical or interpersonal skills that are being tested. I also enjoy the fact that I am working in a collaborative environment where I can see the tangible results of our efforts pay off in both the short-term and the long-term.

**WHAT’S YOUR WORKING DAY LIKE?**

My working day typically starts by checking emails and creating a prioritised to-do list for the day. I will then go out on-site and make sure the right trades are in the right places in accordance with the delivery programme. I will take part in any meetings which have

been scheduled for the day and record what is going on in the project on that particular day.

**WHAT SKILLS DO YOU NEED IN YOUR JOB?**

The most important skills are interpersonal making sure that I communicate effectively and build strong working relationships. Organisation skills are also critical for managing the work load. As a trainee, I think it is particularly important to have an inquisitive mind and constantly ask questions and record what you are learning.

**WHAT WAS YOUR BACKGROUND BEFORE STARTING THIS ROLE?**

I went to University to study business and languages and then spent a few years working in production within a different industry.

**WHERE DO YOU SEE YOURSELF IN 10 YEARS’ TIME?**

I would love to have followed the natural progression of the role I am in and become a site manager for either part of or an entire project.

*‘What you plant now, you will harvest later.’*

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“ Within 10 years my aim is to be a Project Manager, and have completed my degree in Construction Management, which I'm currently studying for part time. I also hope to be a member of the Chartered Institute of Builders. (MCIOB)



CASE STUDY:

## ROSIE COMPLETES SECOND YEAR AS TRAINEE



PRODUCTION MANAGEMENT TRAINEE  
SEPTEMBER 2015 - CURRENT



"I would recommend this trainee programme to anyone who is beginning their career in the construction industry. The knowledge and experience that I have gained in the past year has been invaluable. There is such a variety of careers within construction and there are so many routes that people can choose to go down."

WHAT DOES YOUR ROLE INVOLVE?

My role as a production management trainee involves generally assisting the Site Managers on site with day to day duties, including: carrying out site inductions, completing RAMS (risk assessment and method statement) challenges to ensure they are sufficient, making sure that operatives are following their safe system of work as stated within their RAMS, checking that what is being built matches the correct drawings, and generally ensuring the site is a safe environment for all operatives and also the public.

WHAT DO YOU LIKE ABOUT YOUR JOB?

My favourite part of the job is being part of a team that delivers the construction of a building – it's great to be part of something that began with just a hole in the ground, to then a beautiful structure.

The project is changing constantly, and with each day comes a new challenge, there is always so much going on and it certainly keeps you on your toes.

WHAT'S YOUR WORKING DAY LIKE?

A typical day for me includes being on site for 8am and walking round the project, taking note and photographs of any progress and current works, and carrying out general health and safety checks. These include: ensuring edge protection is secure, electrical tools have an in date PAT tests, hop up systems have an in date TAG, ensuring operatives are wearing correct PPE and following their RAMS, materials are stored correctly and safely, etc.

As a project team we have weekly meetings, addressing any updates with all aspects of the project including: production, commercial, design, planning, etc. There are also weekly

meetings with each subcontractor on site, addressing new H&S aspects as the project progresses, and also logistics.

I also spend a lot of time reading drawings for works which are being carried out on site e.g. reinforcement bar schedules, and doing checks on site to ensure that what is being built is as per design.

WHAT SKILLS DO YOU NEED IN YOUR JOB?

As a production management trainee, it is essential that you are passionate, eager and willing to learn. As long as you have these qualities, you will absorb and learn the skills you need from your colleagues. Everyone that I have come across within Wates has been helpful when I've asked questions and queried how something works – no question is a silly question!

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CASE STUDY:

## ROSIE COMPLETES SECOND YEAR AS TRAINEE



PRODUCTION MANAGEMENT TRAINEE  
SEPTEMBER 2015 - CURRENT

WHAT WAS YOUR BACKGROUND BEFORE STARTING THIS ROLE?

I left school after completing my GCSE's, and started working on large construction projects across London as a Junior Setting Out Engineer, and then progressed onto a Setting Out Engineer. I also attended college part time and completed a BTEC and NVQ in Surveying & The Built Environment. I worked for this company for three and a half years, before applying to start the

management program with Wates.

WHERE DO YOU SEE YOURSELF IN 10 YEARS TIME?

Within 10 years my aim is to be a Project Manager, and have completed my Degree in Construction Management, which I am currently studying part time. I also hope to be Member of the Chartered Institute of Builders (MCIOB).

WATES EARLY CAREERS PROGRAMME

Wates early careers programme offers programmes in Commercial, Construction Management and Building Services Engineering for school / college leavers and graduates. School leavers work towards a Level 4 apprenticeship and may progress on to a degree apprenticeship in their chosen discipline.

We also have a level 3 Mechanical and Electrical apprenticeship programme which is open to school and college leavers.

We recruit for our early careers programmes annually, with locations being across the country based upon business need. Applications for our programmes open in the summer, with individuals starting in September of the following year.

We actively encourage apprentices who are due to complete their programme with our Apprenticeship Training Agency partners, to apply for our Higher Apprenticeship programmes.

<http://www.wates.co.uk/careers/early-careers/apprenticeships>

"Rosie transferred to Residential South team at Abbey Area 1 in April 2017 from Living space. From her very first day on site Rosie has had a fantastic attitude towards both her role as a production trainee and the project at Abbey. Rosie is a valuable member of the team now at Abbey. What's really encouraging about Rosie is that she shows great enthusiasm to learn and when combined with her excellent personal skills it has enabled her to adapt quickly to challenges that we are faced with on a daily basis. Rosie participates well when in meetings, inductions and safety briefings and has become a good manager. Rosie's progression has seen her step up and take control of some key works packages on the façade. I am looking forward to seeing Rosie continue to develop her career with the residential business."

FOR FURTHER INFORMATION PLEASE CONTACT:



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## BUILDING FUTURES



Our award-winning (BITC 'Big Tick') Building Futures programme assists NEETs (those not in education, employment or training) aged 19+ to gain valuable practical experience and employability coaching to reinvigorate their future prospects. This programme is open to not only NEET individuals but those who are long-term unemployed. We ran a Building Futures course for 16 local unemployed people, 14 completed the course, all of whom attained a QCF Level 1 Award (Building Crafts,) CSCS card and an Asbestos Awareness certificate upon course completion.

### CASE STUDY

## BUILDING FUTURES CAMDEN



*Proud Building Futures candidates with their certificates with the Deputy Mayor of Camden and Wates Senior Leadership team at the end of programme ceremony.*

The programme was finished off with the completion of a community project, where they painted the walls outside a Community Centre in Abbey Road, and official presentations of their certificates at the Town Hall by the Deputy Mayor of Camden and members of the Wates Senior Leadership Team rounded off the programme.



*Des Byrne, Building Futures trainer – talking a candidate through elements of the joinery module.*



*The candidates were taken to a Living Space site too, to see the external refurbishment works being undertaken at St Pancras Way.*

We have successfully completed a Building Futures programme in 2017. It was a joint two week programme between Living Space South and Residential Developments for Camden Council, from the 27<sup>th</sup> March - 7<sup>th</sup> April and was very successful for 15 unemployed locals. The candidates gained hands on experience in plumbing and joinery and were supported through a BTEC Level 1 in Construction. They also trained for and had exams booked for them to obtain their CSCS card, which will enable them to work within the sector.

The candidates were taken on 2 site visits to live Wates projects, Abbey Road Residential Developments site and St Pancras Way where Living Space are carrying out external refurbishment. Candidates also took part in mock interview with Wates Building Services, Oneill & Brennan, Lee Marley Brickwork, Manestream (Asbestos) and Fording Building & Refurbishment to experience various interview scenarios and build their confidence.

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### CASE STUDY

## BUILDING FUTURES CAMDEN (CONTINUED)

**STORY - MATTHEW TAYLOR**

Matthew Taylor, 48, moved from Bexhill-on-Sea, East of London at the young age of 16. When he found a job in a nightclub and since then has had a number of job roles, varying from an Area Manager to a Surgeon. Over the last five years Matt has been married to four children aged 20 to 10 years old. It was his eldest son who told him about the Kings Cross Skills Centre, following his own success in an apprenticeship. Centre staff made him aware of the Building Futures Programme.

Desperate and nervous at first, he attended the programme and from that point felt encouraged. On the first day, students attended a morning presentation on the history of Wates, an overview of the work Wates are delivering in the London Borough of Camden and why Wates feel these programmes are so important in bridging the skills gap.

Over the next two weeks, Matt learned a number of skills including carpentry and plumbing, met new people, gained insight into the construction industry and a range of roles. The live construction site was his favourite day, seeing first-hand how things are built from the foundations up. Matt passed his exams with a score of 100%. Feeling proud and enjoying the programme, Matt is now a self-confident.

*My career was taking me. Then I started on the course. It was great to be treated as a person, not just a CV. For so long I was scared and fearful of the future, but this has given me the confidence I needed to return and see a future in working in construction. It was by giving me this great opportunity I have met some great people. This has been an experience, well run and organised, I would highly recommend it to friends and family.*

*Building Futures candidate, Camden, April 2017*

**HISTORY OF THE PROGRAMME**

Building Futures was launched in 2005; our award winning two week accredited vocational training programme targets adults 19+, not in education, employment or training. It is delivered by our training provider, Ixion, and provides basic construction training underpinned with return to work skills, to prepare participants to make the transition into employment or training. All graduates receive six months support post programme to help find sustainable employment. To date over 1,030 people have completed the Wates Building Futures programme across the UK.

*I'd recommend the course to anyone. Des was fantastic, and explained everything really well. If you didn't get something the first time then he didn't mind explaining it again, until we understood. I left school and did a 5 year apprenticeship so I am not new to the industry, but I had been out of work and over the years things change. Like health and safety – there is so much more to it now and this course has brought me up to speed. I've really enjoyed it. I'm 60 years old and the youngest was 21 but everyone just got on really well. I enjoyed every minute of it. Thank you very much.*

*Edward O'Halloran, Building Futures candidate, Camden, April 2017*

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people

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Dione Jackson said

“Wates has given us the opportunity not many other have given us – that foot in the door. Being a male dominated environment, it speaks volumes to the women on this particular course because we all have that determination. Wates have given us the opportunity to show we can be part of the industry. So many avenues and professionals assisting when you may have felt that chance isn't there anymore. A chance to direct our lives in an avenue to help build on Wates' legacy.

## EMPLOYMENT: NUMBER OF ROLES CREATED (LOCAL PEOPLE)

Year to date we have recruited 44 local people into full time positions on site.

Paul Nicholls, regional managing director of Wates Residential, said:

“One of the most rewarding aspects of the Abbey development is to be able to provide the people of Camden and the surrounding areas with an insight into how the house building industry operates, as well as the many employment opportunities it presents. That's why we're so pleased to have welcomed members of the local community to take part in our Building Futures programme. We hope everyone that took part in this course will have an improved knowledge of how schemes such as the Abbey Area Regeneration project work, and that it will inspire them to consider taking further steps towards a rewarding career in the residential building industry.

**14** LOCAL PEOPLE  
COMPLETED OUR  
BUILDING FUTURES  
PROGRAMME



OF THE WORKFORCE IS MADE  
UP OF LOCAL PEOPLE

**35%**



**1,360 hrs**



HAVE BEEN INVESTED IN  
SUPPORTING PEOPLE  
THROUGH EMPLOYMENT  
AND TRAINING  
INITIATIVES BY WATES



**£84.8k**



IS THE VALUE OF  
OUR INVESTMENT  
INTO TRAINING  
LOCAL PEOPLE

# INVESTING IN EDUCATION

## WORK EXPERIENCE

Construction projects can effectively help to combat employment and training issues at a local level, with an unmatched breadth of industry specialisms and job roles for people to explore. Creating work experience opportunities is crucial as it enables people to develop new skills and professional relationships that can help them secure permanent employment.

Throughout the Abbey Area One project, 6 placements were offered to local people. These positions were created and delivered via our partnership with Kings Cross Construction Skills Centre and the College of North West London.

“ I want to thank you for giving me the opportunity to gain work experience into the construction industry at Wates. I have gained valuable insight into the construction industry over the past five days.

*Because you gave me the opportunity to work on a variety of projects, I had the chance to observe numerous aspects of construction, from working with the design and production team to working with the commercial team. You and your staff were extremely welcoming and helpful and offered me terrific career advice. This work experience has definitely increased my interest in pursuing a career in construction as a production manager.*

*Once again, thank you for an awesome five days experience.*

Khareem John



“ My previous work experience I had with Wates was really amazing and I enjoyed every single part of it, and I now want to join Wates and progress my career.

Ali Said





## HEALTH AND SAFETY WORKSHOP & WORLD OF CONSTRUCTION – EMPLOYABILITY SESSIONS

We are committed to investing in programmes for hard to reach individuals and those facing barriers to employment where they can gain practical experience and develop key skills sought after by employers. Our team engaged with students from reViVe and Bricks and Mortar and Job Centre Plus Construction Course run by the College of North West London; running a workshop, continuing to promote local job vacancies and provide employability guidance.

6

STUDENTS  
TOOK PART IN  
A TALK ABOUT  
CONSTRUCTION

6

STUDENTS  
TOOK PART  
IN MOCK  
INTERVIEWS

19

STUDENTS TOOK  
PART IN A HEALTH  
AND SAFETY  
WORKSHOP



**CASE STUDY:**  
**St Mungo's Health and Safety Workshop**  
August 2017

**Wates**  
RESIDENTIAL

In August 2017, Wates Residential hosted a Health and Safety session to a cohort of 19 students studying construction skills with St Mungo's; reViVe and Bricks & Mortar projects. Both projects provides homeless people the opportunity to learn new skills to enhance their life chances. Learning a number of skills from several different disciplines e.g. Bricklaying, Painting & Carpentry. reViVe is social enterprise, students who have completed their Painting and Decorating programme, the chance to work on live contracts in a work based environment. reViVe competes against external contractors to win contracts when projects come up for refurbishment. Camden based Bricks & Mortar is training centre for wet trades, Health and Safety & employability, most students have no previous experience but soon develop skills they didn't know they could.

Sonia said "I learnt more about Health & safety that I expected, this workshop is going to really help me going forward"

|  | Excellent | Great | Other |
|--|-----------|-------|-------|
| What extent did this session meet you learning objective                               | 11        | 6     | 2     |
| How would you rate the knowledge of the presenter                                      | 13        | 4     | 2     |
| Do you feel that the session has assisted with your understanding of health and safety | 12        | 3     | 4     |

**St Mungo's**  
Ending homelessness  
Rebuilding lives

[wates.co.uk](http://wates.co.uk)

SITE VISITS

Site Visits are a great form of engagement and an exceptional way to enrich students learning away from the classroom. Site visits are open to all age ranges, ready to inspire young people from under-represented groups between the ages of 14-18 to join the construction sector. Or students that are already studying construction and open door events for students and members of the public to gain a better understanding of a live working site. The construction and built environmental sector requires over **180,000 new jobs** over the next 5 years and

Think Build is designed to inspire the next generation to join a thriving and inspiring industry.

We believe; what we see and do for ourselves is more memorable, more ‘real,’ more ‘true’ than what someone else tells us. In any situation, there is more to be seen and understood than can be articulated. Only by being there can we absorb the ‘look and feel’ of a place, a person, a group. Year to date we have the following students visit the site;

| DATE 2017 | NUMBER OF STUDENTS | COLLEGE / PROGRAMME ATTENDING                                      |
|-----------|--------------------|--|
| 14/03     | 7                  | Multi skill class from Kings cross Construction Skills Centre      |
| 03/04     | 14                 | Building Futures Course – Camden residents                         |
| 18/05     | 6                  | Kingsway College from Kings cross Construction Skills Centre       |
| 15/08     | 10                 | Students from St Mungo’s Bricks and Mortar Programme – Camden      |
| 23/11     | 7                  | School class (Year 10) from Kings cross Construction Skills Centre |
| 13/12     | 10                 | Students from St Mungo’s ReViVe Programme – Camden                 |

Alan Phelan Course tutor from Kingsway College said

“ I would just like to say a big thank you to yourself and the guys on the Abbey road site. They made us all feel very welcome and gave us some very valuable information, which the learners can use to complete some of their course work. They were very impressed by how all of the construction skills (trades men/ women) worked together on the site using all types of different skills to produce the finished work.

Again, many thanks Wates and Kings Cross Construction Skills Centre for sorting this out for us, and thank the guys on the site for taking time out of their very busy schedule to give the learners some very valuable behind the scenes information.







24hrs



HAVE BEEN INVESTED IN SUPPORTING PEOPLE THROUGH EDUCATION INITIATIVES BY WATES

CASE STUDY

St Mungo's Bricks and Mortar Site Visit - August 2017



In August 2017, the Abbey Area One Site team in Camden, hosted a cohort of 13 students from St Mungo's Charity, Bricks and Mortar project. Providing them with the opportunity to visit a live construction site. Undergo a site Health and Safety induction and observing the work force, enabling questions to be asked. Site visits support and enriching students classroom learning. Bricks and mortar has been running successfully for 9 years and has had many successes with clients moving on into to further education or employment. This is an accredited course providing a recognised qualification and aids individuals into the work place. Eligibility is for individuals who are engaged with any of the St Mungo's project across London and all projects within the London Borough of Camden.

The students who are studying at Bricks & Mortar have no previous experience but soon develop skills they didn't know they could.

Phyllis said "I found the visit, beneficial, knowledgeable and I am more aware now, of how a construction site functions. I let more than I thought I would. This has been great and has really helped me".



Figures based on 13 internal surveys

|   | Excellent | Great | Other |
|---|-----------|-------|-------|
| What extend did this session meet your learning objective                         | 6         | 5     | 1     |
| How would you rate the knowledge of the presenter                                 | 10        | 2     | 0     |
| Do you feel that the session has assisted with your understanding of Construction | 9         | 3     | 0     |



**St Mungo's**  
Ending homelessness  
Rebuilding lives

£3.8k



IS THE VALUE OF OUR INVESTMENT INTO SUPPORTING EDUCATION ON THIS PROJECT



# INVESTING IN THE COMMUNITY



During the Pre-construction stage, we donated £500 to the Abbey Road Housing Cooperation to replace their stolen sports equipment. Managing Director Paul Nichols and the team presented the community with the equipment and took part in a kick about.



On 1 July 2017, 57 residents took part in a trip to Legoland. The Trip was funded by Wates Giving and organised by the Abbey Road Housing Cooperation. Community days out are so important, providing opportunities for neighbours to get together, talk and create friendships. This day was really well received by all of those who attended.



Francis Owusu-Sekyere, Estate Manager,  
Abbey Road Housing Co-operative

Comments from some of the residents.

“ Well done Francis for organising such a wonderful trip, we hope this will be repeated.

“ Our sincere thanks to WATES and the rest of your staff for the trip, it was fun and enjoyable, the kids really had a good day out.

“ I like to take this opportunity to thank Wates Family Enterprise on behalf of the Management Committee and the entire residents of Abbey Road Housing Co-operative for the sponsorship of the trip.







Wates  
GIVING



£624  
GRANT AMOUNT

On 22nd November residents from the Abbey Road Community Centre Art Class took part in a trip to Hampton Court. The trip was funded by Wates Giving and organised by the Abbey Road Community Centre.

Community days out are so important, providing opportunities for neighbours to get together, talk and create friendships. This day was really well received by all of those who attended.

Simone the activities coordinator said

“ The class enjoyed it most, they were singing on the journey, they even took pictures with the guards in front of the palace! They watched the performances, visited the palace and gardens, had lunch and chocolates; and some of them did some sketches of the palace.

*It was a really fantastic day!  
Huge thanks to you Wates!  
We all appreciated very much.*

Sally said

“ I had the most entertaining time. I am not sure what the best bit was. Wonderful company, great location and a caring leader. I got home feeling; so blessed. I am grateful for all of my friends at the Abbey Centre, they are full of fun. My inner child was able to enjoy herself. Something I could never so when I was young. I was able to learn so much about Henry the eighth and his last wife Catherine. I never had the time to embrace history and now I am hoping to visit lots of other historical sites. The enactment is easy to retain the details. Thank you Wates for making this visit possible. Art and Crafts is a lovely space.



The Wates project team have gifted a bouncy castle with a start-up kit and generator to the Abbey Road Housing Cooperation for the use of the local community during the School holidays, the summer months and future fun days.



£1,900  
GRANT AMOUNT

Wates  
GIVING





## ABBHEY ROAD HOUSING COOPERATION FUN DAY – JULY 2017

We had a great day meeting so many of you at the Abbey Road Housing Cooperation Fun Day, for their 25th anniversary. We were on hand providing an update on the development and giving out information on careers in construction.



AFTER



## PAINTING DURING THE BUILDING FUTURES PROGRAMME

The last day of the building futures programme was a great success.

The Abbey Community Centre, had an external mural which often led the centre to be mistaken for a youth club. The centre manager felt this discouraged people from entering. Their aim was to increase the use of the services on offer including the community garden.

The candidates repainted the the external wall mural and helped with the much needed re-staining of the shed and planters in the community garden.

All of the paint and equipment was provided at no charge to the centre.

BEFORE





## RESHAPING TOMORROW WEEK VOLUNTEERING

We have been working closely with the Abbey Road Housing Cooperation during our 'Reshaping tomorrow week' (staff volunteering week). We were approached by the Estate Manager from Abbey Road Housing Cooperation (ARHC); in supporting them with some environmental improvements to their tower blocks.

There are currently two blocks which face the Abbey Area site. We painted 60 pillars and replanted a flower bed.



## ART PROJECT – HANGING BASKETS AND HOARDING

We have been working closely with the Abbey road Community Centre, in particular with the Arts and Gardening groups. The art group have been busy creating hanging baskets for Wates Site office in Camden. The art group recycled some unused hard hats and made them into wonderful hanging baskets, each one with its own unique design. We are truly grateful for their efforts and their support to make improvements to our site office compound. Paul and Manny went to community centre to receive the 10 hanging baskets.



The hanging baskets were fitted with chains and lining and then taken back to Abbey Road Community Centre. The Gardening club then launched into planting the ready for them to take bloom and to be displayed on the hoarding.

The Art group want to take part in a community art project; together with the local children's Saturday Club.





## THANK YOU AFTERNOON TEA

The Community Art and Gardening Club from the Abbey Community Centre spent some time with the project team in the site office for a “THANK YOU” afternoon tea. The groups took a tour around the office and in particular the outdoor space where they got to see their hanging baskets displayed. They also took a trip down the timeline of the development with the photo slide show from the site when it was a car park to where the development is now.

The Activities Facilitator said

“ All the ladies and the gentleman were overwhelmed and they were commenting what a wonderful time they had and how delicious the afternoon tea was. They also found the slides about the development very interesting and informative.



## CHRISTMAS FESTIVITIES

We held a Christmas tree lights switch on event on the 4th December, 25 local residents came out to celebrate the switch on. The tree was switched on by a local resident from Histock, a great time had by all; an evening filled of Christmas cheer. People gathered singing carols whilst enjoying mince pies and mulled wine.

On the 7th December members of the site team dressed as Father Christmas and an elf for the Abbey Road Community Centre Children's Christmas Party. Over 45 of children enjoyed telling Father Christmas what they would like Christmas and received a gift that was kindly donated by the supply chain.



## FOOTBALL CHARITY GAME



### THE ABBEY ROAD FOOTBALL TEAM CHARITY 5-A-SIDE FOOTBALL TOURNAMENT

Wates

RAISING MONEY FOR THE PRINCE'S TRUST

**£11,200**

RAISED FOR  
THE PRINCES TRUST  
ABBAY SITE DONATED £500



Prince's Trust

**PROUD TO BE A  
PATRON**



## WORKING WITH WATES

“The Abbey Community Centre works with a diverse range of people across Kilburn and the surrounding area. We focus on older people and families, many of whom are affected by social isolation or financial disadvantage. As a small charity with very limited resources, we and our centre users have really appreciated the wonderful opportunities Wates have offered us. These have always been created with Abbey users in mind, tying in well with their interests and skills, giving them the chance to do or experience something they wouldn't usually have the chance to. Thanks to Wates, we've enjoyed a trip to Hampton Court palace; have had the chance to showcase our Re-cycle-art group's artwork on the Wates site; had a trip to the top of our local Wates construction site and enjoyed a delicious cream tea. Wates is also sponsoring our Christmas celebration to make it extra-special for the families we support; and have painted our walls, shed and planters to give the centre a new lease of life. All of their support has been thoughtfully organised and arranged in partnership with us to ensure it directly benefits the local people we support.

Simone Carneiro, ACTIVITIES FACILITATOR,  
THE ABBEY COMMUNITY CENTRE

282.5



HOURS HAVE BEEN  
INVESTED INTO  
VOLUNTEERING  
AND SUPPORTING  
THE COMMUNITY  
BY WATES STAFF



£10,974.63

HAS BEEN INVESTED INTO LOCAL  
CHARITIES / COMMUNITY CAUSES

# IMPROVING THE ENVIRONMENT

We integrate environmental sustainability throughout our projects. Our constant drive for improvement means the constant exploration of ways in which we can minimise waste, source our materials and suppliers responsibly and be a good neighbour throughout our projects.

## MINIMISING WASTE

All Wates staff engaged on the Abbey project undertook a Waste Management 'e-learning' course, to ensure that we minimised the amounts of waste being sent to local landfill sites.

This initiative, twinned with bespoke environmental inductions and regular tool box talks, led to an impressive 94% of waste materials being diverted from landfill to be recycled. On each project we also measured the amount of waste it produced to enable us to set benchmarks for future schemes of this type.

We created a Green Travel Plan for the site, with information on local transport links and cycle routes to encourage reduced use of any transport that produces carbon. As well as implementing no driving to site reducing our carbon footprint. Site cabins are 'eco-friendly,' with passive infra-red lighting and water-use controls on all taps in washroom areas.

## PROMOTING SUPPLY CHAIN SUSTAINABILITY

**78%** of materials used on the programme so far were sourced locally, reducing the overall carbon footprint of the works, as well as investing in a local supply chain.

Materials were re-used on site wherever possible. All timber utilised on the project was procured through FSC approved suppliers, in line with Wates' Responsible Sourcing Policy.

## SUPPLY CHAIN SUSTAINABILITY SCHOOL (SCSS)

The Supply Chain Sustainability School (SCSS) provides our supply chain partners with tools and support to develop a greater knowledge and understanding of the key environmental issues affecting their businesses. The SCSS enables each organisation to undertake a detailed sustainability self-assessment, to highlight key areas for improvement going forward.

Each signed up member then receives a free action plan; bespoke to their business and the specific environmental issues they face within their sector of the industry which has been tailored to suit the level of sustainability knowledge within their organisation. A wealth of free resources including training videos, presentations and e-learning modules are also provided, to ensure that each company can consistently improve their performance over time. This provides a foundation for working towards a comprehensive environmental management system among a vast range of other sustainability areas including social and economic factors.

Over 3,000 companies are now registered on the SCSS and currently **84%** of our sub-contractors with whom we trade over £1m per year are now members of the SCSS and are working to improve the long-term sustainability of their businesses.





## ENCOURAGING EVERYONE TO CONSIDER ENVIRONMENTAL RISKS

Wates have been operating a hazard spotting initiative called Near Miss Reporting for around five years. During this project we extended the concept from just safety to environmental hazards. We encouraged everyone working on the sites to identify environmental hazards and risks as part of their daily duties, with all incidences being logged on site, providing shared learning and best practice.

Site recycling performance is monitored across the project, with weekly site reports encouraging the workforce to reduce waste and maximise recycling activity.

## GOOD NEIGHBOUR

Throughout the project, our team tried to engage local schools; however the local schools had already committed to work other contractors that were already developing in the area.

To reduce noise and disruption, we set up sound booths for cutting of materials and our project managers held meetings with project neighbours to discuss noisy or disruptive operations. The team also undertook weekly litter picking across local areas during 'Tidy Fridays.'



**167** SOLAR PANELS  
WILL BE FITTED  
AND ALL UNITS  
TO BE FITTED WITH  
SMART METERS.

CONSIDERATE  
CONSTRUCTORS SCORE  
IS LIKELY TO SEE A  
**SILVER AWARD**



ALL **141** UNITS ON  
ABBEY AREA ONE  
ARE BEING DESIGNED  
AND BUILT TO CODE 4.

TO DATE A TOTAL OF

**35**  
**TONNES**

CONSTRUCTION WASTE



HAS BEEN DIVERTED  
FROM LANDFILL.



**19%**  
WATER CONSUMPTION  
IN NEW HOMES  
EXPECTED TO FALL  
BY OVER 19%



AROUND  
**61,000kg**  
OF CARBON EMISSIONS  
WILL BE SAVED EVERY YEAR  
35% IMPROVEMENT



ONLY **FSC**  
CERTIFIED TIMBER  
USED ON  
THIS PROJECT

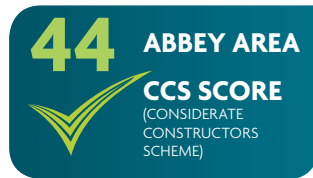
**78%**

MATERIALS WERE  
LOCALLY SOURCED  
OR FROM SMEs



## CONSIDERATE CONSTRUCTORS

Wates is a proud, long-term Associate member of the Considerate Constructors Scheme and strove to be a good neighbour to the communities we have worked in during the Abbey phase One Project; part of the Camden's CIP programme. The site was assessed twice by independent CCS auditors, with an excellent scores of 42 (first visit) and 44 (second visit) being achieved, against an industry average of 35.5.



## ENHANCING THE APPEARANCE

- Fully branded site with clear signage including instructions for delivery drivers
- Community information boards to promote employment opportunities
- Opaque filters to windows overlooking neighbours to ensure privacy
- Daily street and compound inspections undertaken and logged on a register



## PROTECTING THE ENVIRONMENT

- Extensive 'cut and fill' to prevent removal of waste materials
- Recycling of pallets, wrapping plastic and to brick bands
- Improved system for capturing CO<sub>2</sub> data, with results used in inductions to promote the practice to the workforce



## CARING FOR THE WORKFORCE

- Respect for People training provided to all employees
- Random drugs and alcohol testing
- Dedicated Health and Wellbeing Campaign over the duration of a week - promoting healthy lifestyle and providing advice and guidance on mental wellbeing
- Prayer room facility available for staff



## SECURING EVERYONE'S SAFETY

- Inspections carried out daily and IMS reports undertaken by visiting managers
- Sub-contractor co-ordination meetings to ensure highest focus on safe practices
- Near miss cards utilised, with follow up 'you said, we did' displays
- Monthly safety alerts displayed 'Near Miss of the Month' awards given out
- 'Bin the Broom' campaign to minimise risk to operatives from airborne dust
- Actively taking part in the CLOCs programme



## RESPECTING THE COMMUNITY

- Community newsletters for neighbours produced bi-monthly
- Deliveries scheduled to prevent upheaval for site neighbours
- Considerate Constructors public notices in entrance areas, with contact directory including out-of-hours contacts
- Community Notice Board to update all local residents on site progress and community events
- Participation in community days and creation of community days out via awarded grant applications





## CONSTRUCTION LOGISTICS AND COMMUNITY SAFETY (CLOCS)

Wates Residential launched its first CLOCS (Construction Logistics and Community Safety) programme at the Abbey site, Camden. The project, sponsored by Transport for London (TFL), is being championed by Camden Council and is aimed at enhancing work related road safety and protecting vulnerable road users.

The standard outlines a common road safety framework for use by the construction industry, aiming to improve the way the industry manages potential dangers to cyclists, pedestrians, motorcyclists and other vulnerable road users.

CLOCS Site Compliance Monitoring reported that the **Abbey site scored 20 out of a maximum 21 available.**

“This is an ideal site to run a programme such as CLOCS given our proximity to Abbey Road and Belsize Road. It's a really simple but effective initiative to put in place. All suppliers delivering to site must have a FORS (Fleet Operators Recognition Scheme) Silver as a minimum standard, evidencing their commitment to safe and environmentally conscious working.

One example is that we require all of our suppliers to have audible warnings on vehicles to signal to pedestrians and other road users. Once pulled into the CLOCS pit lane, documentation is checked by our dedicated CLOCS champion and providing all is in order, then they are allowed to proceed and deliver materials.

I'm proud to be part of such an initiative and if this helps to avoid injuries and accidents or save lives then it is absolutely worth the investment and time.

Glen Roberts

PROJECT DIRECTOR FOR WATES RESIDENTIAL



# CREATING A LEGACY

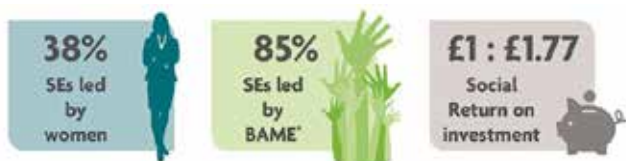


## SPENDING WITH SOCIAL ENTERPRISES

Independent research commissioned by Wates and conducted by NEF Consulting, 'Impact Evaluation of Wates' relationship with Social Enterprises', 2017, identified that for every pound invested in SEs an additional £1.77 of social value is created. The research also identified the recruitment of employees from disadvantaged groups as a primary way in which SEs bring about a positive impact for the communities in which they operate.

## KEY FINDINGS

- 1. Stronger local economies:** In buying from social enterprises, Wates supports the creation of greater social value in local communities, which in turn helps make stronger local economies and more sustainable communities.
- 2. Diverse supply chain:** SE Leadership is more diverse than commercial organisations
- 3. Create Social Value:** The majority of the social value created by social enterprises is in employing people who otherwise would find it quite difficult to find employment.



\*BAME: Black, Asian, Minority Ethnic



## SEEING IS BELIEVING TOURS

Delegates from the county's public sector bodies are invited to take part in our 'Seeing is Believing' event, which takes a tour of several Social Enterprises. Seeing Is Believing Tours are designed to raise awareness of the social and economic impact of the sector. Wates are committed to the Buy Social Challenge and we run these tours as part of our nation-wide campaign to promote the benefits of Social Enterprise (SEs).

We have run two tours. The first 'Seeing is Believing' Tour was a success with 17 people in attendance, visiting The House of Saint Barnabas, ReVive, Construction Youth Trust, The Clink and Bounce Back.

The second Tour was another great success with 16 people in attendance, visiting ReVive, Bounce Back, The Brigade and talks from The Royal British Legion Industries and Tarem Services.

CASE STUDY

### SEEING IS BELIEVING

LONDON, 21 SEPTEMBER 2017

As part of our nation-wide campaign to promote the benefits of social enterprises (SEs), on Thursday 21st September 2017, Wates and the national SE trading body, iSe, jointly hosted our second 'social enterprise tour', designed to raise awareness of the social and economic impact of the sector. Delegates from the county's public sector bodies were invited to take part in the 'Seeing is Believing' event, which commenced at ReVive, a social enterprise run by the St Mungo's Charity, gives homeless people, free training in painting and decorating. Providing work opportunities for the students, on completion of their studies. ReVive are a competitive business in the market place, raising aspirations and create opportunities for all involved.

A mix of local and regional businesses were welcomed to presentation from Wates and ReVive before travelling to Bounce Back at Brixton prison touring around a learning environmental SE specialising on training and employment of ex-offenders. Helping people re-engage with the community. The group arrived at the The Brigade toured the restaurant, and were presented to by beyond food. Tarem cleaning services and Royal British Legion Industries including Britain's Bravest Manufacturing Company.

The tour forms part of our commitment to support the social enterprise sector. This pledge saw us spend £2.13m with SEs in 2016 supporting our target to spend £20m with the sector by 2020.

"Wates & iSe organised a really fantastic day for us. It was fascinating to see the projects they are supporting and they are a clearly an organisation who takes social value seriously. Without a doubt they are walking the talk and living their values in supporting social enterprise."

JAMES WILLIAMS, HACT  
HEAD OF SOCIAL IMPACT

"The Seeing is Believing tour is a really clever way of reminding people of the real life impacts of social enterprises and the valuable role they play in our society. No written case study could convey the positive impact of these organisations on an individual's life in the same way as a conversation with those people – the tour is an important reminder."

MANDY GADDO, WESTMINSTER CITY COUNCIL  
HEAD OF PROCUREMENT DEVELOPMENT

Above all, it's about people

wates.co.uk



## KEY MILESTONES

During November 2017, we held the Topping out Ceremony at the Abbey site in Belsize Road. Councillor Beales and local resident Barbara set in place the last piece of reinforced concrete frame during the topping out ceremony. This construction tradition has an ancient history and is still used today to acknowledge good work and progress.

Topping out represents an important construction milestone, and Wates Residential South and Camden Council were honoured to collaborate with over 30 people in attendance.

Local Resident Jean said

“ I admire the responsibility of the owners. I have found all the workers on the site very polite and respectful. Even the traffic marshals help me across the road. The progress of the build has been amazing.

Danny Beales, Cabinet Member for Community Investment, at Camden Council said

“ Fantastic project. Investing in much needed homes and community facilities. Today's Topping out was great, great seeing so many joining us in this celebration.



## NEXT STEPS

- Continuing to support local Camden residents into apprenticeships, employment and skills
- To collate and report on the tier two spend with local SMEs, supporting Camden in their economic growth strategy
- To continue to support and spend with Social Enterprises
- To continue working with the local community and supporting them during future community activities
- To continue to celebrate key milestones with key stakeholders and the wider community.
- Work closely with London borough of Camden Council; exploring how we can support LBC with their four community impact priorities. Working together with the LBC and community will enhance the impact of tackling some of the Camden's biggest problems in the borough.

## APPENDIX

## THE SOCIAL VALUE PORTAL

The Social Value Portal is an online solution that allows organisations to measure and manage the contribution that their organisation and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012. Their solution allows organisations to report both non-financial AND financial data and rewards organisations for doing “more good” in the community.

The SVP calculates the impact using the cost unit database 1.4 version.

The initial version of this cost database was developed as part of work under the Investment Agreement and Partnerships Exemplar project to produce a framework to assist local partners in reforming the way they deliver public services. This project

was funded by the Department for Communities and Local Government’s (DCLG) Troubled Families Unit and delivered by Greater Manchester and Birmingham City Council. Work to develop and update the database was undertaken by New Economy (Greater Manchester), with further support from DCLG.

This unit cost database brings together more than 600 cost estimates in a single place, most of which are national costs derived from government reports and academic studies. The costs cover crime, education & skills, employment & economy, fire, health, housing and social services. The derivations of the costs and the calculations underpinning them have been quality assured by New Economy in co-operation with HM Government. These costs can be used to inform proposals

for the implementation of new interventions, the redesign of public services or their evaluation. Having access to such information helps project managers to forecast the costs and benefits associated with their programme or project, prior to the undertaking of more detailed Cost Benefit Analysis (CBA).

The data will be reviewed and updated on a regular basis by New Economy as new research and analysis is published. The current version was produced in March 2015 to incorporate updates to a number of documents from which the estimates are sourced. The costs were produced by local commissioners, charitable organisations and social enterprises to inform proposals for new interventions or the redesign of existing public services and feasibility studies and evaluations.





## CASE STUDY:

# ROSIE COMPLETES SECOND YEAR AS TRAINEE

Reshaping  
Tomorrow

Wates

PRODUCTION MANAGEMENT TRAINEE  
SEPTEMBER 2015 - CURRENT



"I would recommend this trainee programme to anyone who is beginning their career in the construction industry. The knowledge and experience that I have gained in the past year has been invaluable. There is such a variety of careers within construction and there are so many routes that people can choose to go down."

## WHAT DOES YOUR ROLE INVOLVE?

My role as a production management trainee involves generally assisting the Site Managers on site with day to day duties, including; carrying out site inductions, completing RAMS (risk assessment and method statement) challenges to ensure they are sufficient, making sure that operatives are following their safe system of work as stated within their RAMS, checking that what is being built matches the correct drawings, and generally ensuring the site is a safe environment for all operatives and also the public.

## WHAT DO YOU LIKE ABOUT YOUR JOB?

My favourite part of the job is being part of a team that delivers the construction of a building – it's great to be part of something that began with just a hole in the ground, to then a beautiful structure.

The project is changing constantly, and with each day comes a new challenge, there is always so much going on and it certainly keeps you on your toes.

## WHAT'S YOUR WORKING DAY LIKE?

A typical day for me includes being on site for 8am and walking round the project, taking note and photographs of any progress and current works, and carrying out general health and safety checks. These include; ensuring edge protection is secure, electrical tools have in date PAT tests, hop up systems have an in date TAG, ensuring operatives are wearing correct PPE and following their RAMS, materials are stored correctly and safely, etc.

As a project team we have weekly meetings, addressing any updates with all aspects of the project including; production, commercial, design, planning, etc. There are also weekly

meetings with each subcontractor on site, addressing new H&S aspects as the project progresses, and also logistics.

I also spend a lot of time reading drawings for works which are being carried out on site e.g. reinforcement bar schedules, and doing checks on site to ensure that what is being built is as per design.

## WHAT SKILLS DO YOU NEED IN YOUR JOB?

As a production management trainee, it is essential that you are passionate, eager and willing to learn. As long as you have these qualities, you will absorb and learn the skills you need from your colleagues. Everyone that I have come across within Wates has been helpful when I've asked questions and queried how something works – no question is a silly question!

Above all, it's about people

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## CASE STUDY:

# ROSIE COMPLETES SECOND YEAR AS TRAINEE

Reshaping  
Tomorrow

Wates

## PRODUCTION MANAGEMENT TRAINEE SEPTEMBER 2015 - CURRENT

### WHAT WAS YOUR BACKGROUND BEFORE STARTING THIS ROLE?

I left school after completing my GCSE's, and started working on large construction projects across London as a Junior Setting Out Engineer, and then progressed onto a Setting Out Engineer. I also attended college part time and completed a BTEC and NVQ in Surveying & The Built Environment. I worked for this company for three and a half years, before applying to start the

management program with Wates.

### WHERE DO YOU SEE YOURSELF IN 10 YEARS' TIME?

Within 10 years my aim is to be a Project Manager, and have completed my Degree in Construction Management, which I am currently studying part time. I also hope to be Member of the Chartered Institute of Builders (MCIOB).

### WATES EARLY CAREERS PROGRAMME

Wates early careers programme offers programmes in Commercial, Construction Management and Building Services Engineering for school / college leavers and graduates. School leavers work towards a Level 4 apprenticeship and may progress on to a degree apprenticeship in their chosen discipline.

We also have a level 3 Mechanical and Electrical apprenticeship programme which is open to school and college leavers.

We recruit for our early careers programmes annually, with locations being across the country based upon business need. Applications for our programmes open in the summer, with individuals starting in September of the following year.

We actively encourage apprentices who are due to complete their programme with our Apprenticeship Training Agency partners, to apply for our Higher Apprenticeship programmes.

<http://www.wates.co.uk/careers/early-careers/apprenticeships>

"Rosie transferred to Residential South team at Abbey Area 1 in April 2017 from Living space. From her very first day on site Rosie has had a fantastic attitude towards both her role as a production trainee and the project at Abbey. Rosie is a valuable member of the team now at Abbey. What's really encouraging about Rosie is that she shows great enthusiasm to learn and when combined with her excellent personal skills it has enabled her to adapt quickly to challenges that we are faced with on a daily basis. Rosie participates well when in meetings, inductions and safety briefings and has become a good manager. Rosie's progression has seen her step up and take control of some key works packages on the façade. I am looking forward to seeing Rosie continue to develop her career with the residential business."

### FOR FURTHER INFORMATION PLEASE CONTACT:



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## CASE STUDY:

# IMOGEN COMPLETES FIRST YEAR AS TRAINEE



## COMMERCIAL MANAGEMENT TRAINEE



### WHAT DOES YOUR ROLE INVOLVE?

I currently work on the LB Wandsworth second stage tenders – Stag Lane and Shuttleworth Road. I spend a lot of time building up scopes of works and putting together the tender documents for packages. As part of the graduate training programme, I will do placements numerous different departments from planning to commercial to design. I have completed my Estimating and Planning placement, which involved looking at the bid process and how it impacts later down the line.

### WHAT DO YOU LIKE ABOUT YOUR JOB?

When I get the chance to visit other sites which are up and running, like the Abbey Road development, I enjoy going out on site and finding out the status of the build and what is going to happen, developing on my current knowledge and asking questions to develop it. Building up scopes is an enjoyable part of the job, as it allows you to see what is required from each sub-contractor and all the packages. It also means you can build up supply chain relationships at an

early stage when sending out enquiries.

### WHAT'S YOUR WORKING DAY LIKE?

Most of my working day is spent at my desk, as I am working on sites waiting to begin. I carry out general administration tasks for the team, and go through drawings marking up what parts of each one are to be added to the package I am working on. Building up scopes requires a lot of liaison with the commercial leads on the projects, as well as with the design manager and document controller to understand the design and what it is saying – especially when you are unsure it is important to ask questions. The working day usually starts around 8AM and finishes around 5PM, but this is flexible due to the early stages of the sites.

### WHAT SKILLS DO YOU NEED IN YOUR JOB?

Enthusiasm, willing to learn, and a readiness to ask questions are central to being a trainee. Organisation and curiosity are also important. As a trainee, you will more than likely be completing a construction qualification at the same time, so organisation and

being able to balance the different duties is something to build on if it is not something you already possess. You need to be able to have an open relationship with your line manager, ensuring they are aware of your college and training course workload and that it is balanced effectively with your regular workload.

### WHAT WAS YOUR BACKGROUND BEFORE STARTING THIS ROLE?

During university, whilst studying towards a BA in French, I spent my year abroad working as an administrative assistant in the construction industry in France. This was where I started to consider the construction industry as a career and from there; I went on to apply to multiple graduate training programmes in construction, including the Wates one.

### WHERE DO YOU SEE YOURSELF IN 10 YEARS' TIME?

It's difficult to imagine ten years down the line, but I hope career progression has happened and I have worked my way into managerial roles and have a clear knowledge of the construction industry and its many facets.

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## CASE STUDY:

JOE STARTS FIRST  
YEAR AS TRAINEEReshaping  
Tomorrow

Wates

PRODUCTION MANAGEMENT TRAINEE  
SEPTEMBER 2017 - CURRENTWHAT DOES YOUR ROLE  
INVOLVE?

Primarily, my role is based on-site and involves learning the technical knowledge required for construction management. I am then able to apply everything I learn through my practical day to day responsibilities such as maintaining site records, driving the delivery programme and reinforcing the company Health and Safety standards.

WHAT DO YOU LIKE ABOUT YOUR  
JOB?

What I particularly like about this role is the variation. I enjoy the fact the role challenges me in different ways be it practical, theoretical or interpersonal skills that are being tested. I also enjoy the fact that I am working in a collaborative environment where I can see the tangible results of our efforts pay off in both the short-term and the long-term

WHAT'S YOUR WORKING DAY  
LIKE?

My working day typically starts by checking emails and creating a prioritised to-do list for the day. I will then go out on-site and make sure the right trades are in the right places in accordance with the delivery programme. I will take part in any meetings which have

been scheduled for the day and record what is going on in the project on that particular day.

WHAT SKILLS DO YOU NEED IN  
YOUR JOB?

The most important skills are interpersonal making sure that I communicate effectively and build strong working relationships. Organisation skills are also critical for managing the work load. As a trainee, I think it is particularly important to have an inquisitive mind and constantly ask questions and record what you are learning.

WHAT WAS YOUR BACKGROUND  
BEFORE STARTING THIS ROLE?

I went to University to study business and languages and then spent a few years working in production within a different industry.

WHERE DO YOU SEE YOURSELF IN 10  
YEARS' TIME?

I would love to have followed the natural progression of the role I am in and become a site manager for either part of or an entire project.



"What you plant now, you will  
harvest later."

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CASE STUDY



BUILDING FUTURES CAMDEN

|          |   |
|----------|---|
| DATE     | 27 <sup>th</sup> March – 7 <sup>th</sup> April 2017 |
| LOCATION | Camden  |
| ACTIVITY | Building Futures programme Camden                   |



Proud Building Futures candidates with their certificates with the Deputy Mayor of Camden and Wates Senior Leadership team at the end of programme ceremony.

We have successfully completed a Building Futures programme in 2017. It was a joint two week programme between Living Space South and Residential Developments for Camden Council, from the 27<sup>th</sup> March - 7<sup>th</sup> April and was very successful for 15 unemployed locals. The candidates gained hands on experience in plumbing and joinery and were supported through a BTEC Level 1 in Construction. They also trained for and had exams booked for them to obtain their CSCS card, which will enable them to work within the sector.

The candidates were taken on 2 site visits to live Wates projects, Abbey Road Residential Developments site and St Pancras Way where Living Space are carrying out external refurbishment. Candidates also took part in mock interview with Wates Building Services, Oneill & Brennan, Lee Marley Brickwork, Manestream (Asbestos) and Fording Building & Refurbishment to experience various interview scenarios and build their confidence.

The programme was finished off with the completion of a community project, where they painted the walls outside a Community Centre in Abbey Road, and official presentations of their certificates at the Town Hall by the Deputy Mayor of Camden and members of the Wates Senior Leadership Team rounded off the programme.



Des Byrne, Building Futures trainer – talking a candidate through elements of the joinery module.



The candidates were taken to a Living Space site too, to see the external refurbishment works being undertaken at St Pancras Way.

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○○●  
CASE STUDY

Wates

## BUILDING FUTURES CAMDEN (CONTINUED)

### CASE STUDY - MATTHEW TAYLOR

Matthew Taylor, 48, moved from Bexhil-on-Sea, East Sussex, to London at the young age of 16. When he arrived he found a job in a nightclub and since then has had a number of job roles, varying from an Area Manager to a Tree Surgeon. Over the last five years Matt has been a single dad to four children aged 20 to 10 years old. It was his oldest son who told him about the Kings Cross Construction Skills Centre, following his own success in becoming an apprentice. Centre staff made him aware of the Building Futures Programme.

Matt was unsure and nervous at first, he attended the interview and from that point felt encouraged. On day one, all students attended a morning presentation outlining the history of Wates, an overview of the projects that Wates are delivering in the London Borough of Camden and why Wates feel these programmes are so important in bridging the skills gap.

During the next two weeks, Matt learned a number of new skills including carpentry and plumbing, met new people and gained insight into the construction industry and its diverse range of roles. The live construction site visit was Matt's favourite day, seeing first-hand how buildings are built from the foundations up. Matt passed his CSCS with a score of 100%. Feeling proud and enjoying his new found self-confidence.

*"I didn't know where my career was taking me. Then I started the Building Futures course. It was great to be treated as a person again and not just a CV."*

*After being out of work for so long I was scared and fearful of the workplace. This course has given me the confidence I needed to return to work. I am excited and see a future in working in construction.*

*Wates have invested in me; by giving me this great opportunity I have gained new skills and met some great people. This has been an excellent learning experience, well run and organised; I would highly recommend 'Building Futures' to friends and family.*

*Matthew Taylor, Building Futures candidate, Camden, April 2017*



*Glen Roberts, Wates Project Director, explaining the Abbey Road residential developments site to the candidates.*

### HISTORY OF THE PROGRAMME

Building Futures was launched in 2005; our award winning two week accredited vocational training programme targets adults 19+, not in education, employment or training. It is delivered by our training provider, Ixion, and provides basic construction training underpinned with return to work skills, to prepare participants to make the transition into employment or training. All graduates receive six months support post programme to help find sustainable employment. To date over 1,030 people have completed the Wates Building Futures programme across the UK.

*"I'd recommend the course to anyone. Des was fantastic, and explained everything really well. If you didn't get something the first time then he didn't mind explaining it again, until we understood."*

*I left school and did a 5 year apprenticeship so I am not new to the industry, but I had been out of work and over the years things change. Like health and safety – there is so much more to it now and this course has bought me up to speed.*

*I've really enjoyed it. I'm 60 years old and the youngest was 21 but everyone just got on really well. I enjoyed every minute of it. Thank you very much.*

*Edward O'Halloran, Building Futures candidate, Camden, April 2017*



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## CASE STUDY:

# St Mungo's Health and Safety Workshop

## August 2017



In August 2017, Wates Residential hosted a Health and Safety session to a cohort of 19 students studying construction skills with St Mungo's; ReVive and Bricks & Mortar projects. Both projects provides homeless people the opportunity to learn new skills to enhance their life chances. Learning a number of skills from several different disciplines e.g. Bricklaying, Painting & Carpentry. ReVive is social enterprise, students who have completed their Painting and Decorating programme, the chance to work on live contracts in a work based environment. ReVive competes against external contractors to win contracts when projects come up for refurbishment.

Camden based Bricks & Mortar is training centre for wet trades, Health and Safety & employability, most students have no previous experience but soon develop skills they didn't know they could.

Sonia said "I learnt more about Health & safety than I expected, this workshop is going to really help me going forward"

|  | Excellent | Great | Other |
|--|-----------|-------|-------|
| What extent did this session meet your learning objective                              | 11        | 6     | 2     |
| How would you rate the knowledge of the presenter                                      | 13        | 4     | 2     |
| Do you feel that the session has assisted with your understanding of health and safety | 12        | 3     | 4     |



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Ending homelessness  
Rebuilding lives

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## CASE STUDY:

## St Mungo's Bricks and Mortar Site Visit - August 2017



In August 2017, the Abbey Area One Site team in Camden, hosted a cohort of 13 students from St Mungo's Charity, Bricks and Mortar project. Providing them with the opportunity to visit a live construction site. Undergo a site Health and Safety Induction and observing the work force, enabling questions to be asked. Site visits support and enriching students classroom learning.

Bricks and mortar has been running successfully for 9 years and has had many successes with clients moving on into to further education or employment. This is an accredited course providing a recognised qualification and aids individuals into the work place. Eligibility is for individuals who are engaged with any of the St Mungo's project across London and all projects within the London Borough of Camden.

The students who are studying at Bricks & Mortar have no previous experience but soon develop skills they didn't know they could.

Phyllis said "I found the visit, beneficial, Knowledgeable and I am more aware now, of how a constructions site functions. I let more than I thought I would. This has been great and has really helped me".



| Figures based on 12 returned surveys  | Excellent | Great | Other |
|---|-----------|-------|-------|
| What extend did this session meet you learning objective                          | 6         | 5     | 1     |
| How would you rate the knowledge of the presenter                                 | 10        | 2     | 0     |
| Do you feel that the session has assisted with your understanding of Construction | 9         | 3     | 0     |



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