

PROJECT IMPACT REPORT | DECEMBER 2017

# ERITH PARK PHASE 2



Reshaping  
Tomorrow

Wates

Above all it's all about people

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





SPURRELL  
COURT  
19TH CENTURY LOCAL PALEONTOLOGIST  
APARTMENTS 25-51 →



“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 are core Wates company values and inform everything we do, at every level of our business.

This report showcases the social impact our team and our partners brought to Larner Road and the surrounding communities of Bexley during the Erith Park Phase 2 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 Bexley 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





Considerate Construction Code of Practice

Considerate construction by striving to promote:

- Ensuring that the work enhances the image of the company.
- Being engaged, like enhancing the appearance of the site, materials, vehicles and raising the image of the company.
- Constructors should give attention to their impact on neighbours and the environment by:
- Informing, respecting and showing to those affected by the work.
- Minimising the impact of deliveries and work on the public highway.
- Contributing to and supporting the community and economy.
- Working to create a positive and avoid negative impression, and promoting the company.
- Constructors should also:
- Identifying, managing and controlling the environment.
- Seeking to improve the environment.

# 'Working Together



Prince's Trust

**PROUD TO BE  
PATRO**

[www.princes-trust.org.uk](http://www.princes-trust.org.uk)  
[twitter.com/PrincesTrust](https://twitter.com/PrincesTrust)





CLIENT: **Joint Venture between Wates Group and Orbit Group**  
 VALUE: **£63M**  
 PROJECT: **Erith Park Phase Two**

A partnership between Orbit Group, Wates Residential and the London Borough of Bexley was formed in 2012 to transform the former Lerner Road estate into Erith Park.

Erith Park was shaped from the former Lerner Road estate, a high rise estate owned by the local authority. The estate historically was a hugely challenging and deprived neighbourhood. With failing infrastructure and 1950's buildings, Lerner Road had become synonymous with poor accommodation, lack of family amenities and a wide spectrum of social issues. In turn, the area had a poor reputation locally and was suffering from low demand. Discussions took place with the community about the future of the estate and a consensus was reached to redevelop the area as a low to mid-rise estate.

Wates was delighted to be the developer partner appointed by Orbit Group and the successful demolition of seven tower blocks began the area's journey of transformation. The first phase of the development was completed in November 2015 providing 342 new homes with a mix of affordable rent, shared ownership and outright sale.

A joint venture partnership was established with proven track record in sales delivery and cross subsidy/profit return. All shared ownership and outright homes were sold ahead of programme. A further 244 mixed-tenure homes are being developed in phase two, with the first homes handed over in Spring 2017, with the overall scheme set for completion by Spring 2018.

“ Erith Park has totally transformed the neighbourhood and the lives of the people who live here. Living in well-designed homes in a safe, attractive neighbourhood builds our residents' pride in their neighbourhood and their confidence in their future.

Caroline Field

REGENERATION PROJECT MANAGER, ORBIT HOMES - DEVELOPMENT

## KEY HIGHLIGHTS



\* Are actual costs for the delivery per hour per outcome



A photograph of a construction site. In the foreground, three men wearing white hard hats and high-visibility yellow safety vests are engaged in a conversation. The man on the left is wearing a black jacket and has a 'Wates' logo on his hard hat. The man in the middle is wearing a dark jacket and has 'a' on his vest. The man on the right is wearing a dark jacket. In the background, there is a brick building with large windows, a silver car parked on a paved area, and two large blue tower cranes against a clear blue sky.

# 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%**

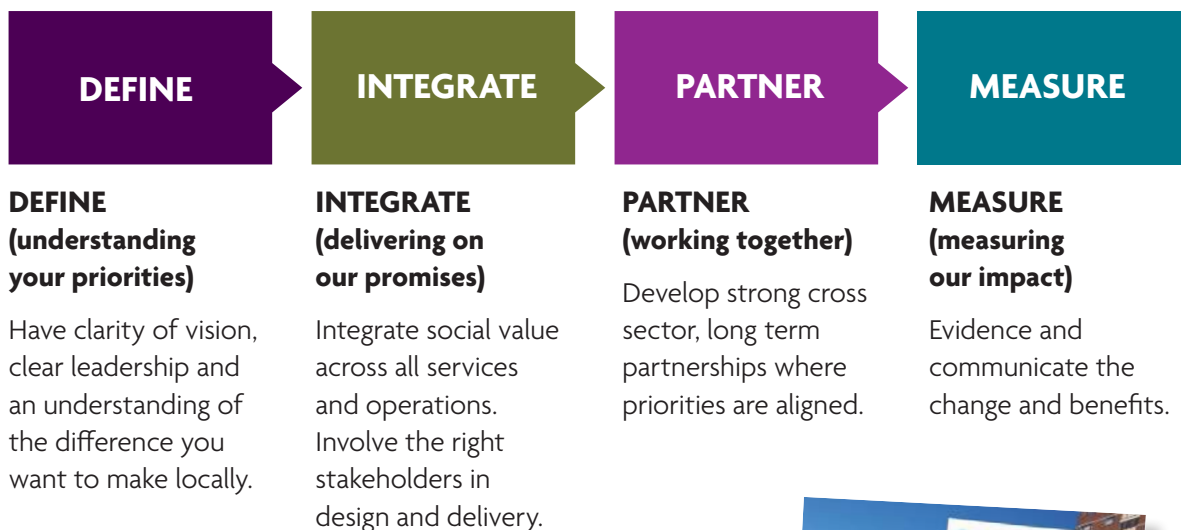
BELIEVE SOCIAL  
ENTERPRISE IS A ROUTE  
TO SOCIAL VALUE

**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 photograph of three construction workers at a site. Two workers in the foreground wear white hard hats, safety glasses, and high-visibility yellow vests over dark jackets. The worker on the left is looking up and to the right. The worker in the middle is also looking up and to the right, with his right arm raised and pointing towards the sky. The worker on the right is looking up and to the right, wearing a white hard hat with the 'Wates' logo, safety glasses, and a high-visibility yellow vest over a dark jacket. The background shows a construction site with scaffolding and a brick building under construction.

# 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.





As one of the UK's largest housing associations and house builders, Orbit has more than 50 years' experience providing around 40,000 quality, affordable homes and a range of advice and support services to over 100,000 people across the Midlands, East and South East.

Orbit's ethical approach to business means that they reinvest their profits into the mission of building communities, ensuring all generations can live in a home they can afford. This profit for a purpose culture enables Orbit to build around 1,700 homes a year, from market sale and shared ownership to affordable rent and independent living with care options for people aged 55-plus.

At Erith Park, as on most of the Orbit developments, Orbit manages estate services and is committed to ensuring the neighbourhood remains a great place to live for years to come. All new homes meet high standards of comfort and energy efficiency.

Having social value impact during any development is key to Orbit, Wates and the London borough of Bexley Council. The Council has embedded this approach in their S106 development and capital works. This approach provides a framework for employment and skills delivery to bring together all partners involved in a project to coordinate 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

The Wates Residential team has continually aimed to deliver social value in reference to Orbit's overall vision of 'building communities by improving the social, economic and environmental prospects of people and communities'.

## 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 Erith Park Two, helps to address key challenges for the communities served by the London Borough of Bexley 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

Orbit Group 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 commitment outputs for the contract.

OUR COMMITMENTS	PHASE TWO	ACTUAL TO DATE (DEC 2017)
Recruited Apprenticeships	25	11
Apprenticeships with a 5 mile radius	23	3
Total No. Apprenticeships ( Inc. existing roles) for phase two	45	14
Work Experience placements (16 +)	12	13
Building Futures pre-employment programme	24	0
Changing Paths	10	1
Construct Programme	12	36



# WHAT ARE THE COMMITMENTS?

## APPRENTICESHIPS

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

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.

## 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.

## CHANGING PATHS

Changing Paths is a Charitable Trust that supports serving offenders, ex-offenders and the long-term unemployed. Their delivery model includes supported mentoring and offers incentives for individuals to build a secure and meaningful place in society. Through a robust selection and induction process, they provide relevant training and work experience placements for individuals, helping them into full-time jobs. Wates is working with Changing Paths to recruit to a number of roles on the Erith Park site, including Banksman and trade positions.

## CONSTRUCT PROGRAMME

Construct is a school lead programme in which students take part to work towards a BTEC qualification in construction. Site visits enrich the students' coursework with experience of the day to day workings of a construction site.





# DELIVERING ON OUR PROMISES

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.



# EMPLOYMENT AND TRAINING

## APPRENTICESHIPS

During the project, we supported **14** apprentices, who gained valuable practical experience to assist with the completion of their chosen qualifications. This landmark new-build project for the Erith area of Bexley 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.

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

“ In ten years’ time I would see myself as a well-rounded site manager or project manager proficient in managing varying package works. I would also like to have become chartered with CIOB (Chartered Institute of Builders.) With all the support and opportunities Wates provide I feel this is easily attainable.



“ I enjoy having the responsibility to manage suppliers/subcontractors whilst having the experience and knowledge of the team to learn from. I get to see a variety of Trades and can get to learn construction first hand on site and then learn the technical knowledge at college and university. It's also great that all my education is paid for by Wates.

## CASE STUDY:

# THOMAS COMPLETES FIRST YEAR AS TRAINEE

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## PRODUCTION MANAGEMENT TRAINEE SEPTEMBER 2016 - CURRENT

### WHAT DOES YOUR ROLE INVOLVE?

I have been working on the Erith Park Phase 2 project for the past year. In that time I've shadowed my colleagues, this has allowed me to be exposed to various stages of the construction phase and also learn more about the safe working practices on site. More recently I have been involved in the handover process which has been really interesting working closely with the client. I will soon do placements in various departments such as bidding, design and commercial. This is all to gain a better understanding of the construction process from conception to the finished building.

### WHAT DO YOU LIKE ABOUT YOUR JOB?

I like the variety in my day and flexibility I have to get involved. One second I could be looking at the finish of carpentry inside a flat, the next I'm looking at piles being bored for the foundations of a house. I get to learn so much day by day having this flexibility and variety. What I've really enjoyed is the sense of accomplishment from completing handover on a block of flats, seeing the hard work of the team and I come to its culmination.

### WHAT'S YOUR WORKING DAY LIKE?

A usual working day on site for me starts at 7:45 AM and ends at 5 PM. The bulk of my time now is spent looking after the internal fit out packages and preparing for handover. My responsibilities are mainly to manage safe working practices, co-ordinate labour and manage quality. It can get really lively on site at handover stage but I enjoy working in a busy environment.

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

As a trainee you have to be above all willing to learn and motivated to manage and drive your own development. You should also be organised and be able to prioritise. It is so easy to get engulfed in something but you need to learn to develop your management skills, plan out your week ahead. This also gives you an opportunity to gain clarity on a task ahead that you may not understand fully.

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

Before starting with Wates I had just finished studying a Civil Engineering degree. With my degree I could go for either a design role or site management role, I realised quite early on in my course that I would prefer a site based role in construction.

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

In ten years' time I would see myself as a well-rounded site manager or project manager proficient in managing varying package works. I would also like to have become chartered with CIOB (Chartered Institute of Builders). With all the support and opportunities Wates provide I feel this is easily attainable.



'Wates really value their trainees, not many companies would make it necessary for the directors to have lunch with the trainees, but Wates do. There's a real team ethos so everyone is willing to help you learn and gain experience which I feel will become instrumental in my career. I would strongly recommend this trainee programme for anyone looking to start a career in the construction industry.'

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## CASE STUDY:

# CONOR COMPLETES FIRST YEAR AS TRAINEE

Reshaping  
Tomorrow

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COMMERCIAL MANAGEMENT TRAINEE  
SEPTEMBER 2016 - CURRENT

"I'm enjoying my time at Wates and hope it continues. I've been given the opportunity to meet and work with a wide range of people and learn from their experiences and knowledge on a variety of different projects. I'd recommend this programme to anyone as its extremely interesting and enjoyable, with plenty of opportunity for growth."

## WHAT DOES YOUR ROLE INVOLVE?

My job involves assisting the Surveyors on site and the Commercial Manager. Part of this role includes procuring subcontractors and agreeing a contract to complete work on site to the correct specification and then managing them throughout the completion of the works. This also includes valuating their work so they're paid correctly and managing their account commercially. Another role on site is ensuring all materials required for works on site are procured and then paid for by transacting invoices on time. We have to ensure that the invoices we transact are not over the order value of the agreed sums.

## WHAT DO YOU LIKE ABOUT YOUR JOB?

I enjoy having the responsibility to manage the suppliers/subcontractors whilst having the experience and knowledge of the team to learn from. I

get to see a variety of trades and can learn construction first hand on site and then learn the technical knowledge at college & university. It's also great that all my education is paid for by Wates.

## WHAT'S YOUR WORKING DAY LIKE?

We have to do different work depending on the time of the month – During the final week, we will receive valuation applications from various subcontractors and we will have to value their work on time so we know our monthly costs. During the rest of the month, I generally ensure that commercially the subcontractors are doing the correct work and if any further work or changes are required.

## WHAT SKILLS DO YOU NEED IN YOUR JOB?

An understanding of numbers and basic accounting would be useful. An



attention to detail due to the amount of contracts and specifications that contain vital information which could benefit Wates Commercially, or if missed out, costly. Although it's a job within the construction industry, not much understanding is required before you start due to how much knowledge you gain while working.

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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 to those who are long-term unemployed. We spoke with many of local partners and in particular the Job Centre Plus advertising this programme to local people over several months. Unknown to us at the time there were other agencies offering the same opportunity in the location.

Due to the lack of interest from the local community the programme was cancelled and was not pursued. Going forward a piece of research of the projects and activities being delivered locally will take place prior to any project initiation.

## BUILDING futures

**Are you unemployed, 19 or over,  
and looking for a career in construction?**

Why not apply to take part in the **two week**  
**'Building Futures' programme** taking place in **Bexley?**



**WHEN? 13th – 24th February 2017**

If you are interested in this opportunity,  
please contact **Irina Simrok** at Ixion Holdings.

MOBILE: 07837 322329

EMAIL: [Irina.Simrok@ixionholdings.com](mailto:Irina.Simrok@ixionholdings.com)

WEB: [www.ixionholdings.com](http://www.ixionholdings.com)

Spaces are **limited** so, to avoid disappointment,  
**APPLY NOW!**

The closing date for all applications is Tuesday 31st January 2017.



**Skills  
Funding  
Agency**

Reshaping  
tomorrow

Wates



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\*Eligibility Criteria for the course – 19yrs+, unemployed and in receipt of a state benefit



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

Year to date 35% of the workforce are local people; recruited into full time positions on site.

### CHANGING PATHS

During the development, we worked with Changing Paths to seek recruitment of ex-offenders into paid recruitment. The vision was to support and recruit 10 ex-offenders, however, due to internal changes in the Charitable Trust we were only able to support and transition 1 individual into a full-time position.



35% OF THE WORKFORCE IS MADE UP OF LOCAL PEOPLE



\*Biosite Induction postcode information



CHANGING PATHS  
Charitable Trust

4,842hrs



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



£477.4k\*\*



£477,387\*\* IS THE VALUE OF OUR INVESTMENT INTO TRAINING LOCAL PEOPLE

\*\* Are costs that have been calculated from the Wates Green Book average hourly rate for staff members at the sum of £49.00 per hour.



# 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 going forward.

Throughout the Erith Park Two Project, **13 placements** were offered to local people. These positions were created and delivered via our partnership with Bexley College.

2 of the 13 placements have continued their placements and have been returning on a weekly basis to get the most out of their experience; supporting them in the future jobs prospects.





“ 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.

I have really enjoyed it and I have learnt so much from the site managers and more about their role. Also how the quantity surveyor and the site managers work together.

I have learnt so much about site safety and how this should never stand still and there is always room for progressing. I would highly recommend work experience to my friends and colleagues.

Mohammed Miah







**36**

**CONSTRUCT  
PLACEMENTS  
HAVE BEEN  
FULFILLED**

“ Daniel, Construct Student said:

*I found the site visit to Wates a really good experience. It was clear and easy to understand what was expected of us before entering site; how important it was to follow health and safety around the site at all times. The layout of the site was kept in an orderly fashion and clear. Staff got on with what they were doing around the site and it seemed to be running very smooth. I came away with a lot more knowledge about the business and how construction works.*

“ Richard, Construct Student said:

*It was an extraordinary experience as we were actually allowed to walk around on the site and show how safe you have to be in this Industry. The site was very compact and there was little space for the workers to move around however everything seemed to be running very smoothly. A crane was assembled whilst we were on site and this was very interesting to see.*

“ Susan from the Business School Academy said

*Thank you for taking time out of your busy schedules to show our students around the site. They did enjoy the experience - not something we can get out of text book! We are taking photos and recording info as the site develops and all the evidence we can qualify against our BTEC criteria.*



## 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 Bexley College; supporting workshops, continuing to promote local job vacancies and provide employability guidance.

## 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. Site visits help students that are already studying construction and are great 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 recruits 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;

**40** STUDENTS HAVE VISITED THE SITE

**130**

130 STUDENTS TOOK PART IN MOCK INTERVIEWS OVER 4 DIFFERENT OCCASIONS

**56hrs**

HAVE BEEN INVESTED IN SUPPORTING PEOPLE THROUGH EDUCATION INITIATIVES BY WATES

**£4.4k**

£4,435.00\* IS THE VALUE OF OUR INVESTMENT INTO SUPPORTING EDUCATION ON THIS PROJECT



# INVESTING IN THE COMMUNITY



In 2016, the Wates Residential team downed tools on the construction site to help the community transform overgrown land at the allotment, by clearing weeds and erecting a new shed with decking. A starter kit of garden tools was also provided to ensure that residents could continue to cultivate the land. The first plants were laid in the ground shortly afterwards.

“ Lawrence Baxter, Construction Manager at Wates Residential, commented:

*This was an excellent way to bring together the local community and unite them under a common cause. As a business, Wates Residential is committed to leaving a lasting legacy in the communities where we work and our annual community day is a great way to do this. We had a great time working with the residents of Erith Park. I hope they will soon start to enjoy the fruits of their labour and continue to do so for many years to come.*

“ Francois Jensen, Community Engagement Officer, commented:

*The allotment is a great way to nurture strong community ties at Erith Park. Volunteers will get the opportunity to meet new people and support each other throughout the year, working together to cultivate a thriving plot. We hope that, as new residents move into Erith Park, the number of volunteers will continue to grow.*

## WATES RESHAPING TOMORROW WEEK (STAFF VOLUNTEERING COMMUNITY DAYS)

As part of our commitment to people and communities, each of our site teams down tools during Wates annual Reshaping Tomorrow Week, to assist local community initiatives and good causes.

During the Erith Park Two, our team undertook four activities – staining the decking and shed at the community allotment, rebuilding a brick pillar and environmental improvements for the exchange project and painting at the local church. **83 staff hours** being donated, equivalent to **£4,067.00** of employee time.

**83hrs**

**STAFF HOURS  
HAVE BEEN  
DONATED**

**£4k**

**83 STAFF HOURS  
EQUIVALENT  
TO £4,067 OF  
EMPLOYEE TIME**





**CHURCH RAILINGS PAINTED**  
NORTH END BAPTIST CHURCH - ERITH PARK



**ALLOTMENT MAKEOVER**  
RUBBISH CLEARED AND SHED REPAINTED



**BEFORE**



**AFTER**



## COMMUNITY ART PROJECT

The Pier Commission was a project created by The Exchange (Commissioners) and sponsored by Orbit and Wates Residential. The aim was to draw attention and footfall to one of Erith's unique public assets; to demonstrate, to residents and potential residents, that it is a town with great possibility; and to show that arts and culture have an important role to play in community building and regeneration.

An artist brief was developed to transform Erith Pier into a piece of art for the period of the 'Totally Thames Festival' and to coincide with the local authority funded project Erith Lighthouse. The brief encouraged artists to focus on the history of the pier and to develop proposals that would encourage groups to find new kinds of inspiration from the river.

The brief attracted 75 proposals from arts practitioners, ranging from dancers to sculptors, from digital to sound and performance artists. A panel of judges, consisting of the Commissioners, Sponsors, 'Totally Thames' local artists (Gary Drostle and Guy Tarrant), artist David Tovey (Orbit Ambassador) and The Decorators (the group responsible for the Erith Lighthouse project), whittled the 75 proposals down to a shortlist of four.

The shortlist was then put out to public vote; the winning artist was Julia Snowdin. Julia Snowdin's textile artwork consisted of a series of storytelling sails, designed and produced in partnership with Erith residents at a number of workshops. At night these sails were lit with different colours, enticing people to the river at all times of the day.

Over the course of the installation, a series of engagement workshops were carried out with families, schools and adults, including a 'Storytelling Sail and Chalk Drawing Trail', 'Watercolour Challenge', 'Origami Sailboats and Sailor hats' and 'Hand-made Music'. Julia Snowdin also provided drop-in workshops for people to make their own mini storytelling sails to take home with them. The Exchange also worked with London South East Colleges (Bexley Campus) students (Media, Photography, Art, Design) on specific projects designed around The Pier Commission and Erith Lighthouse. This extra programming for the Erith Lighthouse project was supported with funds from Bexley Council.

Interpretation materials were produced to sit alongside the artwork. This included a flyer that could be turned into an origami sailboat, another 'exclusive' hand-produced flyer for guests to the Erith Lighthouse events and private views, and a series of posters that were delivered to public spaces across Erith.









# 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 Erith 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 **97 to 99%** of waste materials being diverted from landfill to be recycled. On each project we also measured the amount of waste 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

**20%** 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.

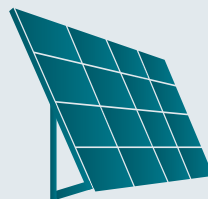
Site recycling performance is monitored across the project, with weekly site reports encouraging the workforce to reduce waste and maximise recycling activity.

## GOOD NEIGHBOUR

Throughout the project 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.'

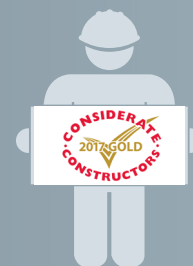
**UK  
Social  
Mobility  
Awards**

**WINNER 2017**



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

CONSIDERATE  
CONSTRUCTORS  
**GOLD AWARD**  
2016 AND 2017



ALL **244 UNITS** ON  
ABBEY AREA ONE  
ARE BEING DESIGNED  
AND BUILT TO CODE 4.

TO DATE APPROX.

**98%**

CONSTRUCTION  
WASTE



HAS BEEN DIVERTED  
FROM LANDFILL



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



AROUND

**220 TONNES**

OF CARBON EMISSIONS  
WILL BE SAVED EVERY YEAR  
FROM SOLAR PANELS



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

**20%**

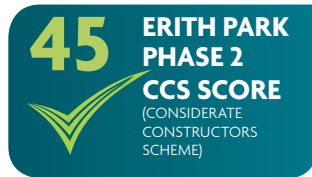
MATERIALS WERE  
SOURCED LOCALLY  
OR FROM SMEs



## 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 Erith Park Phase Two Project.

The site was assessed twice by independent CCS auditors, with an excellent scores of 45 (first visit) and 45 (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 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
- Free health checks by a health professional
- Enhancing the working environment by providing free WiFi for all staff
- Staff training for mental health first aid
- 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
- Stop & Go cards utilised, with follow up 'you said, we did' displays
- Monthly safety alerts displayed 'Stop & Go of the Month' awards given out
- 'Bin the Broom' campaign to minimise risk to operatives from airborne dust



## RESPECTING THE COMMUNITY

- Community newsletters for neighbours produced
- 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
- Redesigning and landscaping the local church
- Creation of a community space and community allotment provision
- Participation in community days





# CREATING A LEGACY

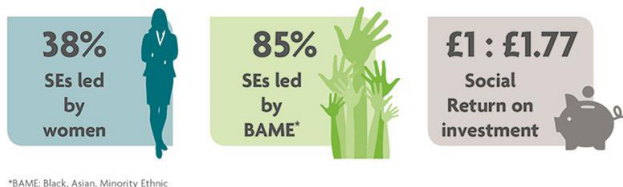


## SPENDING WITH SOCIAL ENTERPRISES

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.



## 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.

## 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 £213m 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 walk 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 GADO, WESTMINSTER CITY COUNCIL  
HEAD OF PROCUREMENT DEVELOPMENT**

Above all, it's about people

wates.co.uk



## GOING THE EXTRA MILE

Throughout the Erith Park Two development, our team members worked hard to raise funds for a number of charities and good causes throughout the programme. Activities and beneficiaries included:

### THE ERITH PARK CUP

CHARITY 5-A-SIDE  
FOOTBALL TOURNAMENT

RAISING MONEY FOR THE PRINCE'S TRUST

# £11,200

RAISED FOR  
THE PRINCES TRUST








### The Erith Park 5 Aside Football Tournament

13 teams, 91 players and 20 spectators. A total of 42 games were played on the afternoon. 10 of the supply chain members took part in the tournament. The total amount raised for the Prince's Trust was **£11,200.00**.

<b>13</b>	<b>91</b>	<b>42</b>
TEAMS	PLAYERS	GAMES





## Wates Residential Team to walk Hadrian's Wall

This fantastic charity challenge hike tackled the entire length of the famous Hadrian's Wall in Cumbria, and totalled 85 miles in two days. Two teams took on one half of Hadrian's wall, starting on opposing sides of the country and raced each other to the middle point at the Sycamore Tree Gap. The teams covered approximately 42 miles each including a lot of hills!

The event raised **£16,000** and with match funding from Wates Giving the total came to **£26,000**



**2** DAYS  
**85** MILES  
**2** TEAMS

**Wates**  
GIVING

**£26k**  
RAISED FOR OUR  
CHARITY PARTNER  
THE PRINCE'S TRUST





## ENHANCING THE CHURCH GROUNDS

Northend Church is located in the heart of the Erith Park community. Over the years the external fixtures and garden areas had been subject to wear and tear. During phase two of Erith Park, the operational team had early discussions with Minister to explore supporting the church in providing environmental improvements.

Wates Residential design manager took the lead to manage and formed a partnership with our architects and Orbit to shape a design that would enhance the overall appearance to the church grounds. We hosted several meetings with the Minister, involving him in the design and the proposed works; a set of drawings was produced, these were reviewed and approved by the minister.

The community project itself came about initially with the vision to enhance the grounds of the church adjacent to our blocks, improving the feel to the church and the wider development. These improvement works were funded by Wates and Orbit jointly, as we recognised that the church sits in the heart of the community and is central feature to the whole area.

The works included removal of old grass areas, old fencing and fixtures and installation of new railings around the whole perimeter. This was very important as the Minister was concerned that people always used his land as a cut through damaging the grass and planting that previously existed. It was a large area which was difficult to maintain regularly, often leaving areas looking barren and scruffy.

BEFORE



BEFORE





The new design has easy to maintain planting, a good quality grass turf which will be easy to cut and a new set of railings around the whole area to make it a private garden for church users and at the same time look attractive for the community.

We have been delighted to complete this community project for the Minster Bob and his congregation. They have been very supportive during the development works and have allowed us access to the church land helping the logistical planning which improved the safety of the public and made it easier to manage.

Bob the Northend Church Minister said

“ We are truly grateful to Wates for all their hard work in supporting us with the external works to our Church. The garden was in need of a facelift. It has made a huge difference and we are really thankful, if it wasn't for Wates this would not have been done for some time.

We are hoping with the church's new look and the all the new houses being built that the new people moving in, will increase the number of members to our active congregation.

The church has decided to change its name to Erith Park Reformed Baptist Tabernacle - we wanted to change the name in such a way that the residents could identify with us whilst at the same time making clear what type of church we are. We will, in due time, change our notice boards and any other public displays of the Northend Church. Thanks Wates and Orbit for your hard work and for supporting the future of the church.”

AFTER



AFTER



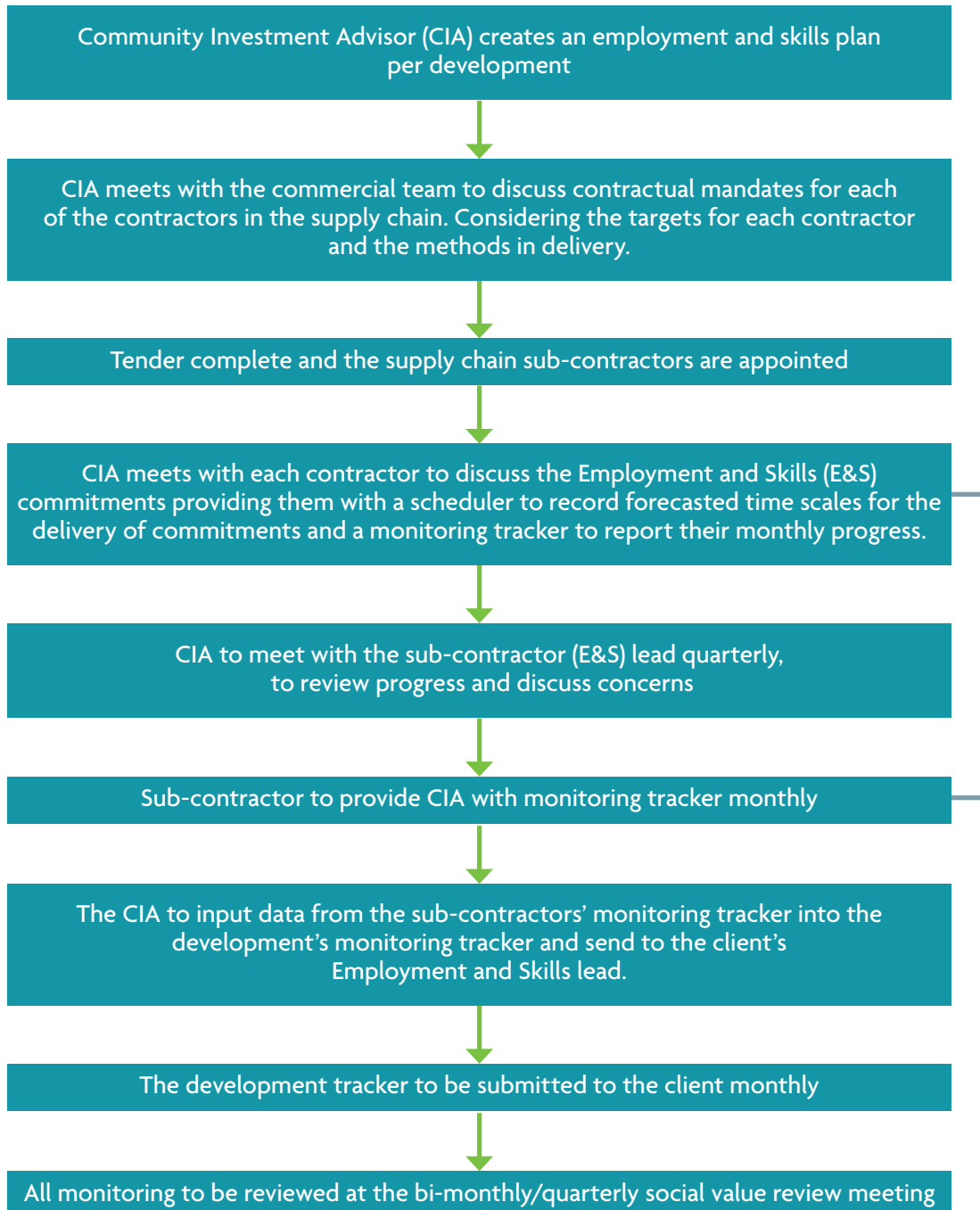


# SOCIAL VALUE - NEXT STEPS/LESSONS LEARNT

Wates and Orbit are continuing their partnership on a few infill sites and the next phase of the Erith development; Arthur street. It is important for all of us that we learn lessons where we have fallen short in reaching our commitment target.

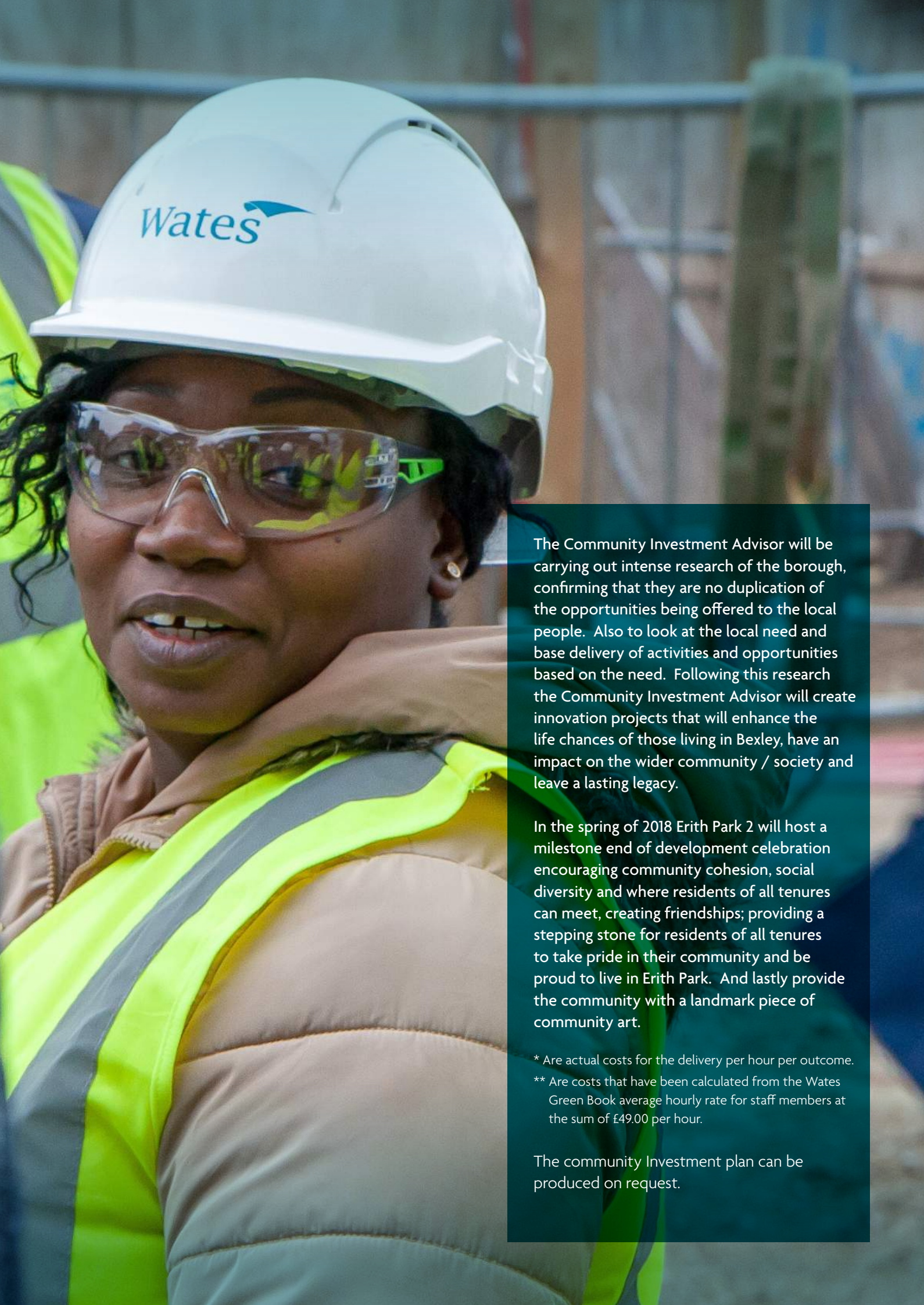
Going forward we will be putting processes in place which will ensure that we reach our apprenticeship target, by guaranteeing that all of the supply chain have mandates for social value within their contracts.

The example process below



*All cost associated with the employment and skills commitments by the sub-contractor are to be included within the sub-contractors team.*





The Community Investment Advisor will be carrying out intense research of the borough, confirming that they are no duplication of the opportunities being offered to the local people. Also to look at the local need and base delivery of activities and opportunities based on the need. Following this research the Community Investment Advisor will create innovation projects that will enhance the life chances of those living in Bexley, have an impact on the wider community / society and leave a lasting legacy.

In the spring of 2018 Erith Park 2 will host a milestone end of development celebration encouraging community cohesion, social diversity and where residents of all tenures can meet, creating friendships; providing a stepping stone for residents of all tenures to take pride in their community and be proud to live in Erith Park. And lastly provide the community with a landmark piece of community art.

\* Are actual costs for the delivery per hour per outcome.

\*\* Are costs that have been calculated from the Wates Green Book average hourly rate for staff members at the sum of £49.00 per hour.

The community Investment plan can be produced on request.



## **Wates Group**

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