



WILLMOTT DIXON

SINCE 1852

# Willmott Dixon Foundation Annual Review 2015







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“An organisation committed to leaving a positive legacy within the business, the community and the construction industry as a whole.”

Judge's citation when Willmott Dixon Partnerships won the Excellence in Social Responsibility category at the National Investors in People awards



Willmott Dixon Foundation was established in 2011 to guide, monitor and collate the community investment activities of the Willmott Dixon Group businesses. Its Board members are:

**Rick Willmott**, Chair of Willmott Dixon Foundation and Group Chief Executive

**Alison Symmers**, Head of Willmott Dixon Foundation

**Jonathon Porritt**, Non-Executive Director of Willmott Dixon Holdings and Founder of Forum for the Future

**Paul Smith**, Divisional Chief Executive, Willmott Dixon Support Services

**John Waterman**, Chief Operating Officer, Willmott Dixon Construction

**Rob Lambe**, Managing Director, Willmott Dixon Energy Services and Re-Thinking

**Julia Barrett**, Director Willmott Dixon Re-Thinking

**Andy Geldard**, Head of Communications, Willmott Dixon



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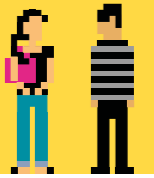
## Foreword



“Being a large company means we have the scale to do something that creates real change.”

Rick Willmott, Chair of Willmott Dixon Foundation, Group Chief Executive

## Our community investment in a nutshell



The work that we do with local communities is important to our business and to our people.

The past 12 months have once again seen Willmott Dixon employees and members of our supply chain contributing to local communities through a huge number and range of projects, organisations and charities – as well as through their day-to-day activities. The work that we do with local communities is important to our business and to our people.

This Review provides a taste of some of our community activities over the past year, many of which are focussed around our key areas of youth unemployment and inspiring young people, community transformation, and tackling social exclusion. By seeking out activities in these areas, we believe we can best deliver our goal of leaving lasting legacies in the communities where we work.

In 2014 the value of our company investment in local communities was £2.27m, with 85% of that figure coming from the time our employees contributed. I am very proud that two-thirds of all our employees have been involved in community and charity work in 2014, far higher than the national average. The Willmott Dixon Group has had a strong commitment to local communities since it was founded 163 years ago, and the actions and attitudes of our people reflect those values today.

The remit of the Willmott Dixon Foundation, launched in 2011, is to record our work in this area and to focus our efforts so that we can deliver the best value to society that we can. The Foundation is also responsible for research and thought-leadership in this

area. Last year we reported that we were beginning to develop ways to understand and express what difference our community work is making to people and communities – in other words the impact it is having. We have continued to develop our thinking over the year and have worked internally and with academics and leaders in the field to find a way to better express the social value of what we are doing. This will help us to learn where we are making the biggest difference, and ultimately deliver more value to society. Our progress on this journey, which others are also grappling with, is outlined on page 6.

As well as helping us to better understand the impact of what we do, the existence and work of the Foundation also underlines the importance of our community impact to everyone. I am delighted to highlight the launch in 2014 of the Foundation’s Management Trainee Challenge, which reinforces this message to our future managers and directors.

Creating value for our communities is something that we believe passionately in. I look forward to further success in the coming year.

**Rick Willmott**  
Chair of Willmott Dixon Foundation  
Group Chief Executive

### Where it came from

COMPANY CONTRIBUTION	£'000
Staff time	1,921
Cash donations	236
Gifts-in-kind	109
<b>TOTAL</b>	<b>2,266</b>

### LEVERAGE

Fundraising	189
Supply chain:	
Cash donations	29
Gifts-in-kind	80

**TOTAL** **2,564**

### Where it went

FOCUS AREAS	£'000
Youth unemployment and inspiring young people (See page 10)	1,107
Social exclusion (See page 12)	375
Community transformation (See page 14)	760
Other charities (See page 20)	317
Other	5

**TOTAL** **2,564**

Our community investment data is collated in accordance with the standards of LBG<sup>1</sup>, of which we are a member, and verified by Bureau Veritas<sup>2</sup>.

1. LBG is a global network of companies who have developed a well-recognised and robust framework for measuring and benchmarking community investment  
2. Bureau Veritas is a professional services company that provides independent verification and assurance services.



### £2.27m

In 2014 our company invested £2.27m in local communities, up from £1.37m in 2013

### £675

Our investment equates to £675 for each of our employees, compared to the average for LBG<sup>1</sup> companies of £173 per employee

### 85%

85% of our investment was in the value of our staff time, up from 82% in 2013 and 71% in 2012

### 59%

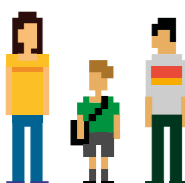
Over 59% of our employees were involved in community activity, far higher than the average for Business in the Community companies which is 20%

### £189k

In addition, we raised £189k for charities, up from £122k in 2013

### £109k

Our supply chain contributed at least £109k and we think this is the tip of the iceberg - we don't believe that we manage to capture everything



## The difference our investment makes



The ultimate goal of our community investment is the difference it can make to individuals and to society. One of the biggest challenges in planning, resourcing and delivering community work is to understand where that effort is best directed in order to deliver the greatest impact. We have been working to develop better ways to measure and assess the impact and value of what we do. It's still a tough challenge and we haven't cracked it yet, but we have taken great strides along the way.

We have continued to focus on three different – but often interlinked – areas: youth unemployment and inspiring young people, social exclusion and community transformation (read more about these in the following pages). We ask those who have benefited to tell us what impact the activities have had. Although not everyone responds, the results from those that do tell us that 80% of activities have made a significant positive difference.

We have been working on research projects both on our own and with external partners such as Construction Youth Trust, the Social Value Portal and Business in the Community to find new tools and models for assessing impact. These show us the value of our investment in terms of cost saving to society (for example; the reduction in benefits paid as a result of someone getting a job). Construction Youth Trust's research showed that for one of our activities – Sommerfield Community Centre (read more on page 17) - a value of £6.51 was achieved for every £1 invested; and work with the Social Value Portal on one of our Energy Services projects

### Transforming 3,000 young lives



We are making good progress towards the target we set ourselves in 2013 to 'enhance the life chances of 3,000 young people by 2015'.

When we set our target of 3,000, we wanted it to be a challenging one, so we have created a system that recognises that interventions have varying impacts. So, for example, if we are able to give work to a previously unemployed young person, that is transformational and counts as one point towards our target of 3,000. However providing an in-depth one-to-one interview skills learning event will improve the individual's life chances rather than transform them and so counts only as one-third of a point.

In 2014:

- We transformed the lives of 495 young people
- We improved the lives of 1,797 young people
- Which means we counted 1,094 young people towards our target
- To date, we've made a difference to the lives of 3,187 young people
- This brings our total to 1,546 towards our target of 3,000

### Transforming one young life

Mark, a local young resident was taken on as an apprentice at Orchard Village, our development of the former Mardyke estate in Rainham. He has had to overcome many barriers in his life including being a part-time carer for his mother while studying for his GCSEs and being bullied when he was younger for being poor. He went on to land second place at the national Young Builder of the Year Awards. He says that the apprenticeship gave him a chance to transform his life and that of his family. "This is my first ever job and I'm really grateful for the opportunity – to be honest, it has really turned my life around."



## One year on – the longer term impact



"We know that it is the benefit that our activities can bring to individuals and communities which is the most important – so we have been working to find ways to demonstrate the impact of what we do."

Alison Symmers, Head of The Willmott Dixon Foundation

### ONE YEAR ON: More than boxing



When Lower Manor Boxing Club in Sheffield was vandalised and burgled in 2012, the damage was so bad that the club could no longer operate. It was a huge blow to the community. Willmott Dixon and housing provider Acis, stepped in to refurbish the building, investing over £38,000. Since then, over 150 new people have come to the gym, with the number of regular members rising from 28 to 70. The gym is now perceived as the heart of the community and has become a haven for youngsters living nearby, deterring them from anti-social behaviour.

"For some of the youngsters that come to our gym, boxing is the only stable thing in their lives," says boxing coach and local resident Steve Barnes who runs the club with Chris Smedley. "In that sense, we become much more than just a trainer to them."

One such youngster was an alcoholic and drug user – through the club he was able to 'sort himself out' and is now clean, in full time employment and has a family of his own.

Without the upgrade the organisers believe the club would not have lasted and impacts like this would not be possible. We were delighted to have been able to help.

### ONE YEAR ON: A sense of ambition

Ellie, a single mum, was struggling to find employment before she won an apprenticeship with Willmott Dixon. Despite achieving NVQs in electrical installation she couldn't find work. "I couldn't find a job because I didn't have site experience and I couldn't get site experience because no one would give me a job. I was going round in circles". Although it's not easy working a full day and sending her daughter to childcare before and after school, Ellie says that if she hadn't won the apprenticeship she would be doing unskilled work instead. Now, two years after joining Willmott Dixon she has her sights set on a level 3 NVQ in gas fitting. "After that there are options to go anywhere you want, really."



### ONE YEAR ON: Community café goes from strength to strength



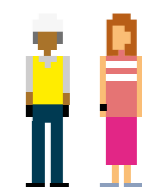
In November 2013, a group of mums from Dee Park in Reading opened a community café. Through the Dee Park Partnership of Willmott Dixon and Catalyst Housing we donated £5,000 to help get the café up and running, matching a grant from Reading Borough Council.

Recently the café relocated to new premises which means that it can offer a larger range of food while providing a place to meet, advice on local services and various craft and social clubs.

We are proud to have been able to support the café in also providing work experience and training for local people. All profits from the café go back into the community through events and activities, with a particular focus on young people and children.

"Thanks to your support we are able to continue to build precious memories for families whose children are living with life-limiting conditions, ensuring we deliver on our promise to 'make the most of short and precious lives'".

Kelly Edgington, Charlton Farm Children's Hospice





# Assessing our impact – 2014

## 1 What we put into the community

**59%** of staff did community projects

**£2,287** provided by the Foundation to staff Just Giving fundraising

**£2.27m** the value of our investment in communities

**Willmott Dixon Foundation** collates, co-ordinates and guides all community investment and social value activities

**Our target** to enhance the life chances of 3,000 young people by the end of 2015

**Our values**

- Human touch
- Relationship focused
- Intrapreneurial and direct
- Visible
- Preserve our environment

**Our approach** to focus on the impact that our activities can have

**Our community investment focus**

- Youth unemployment and inspiring young people
- Social exclusion
- Community transformation

**3,312** employees

**£1.25 billion** our turnover

**Over 66,000 hours** time invested by our people

**£2.4m** invested in training – over 3 days per employee

**£675** the value of our investment per employee

## 2 What we've done in the community

**Number of training places created through the 4Life Academy**

2013	4,250
2014	5,917

**11** trainee community challenges completed

**The communities we worked with in 2014**

**326** work experience placements

**1,500** people now completed Opening Doors work placement

**110** management trainees in 2014

**6.4%** higher than sector average (5%) of ethnic minority employees

**£189,000** raised by our people for good causes

**1,854** young people mentored

**over 500** fundraising events for charities

**Contributed to Social Value Act Review** and recognised as an example of good practice

**over £1bn** paid early to our subcontractors

**Sensory garden** created for a disabled group

**Birmingham Business Charter** First contractor to sign up

**Almost £1m** extra value added by our community activities to one contract

**372** community events including garden make-overs and community hall renovations

**55%** Spend within 20 mile radius – Scape framework

**Our innovative approach to funding** is enabling new community facilities to be built

Careers advice given to **3,700** young people

**60** apprentices employed in 2014

## 3 The impact of our investment activities in the community

**"My life has turned around"**  
Mark, age 20, after gaining an apprenticeship

**One individual** who was regularly in trouble with the police attended the gym we renovated and is now studying to be a doctor

**£6.51** social return for every £1 invested on one programme (Construction Youth Trust data)

**"After discussing my options with you, I have decided to stay on at college and get more qualifications"** Christine, age 15, a participant on one of our careers guidance programmes

**"With Willmott Dixon, when you put in the hard work you get recognised"**  
Sam, now an Assistant Build Manager, who joined as a trainee from a subcontractor trades job

**1,632** of our sub-contractors have gained learning and skills through using the Supply-chain sustainability school of which we are one of the founders

**"It helped the young people overcome pre-conceptions – of each other and of unfamiliar places"** a teacher following attendance by 11 young people at our 'Good to Go' course

**"It was life-changing"**  
Michael, one of the participants on a work experience placement

**80%** of beneficiaries said our community activities had a significant positive impact

**25** inmates of one of Her Majesty's Prisons have now gained a CSCS card

**449** families received food parcels at a time of crisis

**"The project brought the community together"** quote from a community leader following our help with renovation of their community centre

**"It built up my confidence"**  
Amir Hussein, age 16, after a 2 week work experience placement

**10%** of our employees have been with us for over 10 years

**Our FareShare donations** have helped 6 people to gain employment

**25** inmates of one of Her Majesty's Prisons have now gained a CSCS card

**449** families received food parcels at a time of crisis

**"With the new facilities we can provide a place for youngsters to get off the street and learn new skills"** Steve, leader of a boxing gym we supported

**"This event keeps a spirit of community for all that live in the area and a sense of belonging"** a community development worker after a summer fun day

**"The course participants are more confident about applying to college"** Construction Youth Trust after our help with one of their programmes

**"Thank you for helping revive our community hall – we now have quiz nights every week which brings people together"** Slade Garden's Community Centre

**35m jobs** According to UKCG data in July 2012, construction provides 28.5 jobs for every £1million output – so for us that's over 35 million jobs

**12%** increase in satisfaction with life overall (result from before and after questions to 30 young people age 16-18 on our Opening Doors programme)

**Our 4 year long support to Prince's Trust Get Into Construction** programme enabled 51% of the participants to gain employment and a further 25% to go into training/education or voluntary work

**"A huge effect upon terminally ill patients and their families"** Ashley from Rotherham Hospice

**39.87** out of 50 – 12% above average for Considerate Constructors scheme scores

**Increase in people helped through our involvement with Community Wood Recycling**

Year	Volunteer days	Peak full-time staff	Peak part-time staff
2010	100	10	10
2011	200	15	15
2012	300	20	20
2013	400	25	25
2014	500	30	30



Focus area:  
**Youth unemployment  
 and inspiring young people**



“The ability to be totally creative with the support of Willmott Dixon made a significant impact on pupils’ engagement, motivation and progress.”

Theresa Aanonson, Head teacher following a residential writing weekend in Canning Town

Despite the fact that employment has increased over the last 12 months, the unemployment rate among those aged between 16 and 25 continues to be high, with this age group three times more likely to be unemployed. The impact of long-term unemployment on young people can be wide-ranging – feelings of hopelessness, panic attacks, poor health and suicidal tendencies are not uncommon according to the Prince’s Trust Youth Index 2014. And getting a foothold into employment is so much more difficult without experience of work.



Living and working in communities around the UK, our people see first-hand the challenges faced by the under-25s who may be struggling to find employment, looking for motivation and meaning, or lacking working role models among family or friends.

In 2014, we have worked with young people in colleges, primary and secondary schools, not only to promote the construction industry but to also help demonstrate to children why working hard at school can pay dividends in later life.

Activities ranged from providing work experience to secondary school and college students; to delivering workshops on topics including health and safety and energy efficiency; and to acting as reading buddies to primary school children. Our people have organised and attended careers events, visited schools, conducted site visits and organised competitions.

We’ve worked with organisations including Techniquest in Wales (see below) and SATRO – an independent Surrey social enterprise

that aims to inspire young people about their future careers – with whom we have worked since 2010.

We continue to employ apprentices directly and to support our subcontractors with their apprentices. Not only do apprenticeships improve lives directly but they can also provide positive role models locally. In 2014, our Housing and Partnerships divisions were pleased to support Inside Housing Magazine’s campaign which saw us prominently displaying apprentice numbers on our site hoardings.



We have continued to give help with CV-writing, interview skills and work experience to unemployed young people in a bid to provide that important first step into work. 2014 has also seen us deliver a number of courses, in partnership with other organisations, to help increase employability among groups of young people. In several cases, we have been able to offer employment after work experience, either directly or through our supply chain.

### Making sense of numbers

What’s the point of maths? Willmott Dixon Energy Services is helping pupils aged between 11 and 16 understand just that by getting involved in a numeracy programme with Techniquest Glyndwr.

Our Energy Services business built a model house which students use to investigate heat loss, work out what insulation is needed and then plan the renovation works. The model house workshop is being offered free to all secondary schools across Wales and is already proving a success.



### Improving life chances

A three-day course run by our Interiors business took 19 unemployed young people, aged between 18 and 25, through a series of activities aimed at adding to their employability skills. Included were outdoor and indoor team tasks and workshops with trainees from the business explaining the importance of motivation, punctuality, reliability and time keeping.

An impact assessment showed improvements in a number of areas including life skills, work skills, confidence and construction awareness. “The course built up my confidence,” said one attendee. “I didn’t know anybody and I ended up speaking to everyone.”



Teams from several parts of our business provided an insight to students attending a careers convention in Wolverhampton, organised by local MP Emma Reynolds, now shadow Secretary of State for Communities and Local Government. They are now better able to decide what sort of career they will aim for.



Our Birmingham office sponsored local young people at a special Youth Parliament arranged by Erdington MP Jack Dromey, then Shadow Housing Minister, at the House of Commons. Run by young people, the UK Youth Parliament provides opportunities for 11-18 year-olds to use their voice in creative ways to bring about social change.



Five local young people gained valuable work experience at our Home Group North West branch in Cumbria through our Opening Doors programme.



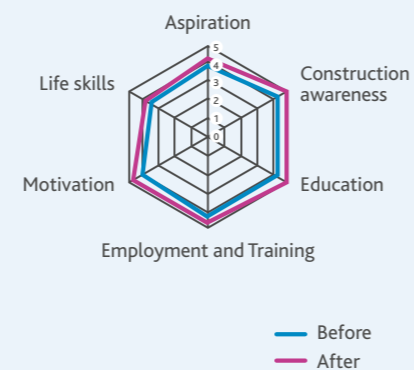
Part of a two-week ‘bootcamp’ saw us helping 10 youngsters to turn their lives around and at the same time renovate the communal gardens and entrance hall of St Barnabas Church in Coventry.

### Work experience boosts student motivation

Working with Tresham College, two members of our Boston Close project team in Corby, Northamptonshire, ran a series of workshops for over 60 students. This led to 12 different one-week work experience placements in bricklaying, carpentry, plumbing, painting and decorating. In order to measure the impact of the placements, students were asked to rate themselves in six areas before and after the work experience. As the diagram shows even in the short one-week period, there were positive impacts on all of the six areas; with the highest impacts in motivation, construction awareness and education.

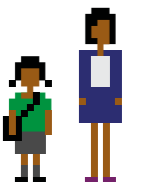


Measuring our impact:



“I thoroughly enjoyed my work experience...It’s great to be invited to extend my time here in this new role.”

Laura Douglas, who gained her job as a commercial administrator through our Opening Doors programme





Focus area:  
**Social exclusion**



“We are so grateful for all the support that Willmott Dixon has been able to offer us.”  
Kendra Gray, Strategic Director, Burton Addiction Centre

Social exclusion leads to individuals or groups of people missing out on what the majority of people have access to – particularly opportunities to improve their lives. According to Poverty and Social Exclusion, an organisation which carries out research for the Economic and Social Research Council, almost 12 million people in the UK were too poor to engage in normal social activities in 2013 and around 4 million children and adults regularly did not have enough money for food. Today, there are over 1000 food banks in the UK, where there were almost none five years ago. And even though the economic climate is improving, some areas of the country are still experiencing massive unemployment. Alongside this, according to the Joseph Roundtree Foundation, goes poor educational attainment and low life expectancy.



Poverty is the most common cause (of social exclusion), but not the only one: those with disabilities and older people often find themselves on the fringes of society. Others are excluded because of family circumstances or personal issues such as drug addiction.

One of the important lessons we have learned is that the best way to tackle social exclusion is to work with local organisations which have insight and experience. The first task for our community team in any new area is to seek out active local groups which can help us to focus and amplify the contributions both we and they can make. In 2014 our activities have included helping out at computer clubs for older people, setting up a training and employment steering group; and volunteering at job clubs around the country. We've also continued to support boxing clubs and drop-in centres and in 2014 the chosen charity of our Partnerships business was FareShare (see box on page 13) which helps to tackle poverty at the very heart.

**A valuable asset**

When Willmott Dixon Construction was looking for a new gate person for its Avalon site in Pencoed, Mid Glamorgan, it was keen to employ a local person. They found the right candidate in Jonathan Bennetta, a former member of the first battalion of the Royal Regiment of Wales who had been unemployed for 18 months when appointed. “Jonathan is proving a valuable asset to us on site,” says Rhodri Bowen, senior build manager.

For Jonathan, the opportunity has changed his outlook on life: “I’m happy to be back in full-time work and I feel much happier and optimistic about the future,” he says.



**Prison break**

Our Head of Health and Safety helped inmates at HMP Brixton gain their CSCS cards – a pre-requisite to working on a building site – which will enable them to gain employment when they leave prison.



“Willmott Dixon has been a key partner and the support has been fantastic, not only donating money and the vital computer equipment, but also by volunteering time.”

John Rick, Business Development Manager at FareShare Yorkshire

**FareShare gives more than food**

FareShare is a charity which redistributes surplus food from the food industry to other charities and community groups. By raising money, volunteering at depots, donating laptops and providing our experience and input to employment programmes we have been able to help them to distribute food to community groups and at the same time provide work experience and training to unemployed people.

One individual who benefited from our involvement is Michael who spent 16 weeks on work experience at FareShare Rotherham, through a Rotherham Borough Council programme. Michael wanted to get back into work having taken time out to care for a sick child. Our input included providing careers advice and guidance and donating laptops to the depot which he used for job searches and applications.



We have linked up with the Burton Addiction Centre providing work placements for people recovering from alcohol and drug addiction. This has given them valuable work experience and support along the difficult road to recovery.

“I feel so much happier now that I have a full-time job. And I feel more confident too.”

Jonathan, Labourer, whose dyspraxia had prevented other employers from seeing his potential

**Stronger together**

In Cumbria where our Partnerships business is carrying out repair and maintenance work for social housing provider Home Group, we have been working with Ewanrigg and Netherton Tenants’ and Residents’ Association.

Staffed entirely by volunteers, the association runs a community centre which hosts a variety of clubs every week. Our involvement has included installing a new kitchen, painting and decorating, contributing to some of the weekly activities and organising a trip for local families to Blackpool. Our help has enabled the group to support local people.

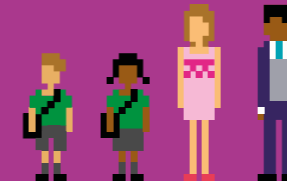
Resident Sharon Barnes, who runs the community centre, said: “We are delighted with the work that has been carried out – it’s great to see large companies paying a particular interest in local communities.”



We are working with a garden centre in Warrington which supports adults with disabilities giving them worthwhile employment opportunities.



Focus area:  
**Community transformation**



"We are very grateful for all the help given as the money saved on repair and maintenance work means more funds available to support children and families who use our services."

Chris Reed from Acorns Children's Hospice



A strong community is one where people of different ages and from different backgrounds get along well together and feel like they belong, where they can take pride in their area and look out for others and where they are likely to have better life chances. Strong local businesses, supportive investment and positive relations between the community and local institutions are important ingredients in a thriving community

While the quality, appearance and efficiency of buildings and external spaces are important factors in any regeneration, new-build or maintenance scheme, transforming communities is about much more than creating attractive built environments. It means feeding back into the local economy and enhancing opportunities for different parts of the community to come together.

By employing local firms and people, not only does the money stay local, it means that workers have an added pride in what they do. Each of our offices has an established local supply chain and we work hard with our specialist contractors to ensure they have the necessary competencies in areas including health and safety and sustainability.

We seek out and support social enterprises, local charities, community groups and local businesses. In 2014 our people and our subcontractors have revamped and refurbished community centres and spaces with projects ranging from painting and decorating to repairing parks and gardens; clearing rubbish from public spaces; to building an outdoor mud kitchen at a children's centre.



Many of our activities have centred around children and play. We've sponsored children to play cricket and football, taken families to the seaside on National Playday, provided summer camps and after school clubs and organised family fun days.

**New facility, new opportunities**

St Ann's Community Orchard provides education, training and activities for local people. Our site team from St Ann's, Nottingham, where we are building housing for people over 55 and those with disabilities, helped to build a large straw community building that will provide a warm, dry space to allow more activities to take place throughout the year.

We provided our expertise in the design and construction of the foundations which got the project off the ground and we used the project to provide two weeks' work experience to 16 unemployed trainees. "Through the experience and references we were able to provide, all of the trainees gained employment and are now working for various agencies on construction projects across Nottingham," says senior build manager Stuart Partlow who organised and led the project.



Our Barnet team organised a circus on National Playday for people on the Aberfeldy Estate to encourage local residents to make better use of their local park.

"The day was a great success, the families really enjoyed the day taking away happy memories. It was nice to see the families having some fun and getting on together."

Ann - Family Support Worker following our support to National Play Day



We funded a five-day cricket camp for 24 Rotherham children at Whiston Parish Church Cricket Club which meant they could attend for free, gaining in independence and self-confidence as well as wicket keeping skills.

**Helping local companies**

On First Choice Homes in Oldham when local brickwork subcontractor, IMS Brickwork, for cash flow reasons, was unable to buy the quantity of bricks required for a project with us, our Construction Manchester business stepped in to help. Purchasing the bricks and storing them for IMS enabled them to undertake the job, increase their turnover and helped them to resolve their cash flow problems. At the same time it also increased local employment in Oldham as a community.

"This is my funniest and best thing in the world - thanks!"

A participant at Partnerships (Galatia)'s Summer Camp

"The event and the involvement of Willmott Dixon has had, and will continue to have, a huge effect upon terminally ill patients and their families in the Rotherham area by raising substantial funds for Rotherham Hospice."

Ashley Corker, Rotherham Hospice



Our latest project for Acorns Children's Hospice in Selly Oak Birmingham saw us carrying out a range of repairs and replacements in the centre which provides 24 hour specialist care for children and their families.



"The memories built with our children are priceless. Thanks so much" said a parent. Working with Play England and local authorities we take disadvantaged families to the seaside for a day. These trips let the children experience new play opportunities and develop their social skills - and allow social services to assess at-risk children and their parents in a non-confrontational setting.



**Win-win with waste wood**

The National Community Wood Recycling Project (NCWRP) collects waste wood from construction sites and recycles it into new products. With a network of franchises around the UK, it also provides training and volunteering opportunities for local people who are struggling to get into employment.

Over 20 of our sites currently work with one of NCWRPs franchises which sees timber from shuttering and other activities transformed into items such as toolboxes, picture frames, trestles, or bags of kindling. As well as helping individuals to turn their lives around, NCWRP helps us towards our goals of diverting all waste from landfill.





## Embedding the culture: Our trainee challenge



At Willmott Dixon, we believe our values and our culture are central to the success of our business, and contribute to the social value we add in our mainstream activities and our community projects. We want to ensure that our next generation of leaders understand the importance of contributing to the community and how to optimise the benefit we can have.

In 2014, we introduced the Willmott Dixon Foundation Management Trainee Challenge, where each of our businesses elects one of its management trainees to identify, plan and deliver a community project in their area. Competition was fierce, with all projects well organised and executed resulting in some impressive impacts.

**“Having a skilled group that was able to come in and do the work professionally gave us the peace of mind that it would be done to a high standard. When you are trying to create a building that attracts young people, their parents and visitors, how it looks is important.”**

Adam Gallacher, head of fundraising for Chicken Shed



### WINNER: Refurbishment of Slade Gardens Community Centre

Natalie Briden of Interiors organised the refurbishment of the Slade Gardens Community Centre and adventure playground in Stockwell, a disadvantaged area of London. As well as providing play facilities for children, the centre provides training for young people and teenage parents to help them get into work.

Natalie also used the refurbishment to give work experience to four troubled unemployed young people through LondonYouth. And through donations and recycling, she secured laptops, a TV, sports equipment, storage cabinets, crockery and gardening tools.

The huts which were previously unusable between October and March, are now bringing in revenue, hired out for children's parties, still life art classes and as meeting spaces for local groups. And now that the buildings can be used in the evenings, the centre has successfully applied for grants to deliver more services to the local community.



### SECOND PLACE: Chicken Shed Community Theatre

The Chicken Shed Community Theatre, an inclusive theatre company founded in 1974, is used by over 1,000 children and young people every week. Willmott Dixon provided a donation twenty-five years ago to help lay the foundations of its current building which is located in Southgate, London. Sam Drew of Housing Barnet organised the refurbishment of the theatre's two dressing rooms, which are also used as educational spaces, together with the decoration of an outside space which is used for teaching.



### THIRD PLACE: Summerfield Community Centre

Richard Lowe of Construction Birmingham organised improvement works to Summerfield Community Centre in Winson Green, a deprived area of the city. In addition to improving the kitchen, meeting room, 'old library' and facade of the building, Richard with colleagues and 12 subcontractors worked with the Construction Youth Trust to provide work experience for 10 unemployed young people.

In addition to the benefits to the local community that the improvements will bring, the work experience was also demonstrated to have increased the confidence and skills of the young people who gained work experience. A study by the Construction Youth Trust, and sponsored by Willmott Dixon, looked to quantify the social benefits delivered by the project and calculated that the social return on investment was £6.51 for every £1 invested.



Matthew Mint from Construction Cobham refurbished two youth centres for charity Eikon which provides long-term support to socially and economically disadvantaged young people to enable them to overcome challenges and fulfil their potential.



Edward Hindley of Construction Hitchin built raised beds and plots for Earthworks, which trains people with disabilities and learning difficulties.



Charlotte Nye of Energy Services organised a charity fun run for Care Farm project which provides farm experiences to help vulnerable people develop skills.



Jay Williams from Construction Wales and the West refurbished the King Alfred Inn in Somerset, which was used as a community hub during 2013's floods.



Theo Mason of Prime Place organised a mock recruitment day for local young people from a deprived area – an event that has been repeated again in 2015.



Dan Topp of Housing Hitchin rejuvenated a community garden at St Luke's Centre for young people, some of whom have disabilities or learning difficulties.



Matthew Talboys of Partnerships organised a sponsored event to raise money for charities FareShare and Dekamile with 130 members of staff taking part.



Lewis Atkin of Housing Midlands and North refurbished the training room at St Basil's youth hostel for homeless young people.

**“We want to ensure that our next generation of leaders understand the importance of contributing to the community.”**

Rick Willmott, Chair of The Willmott Dixon Foundation, Group Chief Executive



# Our Social Value



“Your commitment to developing skills in Birmingham through your 4Life Academy is a great example of the broader benefits that construction can bring the community.”

Brandon Lewis, Minister of State for Housing and Planning



Does the culture of a company impact on how its core business adds value to society? This was a theme we investigated in 2014, with our findings published in May this year in our report ‘Social Value – taking full account of a company’s social value’.

Emerging from the worst recession in living memory, the acute challenge for central and local government is to deliver critical public services with fewer resources. Increasing the social value that private sector organisations provide is essential.

The introduction of the Social Value Act in 2012 and its Review in 2015 means that public sector procurers now have a legal duty to take social value into account when awarding contracts for services. Whilst definitions of social value exist, the application will mean different things to different people and organisations depending on their particular challenges and needs. This raises the question of how social value should be measured. Since need vary from area to area, and because it evolves over time, there isn’t a common metric or methodology.

Our contention is that, in any case, much of what constitutes social value cannot truly be measured as the impact on individuals and communities is often intangible – how do we know if work experience has increased a young person’s aspirations? How do we measure increasing self-confidence? Or an increased sense of community?



Showing Kris Hopkins, then Housing Minister, how we are leading the way in urban estate regeneration.

And can you measure everything that a company contributes to a local community? Social return on investment models aim to measure the cost savings of community programme initiatives, but the measure of a company’s true effectiveness in adding social value is not just what it does through distinct community investment programmes but also in the way it operates, the way it treats people and its core business activities.

Are goods and services procured locally? Are suppliers treated fairly? Is the company committed to supporting and developing their supply chain and their own employees? Do they invest in their industry through research and development, and through involvement in cross-sector groups? And, importantly, when they talk about their community investment work, are they focussing on easy light touch actions or are they prepared to tackle the harder issues, like offering work experience to ex-offenders?

The publication draws together our thoughts on these areas and aims to add to the debate to take the thinking forward and help make a greater difference to communities and society. See our website for the full document and to download a copy.

“TPAS welcomes this report by Willmott Dixon for adding to the debate on social value and providing useful case studies to reflect upon.”

Jenny Osbourne, Chief Executive, TPAS

## A shared vision

Willmott Dixon’s development arm Prime Place is working in a 50:50 joint venture with housing provider Poplar HARCA on the regeneration of Aberfeldy Estate in East London. The six-phase program will run until 2024, delivering more homes and improving the lives of the estate’s residents who currently suffer from one of the highest levels of deprivation in the UK.

Community projects and outreach is an important part of this program, as is employing locally, with 20% of the workforce coming from within the borough. The project also provides apprenticeships for local people.

Project Director Malcolm Ward: “Willmott Dixon showed a better understanding of our needs, and more of a willingness to get involved in the regeneration benefits that such a scheme brings.”



## Developing the supply chain

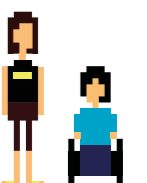
Flooring specialist Horizontal is one of the many firms who have had a long and happy relationship with Willmott Dixon: MD Jonathan Bown has been working with us for 22 years.

Having received help from us with to secure grants for apprentices and in training site supervisors, Horizontal recently agreed to train its employees to install hygienic wall coverings for a series of school projects. This meant that flooring and walls could be delivered more cost-effectively in one package.

Jonathan had been reluctant to diversify because he feared it would impact on quality but with our support and help, he has found the move a positive one: “It has made us more efficient on site because we can use the down-time when we are waiting for floors to work on the walls.” And other customers are already enquiring about the new service.

“For Business in the Community social value means the long term difference that a business creates for the communities in which it operates, through its existing commercial activity, social programmes and through its supply/value chain and we welcome the recognition of that within this report. It also provides a useful contribution to the debate about how this value can and should be recognised and acknowledged.”

Stephanie Hagan, Head of Community Investment, Business in the Community





# Fundraising



We cycled, we ran, we hiked. We got covered in mud and drenched in ice water. We dug, we wrapped and we wore funny jumpers.

Here's a small selection of the hundreds of charity activities our people got involved with this year, altogether raising a total of **£189,000** for good causes.



The team handed over 100 food bags and 250 chocolate selection boxes to Rotherham Food Bank and a further 50 'essentials parcels' to FareShare Yorkshire's Hope Street premises for its Food in Crisis Appeal. Willmott Dixon also handed over a cheque for £4,000 to FareShare to help support its work.

Raised over **£4,000**



Our Housing team raised £1,400 for Shelter helping them provide housing for homeless people.

Raised **£1,400**



Staff at Cobham raised nearly £50k for Chestnut Tree House Children's Hospice. The only facility of its kind in Sussex, the hospice cares for 300 children and young adults with progressive life-limiting conditions and needs £6,850 each day to provide all its care services.

Raised **£47,950**



Our Ice bucket challenge raised money for FareShare who save good food destined for waste and transform it into nutritious meals for vulnerable people.

Raised over **£70**



Site and Supply Chain staff at Bedworth raised £1000 through a charity golf day. Money raised went to a local branch for Alzheimer's and Dementia.

Raised over **£1,000**



Staff from Willmott Dixon Interiors donned a festive selection of Christmas Jumpers in aid of Save the Children, raising over £200 to pay for potentially life-saving antibiotics to three babies fighting infections.

Raised over **£200**



Money normally spent on Christmas cards was donated by one of our small head office teams to Herts Young Homeless – enabling young people aged 16-24 find safe, secure accommodation.

Raised over **£65**



Re-Thinking and Energy Services raised £650 for Cancer Research by taking part in the Pretty Muddy-Race for Life, a 5km muddy obstacle course run. The money will go towards new research centres or even provide something as small as glass slides to analyse cancer cells.

Raised **£650**



Fundraising activities throughout the year, from dress down days to tuck shop sales, raised £3,445 for St Basil's in Birmingham. Every year St Basil's helps over 4,000 young people aged between 16 and 24 who are homeless or at risk of homelessness.

Raised **£3,445**



Apprentices Melissa Doxey and Lucy Stewart raised money by walking around Burton town centre, part of a challenge to raise £12,000 for Dekamile. The money will go to build a new training academy in Togo, West Africa which will help young people like themselves have somewhere to learn and improve their skills in the world of construction.

Raised over **£180**



Partnerships raised £400 for the MacMillan Coffee Morning. Volunteers donated home-baked cakes and treats, which were sold throughout the day. The team also held quizzes, bingo, gave out prizes for the best cakes, held a raffle and donated money to wear green and white clothes, the colours of the charity.

Raised **£400**

## Charities we supported in 2014:

- Acorns Childrens Hospice
- Age UK
- Alzheimers Society
- Bladder Cancer
- Blind Childrens Society
- Breast Cancer Care
- Bounce Back
- British Heart Foundation
- Chestnut Tree House Hospice
- Children in Need
- Childrens Hospice - South West
- Clic Sargent
- Colostomy Association
- Construction Youth Trust
- Dekamile
- Demelza Hospice Care for Children
- FareShare
- Friends of Tameside Young Carers
- Garden House Hospice
- Great Ormond Street Hospital
- Heartlands Hospice Neonatal Unit
- Help for Heroes
- Herts Young Homeless
- Jennings Rivers Ride
- John Taylor Hospice
- Kettering Special Baby Unit
- Leukaemia & Lymphoma Research
- Lighthouse Foundation
- Macmillan Cancer Research
- Marie Curie
- Meadow House Hospice
- Movember
- NOAH
- North Enfield Food Bank
- NSPCC
- Neuro-Critical Care Unit, Addenbrookes Hospital
- PAPYRUS
- Play England
- Poppy Appeal
- Prostate Cancer UK
- Riding for the Disabled
- RNIB
- Save the Children
- Shelter
- Shooting Stars Foundation
- Soccer Aid
- Sports Relief
- St Basils Homeless Hostel
- St Kentigerns Hospice
- St Mary's Hospice
- Stand up to Cancer
- Teenage Cancer Trust
- Tenovus
- The British Red Cross
- The Broad Appeal
- Unicef
- YMCA





# Working with others

“Willmott Dixon is a great company to partner with.”  
Dr Beccy Bowden, CEO of educational charity SATRO



We believe that working in partnership with others – including our clients, our supply chain, local and national organisations – is the way to maximise the benefits each party brings: the whole is greater than the sum of the parts.

Frameworks can enable us to deliver more social value at a very local level. Our unique framework agreement with a group of local authorities, Scape, for example, allows us to focus on local growth and community benefits.

There are a number of organisations that we work with at a local and national level, among them FareShare (see page 13) and National Community Wood Recycling Project (see page 14). We have also supported and worked with the Construction Youth Trust with research (see page 6) and on a number of projects and initiatives in 2014 among them the upgrade of Summerfield Community Centre (see page 17).



## Birmingham

Working for Birmingham City Council to repair and maintain 60,000 of its properties also means committing to the authority's goals and values. Having been the first contractor to sign up to the council's social responsibility charter, 2014 saw us take on 10 more apprentices from the city.

“I want to see more employers like Willmott Dixon taking the initiative to invest in apprenticeships that will give people careers that will support our region's prosperity.”

Sir Albert Bore, Leader of Birmingham City Council



Much of the community work we do is generously supported by our supply chain - we would like to thank them all for their contributions.

- A & B Engineering (MSD)Ltd
- AB Glass – Windows
- Active Flooring Solutions Ltd
- AHS North West
- All Electric
- Allied Scaffolding Ltd
- Altek Midlands Environmental Services Ltd
- Anglo Office Solutions
- Aspect Plumbing & Heating Ltd
- BCP
- Bessegas Ltd
- Birmingham Drains
- Block n Mesh
- Building Supplies Leatherhead
- C S Phillips
- Cadgrange Ltd
- Cara Brickwork
- Cara Construction
- Chasetown Civil Engineering Limited
- City Plumbing
- Concab – Electrical
- Construction Services (Mansfield)
- Construction Youth Trust
- Dale Studios
- Derry Building Services
- DJT
- Dortech Architectural Systems
- Dulux Ltd
- Dutton International
- eBrit
- Edmondson Electrical
- Elite
- Elliotts
- Elmsmere Engineering
- Envirovent
- Euroshowers (UK) Ltd
- FP Hurley – Mechanical/Plumbing
- GP Structural
- Hillside Flooring
- HJS
- Holmes Group
- Hurrells
- ICI
- Ideal Standard – Sanitary ware
- Interiors Europe
- Intex Hall and Graham Ltd
- IWC – Carpentry
- Jackson Build
- Jarvis Carpentry
- Jewsons

- Jimmy Stock Brickwork Beech Landscapes Ltd
- JP Tiling Contractors Limited
- JR Electrical (John Rotondi)
- Keith Walton Brickwork Ltd
- Kenny Waste Management
- Kestral Interiors Ltd
- Kingspan
- Lawmens
- Leaner Logistics
- Lees Brothers Ltd
- Lewis Facilities Ltd
- Lindsay Associates
- M & H builders
- Madigan Gill
- Mango
- Maurice Blackman
- McKenna Flooring Ltd
- Met Excel Ltd
- MJS Decorators
- MSK
- Northern Allied Property Services
- Northgate
- O'Neill & Brennan Construction Ltd
- P & L Joinery Subcontractors Ltd
- Pathway Incentives
- Prism
- R & H Fencing
- R D Projects Ltd
- R&M Williams – Decorating
- Range Roofing Ltd
- RB Electrics
- RGB Plastering & Construction Limited
- Rixonway suppliers
- RMF
- Rockwall
- Severn Scaffolding
- Severn Wye Energy Agency
- Sharpline Decorators
- Sherrington skip hire
- Shire – Sanitary ware
- SMK Building & Maintenance Ltd
- Soltherm EWI Wales Ltd
- Soundcraft
- Speedy Hire
- St Lewis Design Ltd
- Steane Limited
- Stotts Demolition
- Summerfield Community Centre
- Sustainable Building Services (UK) Ltd
- Swirlforce
- Tanbry Construction Ltd
- Tollhouse Fabrications
- Topfix Interiors – Plastering
- Travis Perkins
- Wetherby Building Services Ltd
- WG&R
- Whitecroft
- Woodrose Carpentry Contractors Limited
- WOW
- Wyse Power
- YEC







Willmott Dixon is one of the UK's largest privately-owned construction, housing and property groups. Supporting local communities have been part of the way we do business since the company was formed in 1852.



**WILLMOTT DIXON**

**SINCE 1852**

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