



*Social Achievement in the Commercial World*

# Social Accounts

**10<sup>th</sup> June 2005**

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# 1. FOREWORD

## **Neil Fieldhouse (MD)**

I am pleased to be writing this foreword to our first Social Accounts. I hope they will be the first of many over the coming years.

I was very proud to be asked to stay on at Rebuild two years ago following a one-year secondment from the Council. Rebuild was already a success story by then having gained local support and national recognition for its work.

In the last 2 years we have set out to build on the entrepreneurial beginnings and the early development years to create a sustainable company capable of operating in the commercial world.

Our focus has been to build on the core visions and values that the original Rebuild model was founded upon, not to replace them.

As recognised by the Government as key to social enterprise's sustainability we have built a business truly capable of 'social achievement in the commercial world'. The model, although simple, manages to cut across many Government targets in the drive towards sustainable communities. Sheffield despite tremendous progress and achievements still has pockets of deprived communities that rank in the top 10 most deprived neighbourhoods in the country. Common problems exist, poor housing, poor health, poor education, fewer jobs and training opportunities than the rest of the country and high crime rates.

Our achievements to date have contributed significantly to the regeneration of our own communities and in turn to the government's ambitious vision.

For me this report has a dual role, it celebrates our achievements, confirming to our stakeholders their significant contributions so far and in the future; and it, hopefully, informs a wider audience that social enterprises like ours can set out and achieve both commercial and social objectives given the right level of support, encouragement and opportunities. Celebrating our success through hard evidence of our achievements we hope will encourage other entrepreneurs to develop social enterprises and give procurement managers just one example of how best value can be achieved.

We have a strong foundation to build upon and a supportive environment in which to continue our work.

As we continue to build on our achievements, listening to our stakeholders, supporting our employees and developing strategic partnerships, I am confident that we will see marked progress towards truly sustainable communities in the

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next 7 years that we can all look back on with pride.

### **John Le Corney (Chair)**

Being part of Sheffield Rebuild is challenging;

- Setting up a business that grows from nothing to over 150 staff in eight years is difficult.
- Developing a business with the minimum of capital and assets is difficult.
- Running a profitable construction company in a very competitive environment is difficult.
- Running a Social Enterprise that receives the minimum of public funding is difficult.
- Balancing the complementary operation of a training operation and commercial construction company is difficult.
- Maintaining personal, company and work principles and ethics within an industry not noted for such things is difficult.
- Working with community groups, residents and tenants in an industry where customer care is not always a priority is difficult.

Sheffield Rebuild has risen to and overcome all these challenges. It is not surprising that Sheffield Rebuild has won and will win more prestigious awards in the very different worlds of enterprise, construction, community development and environmental sustainability. It is not surprising that Government ministers, entrepreneurs, construction magnates, Local Authority senior officers, Housing Association directors and managers and community group leaders come from all over the country and abroad to seek help and advice and try and understand and take home the Sheffield Rebuild model.

Challenges are opportunities to Sheffield Rebuild. There are lots more opportunities:

- Sustaining the company in an ever more competitive industry
- Continuing to set standards of social responsibility and community accountability for the rest of the industry
- Making green and environmental construction mainstream
- Practically addressing gender and ethnicity balances in the construction industry
- Expanding the training and employment opportunities for the more difficult to reach socially excluded individuals
- Helping fill the growing skills gaps in the expanding construction industry

Sheffield Rebuild will continue to seize these opportunities set new goals. Social Auditing will both record our progress and help us identify and focus on new challenges and opportunities in the future.

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## 2. INTRODUCTION

As a social enterprise with social objectives core to our values and activities, we strive to be good employers, to benefit our communities and achieve our social objectives at every level, but do not actually have a systematic process to prove this. That is why it is vital that we have a process in place to capture and demonstrate our social performance, be accountable to our stakeholders and show both qualitative and quantitative statements of our efforts. We see social accounting as an effective tool to achieve this with the Social Audit Panel independently validating the results.

We can then use the social accounts to:

- Judge how we are performing to inform our decision making process.
- Give us an insight into how people perceive what we do and how we do it.
- Give us a benchmark for comparative data.
- Allow us to tailor our services to customer/stakeholder needs.
- Demonstrate the 'added value' and other benefits from trading with a social enterprise.

We should like here to credit the YH Regional Forum, John Pearce and Alan Kay from CBS Network for all the help towards constructing our first social accounts. We should like also to thank our stakeholders for their contributions, without which the preparation of these accounts would have been impossible.

*This social audit and included documents covers the financial year April 03-March 04.*

### **Difficulties during preparation of the accounts**

It took longer than anticipated to produce these accounts. From July 2004 the company has endured dramatic changes in both its contracting and training markets.

### **Construction contracting**

Although Sheffield City Council (our main client for the last five years) has spent two years planning its £1B Decent Homes programme to upgrade most of its 55000 council housing stock, the actual transition has been difficult for us as contractor. Five major contractors were selected to each deliver a part of the huge eight year project under a new Arms Length Management Organisation (ALMO) called Sheffield Homes, with the council retained a controlling share in the 'joint venture company'. Most of our work was delivered directly for the council, but under the ALMO Decent Homes programme Rebuild will now be a sub-contractor to several of the big five 'partner contractors'.

Agreeing and bedding in new systems and payment regimes with discontinuities in work schedules and the need for new supply chains have absorbed considerable company resource – and an unfair degree of uncertainty for staff.

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## **Training**

Designed to help feed the skills gap caused by the boom in local construction and provide training and employment linked to Decent Homes contracting is a public funded scheme known as 'Construction JobMatch'. Again this should have replaced the Intermediate Labour Market scheme which has provided us with 20 – 30 wage subsidised trainees per annum and scheduled to end in December 2004.

Delays starting 'Decent Homes' work and the enormity of the whole project has resulted in our trainee numbers falling to six – the lowest in our history with consequential over capacity issues for our training department. I am pleased to report that despite some redundancies among site operatives the rest of our company including training has been maintained regardless of losses. At the time of writing our contracting and training are regaining their former capacity. Additional training premises have been leased allowing us to deliver 'off site' induction training for 100 trainees through Construction JobMatch over a 20 week period.

The impact of restructuring within the council to cope with Decent Homes has been equally dramatic with many people changing roles. A new system of local management boards made of residents and tenants reporting to Sheffield Homes has been established to monitor both construction quality and local labour and training issues at community level.

Overall we have overcome some £2M in lost contracting and training revenues and happily are still here to carry on the essential work to 'Rebuild' our communities.

Sadly production of these accounts has suffered as a result.

## **Ongoing refocusing of company objectives**

It will be clear to readers of these accounts that not all our stated objectives and 'vision and values' received direct feedback from the questionnaire surveys. Joining the Regional Forum 'Social Audit Training Workgroup' about half way through the programme, we started our accounts without a seamless set of objectives etc in place. Deciding to 'run' from this position we later realised that the results were less clearly defined and not easy to measure and compare.

I hope this does not cause the reader too much confusion and that the essential performance of the company in what it sets out to achieve comes through.

These are Sheffield Rebuilds first social accounts and this is a document in transition.

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### **3. HISTORY AND BACKGROUND**

Sheffield Rebuild was set up as a community business in 1996 in the Manor area of Sheffield. It developed as an initiative between a well-established local building company, local projects and regeneration partnerships. Initially funding was provided from SRB, ESF and training grants from the Construction Industry Training Board (CITB).

Rebuild was established to use regeneration funding targets and other investments particularly in community building projects to give local unemployed people access to real jobs and training in their own community. Linking local unemployed with work taking place in their community provides an effective tool to overcome barriers to social inclusion.

Rebuild has grown into an organisation employing over 155 people in construction, insulation and hard and soft landscaping. We currently have a £6 million turnover and 33 people in training from NVQ 2 to Masters Degree level. See management organisational chart in appendix 2

Although Rebuild was 'born' in the Manor area the model quickly gained a reputation for successfully engaging the local unemployed and returning economic confidence in many other areas of Sheffield.

#### **3.1 THE FIRST SEVEN YEARS**

Using local labour with intensive training was proved workable by a local builder on a £750K project to build a managed workspace for a community group on the Manor estate in Sheffield. Dubbed the 'worst estate in England' by one newspaper and poised to attract significant regeneration funds through SRB 3, it was an excellent place to start Rebuild. The North British Housing Association together with two dedicated council housing officers and the Manor Initiative (later to become Manor & Castle Development Trust) were the partner supporters to the birth.

An ESF grant for training with a 50% advance, an insulation contract paid up-front and cash and credit facilities from a local builder allowed a tight trading window to open. Rebuild was registered in December 1996 with four directors and management provided by the small builder.

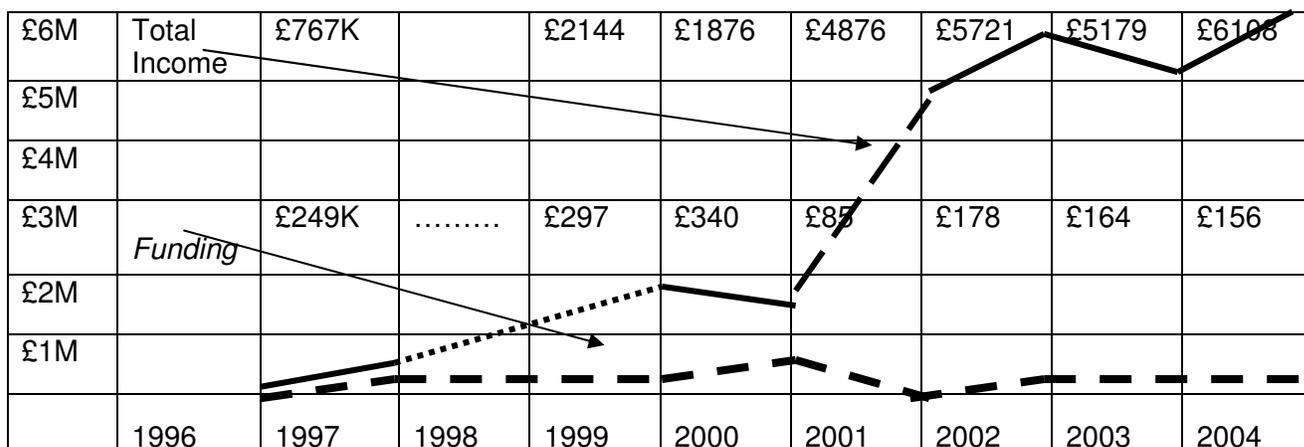
Most of the management team, operatives and trainees were recruited successfully from the estate and trading started in January 1997 on a HECA insulation contract administered by the city council. A £158K contract to refurbish additional premises for the Manor Training and Resource Centre followed in March with a North British Housing Association contract to build 20 new homes for rent in August of that year. Several people from that first 6 months are still with the company.

Although Rebuild has grown dramatically, both in size and sophistication, the actual model has improved but little changed. Our long list of partners, notably the city council, Manor and Castle Development Trust and Southey and Owlerton Area Regeneration to name a few deserve credit for their continued support.

As shown by the turnover graph below, during 2000/2001 the company experienced huge demands for its services resulting in dramatic growth. At the time the company had insufficient technical and managerial staff to effectively control this volume of work. Fortunately, a crisis situation was recognised by the management and board. Recruitment of additional staff together with a period of consolidation following a tight action plan has strengthened the company in readiness for more controlled expansion over the next five years.

Ironically although destabilising, this rapid expansion won us the Inner City 100 prize in 2002!

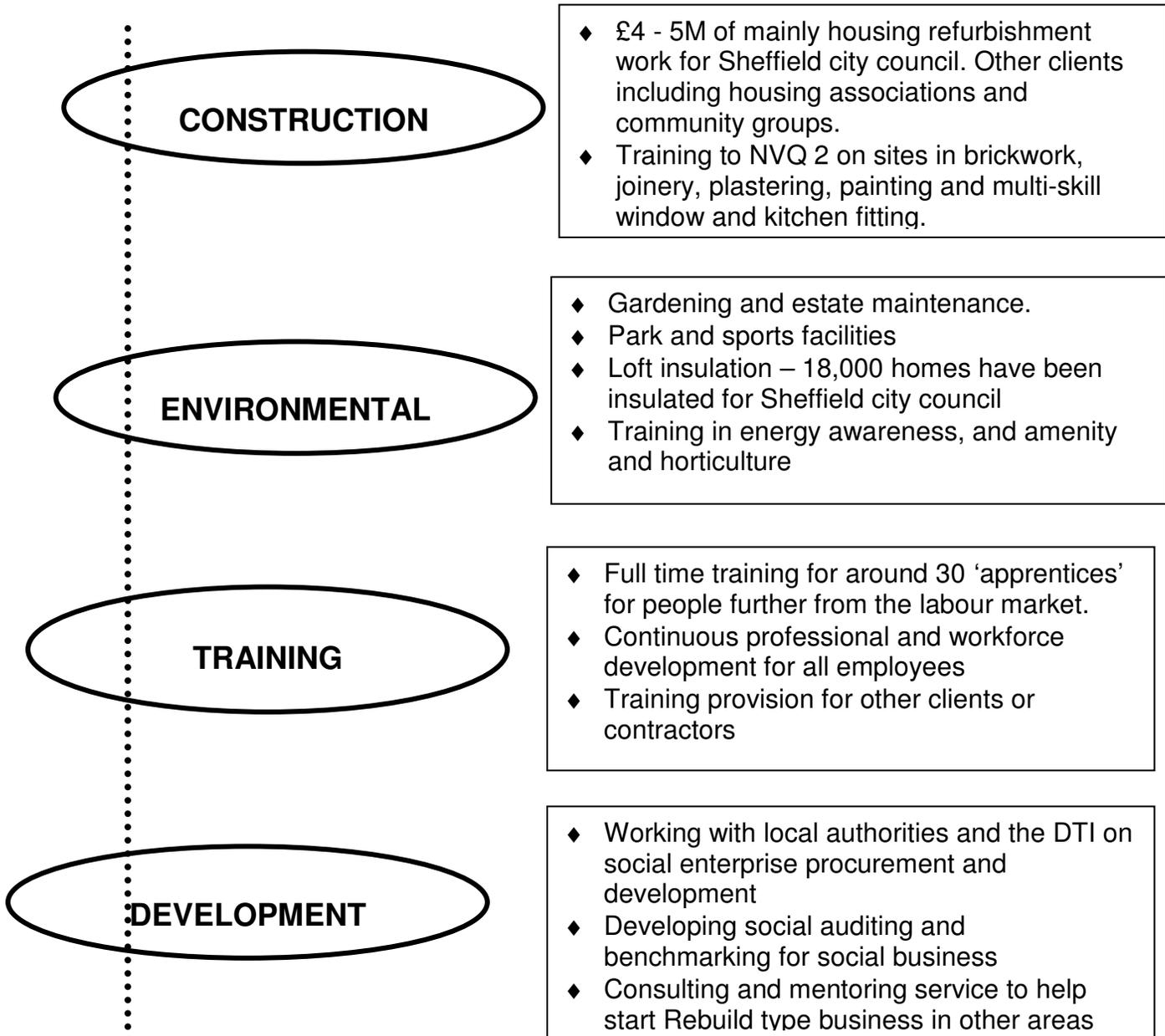
### Turnover 1996 – 2004



..... These accounts covered 15 months. Funding  
 - - - - - Period of rapid expansion.

The graph shows the actual amount of public funding has remained static, but as a proportion of total turnover has reduced significantly to less than 4%.

## 3.2 OUR DEPARTMENTS



The ‘4 box’ diagram above groups the 4 key activities of the company. The 4 activity areas are managed by further re-grouping to two cost centres; *Construction and Environmental*, and *Training and Development*. This separation allows precise control of budgets and provides a clear audit trail for public funds ensuring we are not unfairly subsidising contract prices.

Generally the combined company accounts show a net subsidy flowing from construction to training. Public grants are insufficient to fund the kind of support

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we need to offer in helping people regain their confidence and dignity.

### **Rebuild Environmental**

Reinsulate and Replant are two trading names:

- Reinsulate an installer of home loft insulation and draft proofing
- Replant has a programme of hard and soft landscaping.

Both started operation in 1997 and so far Reinsulate has insulated 11,000 lofts for city council tenants. Replant is contractor to such as the city council for their Garden Pledge programme; this provides a free garden tidy up for tenants over 70 years of age. Replant has also completed several parks and sports areas and is estate contractor to major city clients.

During the financial year 2003/04 Replant/Reinsulate carried out the following contracts:

- Wybourn Fencing - £140,000
- Cleared Sites - £150,000
- Woodside – £80,000
- Arbourthorne Pond/Recreation area - £130,000
- Shirecliffe gardens - £10,000
- During the year 2003/4 lofts were insulated for Sheffield City Council tenants and 100 for Lovell Construction. Total 2420.

Both train to the relevant industry standard and are excellent employers of local people.

### **Construction**

The Construction trading arm commenced operation in 1997 and undertakes all types of contract work from 'new build' to refurbishment. During the financial year 2003/04 the construction arm of the company carried out the following contracts:

- Steel Inn Young Peoples Centre - Refurbishment of old pub premises to form youth centre with first floor office space. Value £300k
- Shirecliffe Windows & Render -Window & Render renewal to 120+ tenanted council properties - Value £800K
- Shirecliffe Environmental- Renewal of external boundary walls, fencing, paths and paving and the provision of off street parking to 70+ tenanted council properties - Client Sheffield City Council - Value £800K
- Shirecliffe Seeding & Fencing- Landscaping and fencing works to cleared demolition sites on Parsons Cross & Shirecliffe - Value £ 350K
- Fullmere Phase 3 -Improvements to Kitchens & Bathrooms + Environmental Works to 40+ tenanted council properties - Value £1.3M
- Long Term Vacants- Refurbishment of 4 vacant council properties (Manor area) - Value £70K
- Barnsley Road Facelift - External Facelift Works including boundary

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- walls & fencing to 50+ private sector houses - Value £600K
  - Norfolk Park Green Spaces- Hard & Soft Landscaping works at Norfolk Park - Client Sheffield Wildlife Trust - Value £135k
  - Shirecliffe Reconfiguration- Refurbishment and alteration to 6 ex local authority semi-detached houses to form 3 Detached properties - Value £ 160k
  - Enable Day Care Centre- New Build- Value £550K

The bulk of contracting is with the city council on rolling budgets and programmes. Work is added (or subtracted) and completed to indicative costs and programmes. No actual individual contracts with specific contract sums or programmes exist for this work and therefore precise measurement is difficult.

We do however use the proxy indicators of construction out-turn margin with variation from original, and feedback from customer surveys asking questions about satisfaction of quality and time to complete. The customer surveys are becoming more relevant especially working in tenanted properties on housing refurbishment type work.

Within the accounting period only two projects were completed where specific contracts with dates and prices were agreed. These were £550,000 new premises for 'Enable' and the 'Steel Inn' conversion for Manor & Castle Development Trust, value £300,000. Both these suffered significant funding and design problems causing overrun of the contract figures.

### **Training**

The training department at Sheffield Rebuild comes under the direction of Gordon Wordsworth, the Development Director. It is run by Peter Jubb, the Training Manager who has three qualified trainers to assist him and two part time training administrators.

The training department has two key aims:

- To guide new trainees towards obtaining National Vocational Qualifications at levels 1 to 3 in most construction skills including admin, finance and landscaping. Giving them all the support they require.
- To provide and co-ordinate our workforce and management development programme to equip company personnel for current and future projects.

In addition to these aims training is also arranged for employees and people from other companies to obtain Construction Skills Competence Scheme (CSCS) cards so that they can work on any building site. This training consists of intensive Health and Safety training prior to an external test, if any employee fails the test we arrange for them to re-sit it. The CSCS card was introduced as evidence that a worker is safe and competent to work on site and is becoming compulsory particularly among larger employers.

During the period October 2003 to November 2004 we helped 30 employees gain their NVQ's, eight at level 3 and twenty two at level 2. Not all of these people were

employees of Sheffield Rebuild Ltd; several were employed by Henry Boot (Construction) Ltd who had asked us to train them. We have 28 people in the process of taking their NVQ's these are not just Rebuild employees, we now do training for Henry Boots Ltd, Frank Haslam Milan Ltd, Lovells Ltd, and the NHS (Wathwood Hospital)

### **Training delivered during April 2003 to March 2004**

| Training Delivered                 | Number and Level         |
|------------------------------------|--------------------------|
| NVQ 2                              | 22                       |
| NVQ 3                              | 8                        |
| Working towards NVQ 2              | 28                       |
| On the job training days delivered | Total of 855 made up of: |
| • Trainees                         | 250                      |
| • Experienced workers              | 605                      |
| CSCS card                          | 59                       |

### **Development**

The role of Development is to maintain Rebuilds, profile and position with respect to emerging policy and opportunities. Key activities undertaken within the year were:

- Organising monthly seminars at Rebuild for Inside UK Enterprises where visitors receive presentations from all key staff structured around chosen themes where we have developed good practice.
- Regen School Mentor: Provided guidance and support to four projects within South Yorkshire helping them identify the key issues to starting and running a social venture.
- Developing a marketing strategy for the company including new web site and publicity materials.
- Pursuing sources of social enterprise finance helping our transition away from grant funding and providing capital and revenue for new construction schemes within the 'ALMO' and 'Green Homes'.
- Completed a years mentoring following an options report for Stockport MBC to help a council run training scheme, 'Brinnington Construction Enterprise' (BCE), manage the transition to become an independent construction and training social enterprise. Unfortunately a major change to Stockport Job Centre Plus funding priorities together with the loss of the key person in the organisation resulted in BCE not starting in business.
- Working with Sheffield City Council, the DTI, Social Enterprise Coalition and others helping to progress the social enterprise procurement agenda. A major success has been the adoption in March 2004 by Sheffield Council of a formal procurement strategy, based on joint working with Rebuild, requiring certain contracts to be delivered by local social enterprise.
- Developing a social auditing and key performance indicator reporting

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framework showing; quality and performance on contract work, social returns, and money re-circulated in targeted communities.

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## 4. MISSION, AIMS, OBJECTIVES AND ACTIVITIES

It was felt that our objectives, prior to under to undertaking the social accounting, did not fully reflect our ethos or activities. Therefore through several internal meetings and discussions our objectives were redeveloped to reflect our mission. This itself was a very useful process because it enabled us, as a team, to reflect what we had achieved and focus on what we want to achieve in the future. It served also as a reminder of what Sheffield Rebuild is about.

### 4.1 OUR MISSION

Our mission at Sheffield Rebuild is:

***“Social Achievement in the Commercial World”***

We are a construction company that operates in the commercial market, competing on a level playing field with private, profit making building firms. What distinguishes us from our private sector counterparts is how we utilise the income that we generate. Surpluses that are produced are not distributed as dividends to private shareholders; they are re-invested into our social objectives that focus on the regeneration of disadvantaged communities.

### 4.2 OUR AIMS

Our Aims at Sheffield Rebuild are to:

**Improve the physical environment through high value construction work**

And at the same time;

**Invest in people and skills**

**Improve the economic and environmental sustainability of our communities**

This represents what might be described as ‘triple impact regeneration’

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encompassing physical, human and environmental dimensions. In practice this means using construction contracts to promote social inclusion, provide local jobs for local people and high quality training towards nationally recognised qualifications, whilst improving the physical environment in which we all live and work.

These three broad aims lead directly to nine key policy objectives.

### **4.3 OUR SOCIAL OBJECTIVES**

Our key social objectives are:

- a) Working to achieve high quality and performance within a competitive framework for customers and clients;
- b) Creating work and training opportunities for people with problems gaining access to training and labour market;
- c) Striving to achieve high quality equal access recruitment and employment practices;
- d) Ensuring the long-term sustainability of the Rebuild model;
- e) Supporting the local economy;
- f) Working strategically and in partnership;
- g) Promoting and developing community and social enterprise and its role in service delivery and social inclusion;
- h) Protect and maintain the environment;
- i) Maintain openness and accountability with all our stakeholders.

These nine key objectives interpret into the following activity areas.

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#### 4.4 OUR ACTIVITIES

- 1) Contract delivery – on time
- 2) Contract delivery – to budget
- 3) Contract delivery – high quality
- 4) Contract planning
- 5) Customer care
- 6) Training
- 7) Recruiting socially excluded people in the community to training opportunities
- 8) Equal opportunities
- 9) Contacting our office
- 10) Caring for the environment
- 11) Working towards a mixed gender workforce
- 12) Marketing and publicity
- 13) Profile
- 14) Health & Safety
- 15) Business planning and strategy
- 16) Financial performance
- 17) Accessing external funding
- 18) Links with our local communities
- 19) Consultancy to help/guide other groups to start similar activities
- 20) Efficient and effective working relationships
- 21) Communication
- 22) Employing local people on our contracts
- 23) Open and friendly staff
- 24) Accountability to local communities
- 25) Accountability to our stakeholders
- 26) Effective governance
- 27) Clarity of purpose

It is against these objectives and activity areas that we have measured our stakeholder's perceptions of our performance.

## 5. STAKEHOLDERS ANALYSIS

After a brainstorming session 59 stakeholders were identified and from this 31 stakeholders were identified as key to our organisation. The following diagram shows all the identified stakeholders, with the inner section highlighting the key stakeholders.

|                           | Design and Property             | LEA                | Legal admin & procurement | Other community forums | Members of Parliament           |                              |
|---------------------------|---------------------------------|--------------------|---------------------------|------------------------|---------------------------------|------------------------------|
| FHM                       | Employees                       | Non-exec Directors | Trainees                  | Customer s/tenants     | BNDfC                           | SYCTSG                       |
| SHU                       | Regen School                    | <b>Rebuild</b>     |                           |                        | CfFE                            | Yorkshire Forward            |
| Objective One             | SCC-Contracts                   |                    |                           |                        | CITB                            | RDA                          |
| Tenants groups            | Training and Education Services |                    |                           |                        | Community North Forum           | LSC                          |
|                           | SYHA                            |                    |                           |                        | SCC - Employment Unit (2 depts) |                              |
|                           | Suppliers                       |                    |                           |                        | Enable                          |                              |
|                           | SWT                             |                    |                           |                        | Green Estate                    | Job Net                      |
| Lovells                   | SSP                             |                    |                           |                        | Heeley City Farm                | BCE                          |
| Sheffield Employment Bond | SOAR                            |                    |                           |                        | Heeley Dev Trust                | Bradford SRB 6<br>Regen 2000 |
| Sub-Contractors           | SCEDU                           |                    |                           |                        | Kier                            | Sheffield College            |
| Regional Forum            | SCC-Housing                     |                    |                           |                        |                                 |                              |
| Stockport EED             | Phoenix Enterprise (2 depts)    | Northern Clusters  | NBHA                      | Natwest                | MCDT                            | Job Match                    |
|                           | ADCE                            | SEU                | STEP                      | DTI                    | ODPM                            |                              |

Rebuild has many stakeholders each with a particular set of requirements from our business. As can be seen in the diagram the key stakeholders are grouped together as:

- Employees
- Directors
- Trainees
- Customers-Tenants
- Suppliers
- Other Key stakeholders

### List and Assessment to derive our Key Stakeholders.

Stakeholders were categorised into six board groups depending on their relationship/dealings with Sheffield Rebuild.

| Name                                | Stakeholder Category; (1 to 6 above) |    |      |      |    |     | Total |
|-------------------------------------|--------------------------------------|----|------|------|----|-----|-------|
|                                     | C/W                                  | CB | Cust | Fund | SA | Int |       |
| SSP                                 | 2                                    | 5  | 2    | 5    | 5  | 1   | 20    |
| SCC- Housing                        | 5                                    | 5  | 5    | 3    | 5  | 1   | 24    |
| SCC- Employment Unit x 2 depts      | 3                                    | 2  | 3    | 2    | 5  | 1   | 16    |
| SCC- contracts                      | 2                                    | 1  | 2    | 1    | 3  | 1   | 10    |
| SCEDU                               | 1                                    | 4  | 1    | 2    | 4  | 1   | 13    |
| Kier                                | 5                                    | 1  | 3    | 1    | 2  | 1   | 13    |
| Tenant/Customers                    | 2                                    | 2  | 5    | 1    | 1  | 1   | 12    |
| Manor and Castle Development Trust  | 3                                    | 5  | 3    | 5    | 5  | 1   | 22    |
| Heeley Development Trust            | 2                                    | 5  | 2    | 4    | 4  | 1   | 18    |
| SOAR                                | 3                                    | 5  | 3    | 5    | 5  | 1   | 22    |
| Burngreave New Deal for Communities | 1                                    | 4  | 1    | 3    | 4  | 1   | 14    |
| Community North Forum               | 3                                    | 4  | 3    | 4    | 4  | 1   | 19    |
| Enable                              | 5                                    | 5  | 3    | 1    | 1  | 1   | 16    |
| Natwest                             | 2                                    | 1  | 2    | 4    | 5  | 1   | 15    |
| CITB                                | 4                                    | 2  | 4    | 5    | 4  | 1   | 20    |
| Regen School                        | 3                                    | 3  | 2    | 2    | 3  | 1   | 14    |
| Rebuild Employees                   | 1                                    | 3  | 1    | 1    | 1  | 5   | 12    |
| Rebuild Trainees                    | 1                                    | 5  | 1    | 1    | 1  | 5   | 14    |
| Rebuild Directors                   | 1                                    | 5  | 1    | 2    | 3  | 5   | 17    |
| CfFE                                | 4                                    | 4  | 3    | 4    | 4  | 1   | 20    |
| Phoenix Enterprise x 2 depts        | 3                                    | 4  | 3    | 3    | 3  | 1   | 17    |
| Sheffield Wildlife Trust            | 3                                    | 3  | 3    | 1    | 4  | 1   | 15    |
| Green Estates                       | 3                                    | 3  | 3    | 1    | 4  | 1   | 15    |
| Heeley Farm                         | 3                                    | 3  | 3    | 1    | 4  | 1   | 15    |
| SYHA                                | 4                                    | 3  | 4    | 1    | 3  | 1   | 16    |
| NBHA                                | 4                                    | 3  | 4    | 2    | 4  | 1   | 18    |
| Northern Clusters                   | 2                                    | 1  | 2    | 4    | 5  | 1   | 15    |
| Training and Educational Services   | 1                                    | 3  | 4    | 1    | 5  | 1   | 15    |
| Suppliers                           | 1                                    | 1  | 5    | 1    | 5  | 5   | 18    |

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Using these six categories of stakeholder below the following short list of key stakeholders was selected:

1. Clients for contract work.
2. Clients for community benefits.
3. Customers and those directly affected by/in receipt of our services.
4. Funders
5. Strategic alliance relationship.
6. Internal company stakeholders.

In each case the strength of the relationship throughout the year was determined by factors such as regularity of contact, volume of work, strategic or financial importance. To form an assessment of the stakeholders these factors were weighted from one to five, low to high importance. The 1 to 5 assessments are indicated in the table below.

The list of key stakeholders above are those that have scored either a high overall total or high in a particular single category.

A few stakeholders engage with us on a purely commercial basis, such as; the bank, sub-contractors and suppliers, although important they are not pro-actively involved in our social outputs and have not been surveyed. A Sub-contractor and supplier analysis is included elsewhere in the accounts showing how our choice of supply chains can contribute to training and employment, and by LM3, how much money stays in the communities we work in.

Some stakeholders are also directors of Rebuild and therefore may have been surveyed in more than one capacity.

Directors were consulted on the questionnaire design and relevance of questions to them, anything else they wished to know to help the relationship.

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## 6. MEASUREMENT METHODS, RESULTS AND CONCLUSIONS

Having identified who our key stakeholders were we looked at how we could utilise and integrate existing data we already collect. We are currently developing a key performance system and to collect information on our employees and customers we undertake our employment and customer satisfaction surveys to feed into our KPI's on a regular basis; employment once a year and customers on completion of a job.

As a team we decided that we would use as much information from the surveys as we could for the purpose of the social audit as this information had just been collected and to issue further questionnaires to these groups would cause questionnaire fatigue. However, for the next social accounts we will integrate additional questions into our existing surveys to capture views on all objectives.

The table below shows 'a best fit' how our objectives link in with key activity areas and stakeholders views where these are particularly relevant. Employees and customers were surveyed by our annual methods just prior to beginning the social accounts. Rather than encounter questionnaire fatigue we used this info although it does not relate specifically to all our objectives.

Next year all information captured will be specific to social audit and integrated into existing methods.

As can be seen some of the objectives are economic rather than social, however as a social enterprise and business are included to reflect our drive for sustainability.

## 6.1 OBJECTIVES, ACTIVITY AND AREAS STAKEHOLDER'S VIEWS WERE COLLECTED

The following charts shows at a glance what our objectives and activities are and what areas our stakeholders views were collected.

| OBJECTIVE   | ACTIVITY   | Customers | Employees | Directors | Other Key Stakeholders |
|---|--|-----------|-----------|-----------|------------------------|
| a. Working to achieve high quality and performance within a competitive framework for customers and clients         | Contract delivery - on time  | √         | √         | √         | √                      |
|   | Contract delivery – to budget  |           |           | √         | √                      |
|   | Contract delivery – high quality   | √         |           |           | √                      |
|   | Contract planning  |           |           |           | √                      |
|   | Customer care  | √         |           | √         | √                      |
|   | Contacting our office  |           |           |           | √                      |
|   | Business planning and strategy   |           |           | √         | √                      |
|   | Financial performance  |           |           |           | √                      |
|   | Efficient and effective working relationships  |           |           |           | √                      |
| b. Create work and training opportunities for people with problems gaining access to training and the labour market | Training   |           | √         | √         | √                      |
|   | Recruiting the more disadvantaged and socially excluded people in the community to our training. |           |           | √         | √                      |
|   | Employing local people on our contracts  |           |           |           | √                      |
| c. Striving to achieve high quality equal access recruitment and employment practices                               | Recruiting the more disadvantaged and socially excluded people in the community to our training  |           |           | √         | √                      |
|   | Equal opportunities  |           | √         | √         | √                      |
|   | Working towards a mixed gender workforce   |           | √         |           | √                      |
|   | Links with our local communities   |           |           |           | √                      |
|   | Accountability to our stakeholders   |           |           |           | √                      |
| d. Ensuring the long-term sustainability of the Rebuild model   | Marketing and publicity  |           |           | √         | √                      |
|   | Profile  |           |           |           | √                      |
|   | Business planning and strategy   |           |           |           | √                      |
|   | Accessing external funding   |           |           |           | √                      |
|   | Accountability to local communities  |           |           | √         | √                      |
|   | Accountability to stakeholders   |           |           |           | √                      |
|   | Effective governance   |           |           |           | √                      |
|   | Clarity of purpose   |           |           |           | √                      |

| OBJECTIVE   | ACTIVITY   | Customers | Employees | Directors | Other Key Stakeholders |
|---|--|-----------|-----------|-----------|------------------------|
| e. Supporting the local economy   | Employing local people on our contracts                  |           | √         |           | √                      |
|   | Open and friendly staff                                  |           |           |           | √                      |
|   | Accountability to local communities                      |           |           |           | √                      |
| f. Working strategically and in partnership   | Open and friendly staff                                  |           |           |           | √                      |
|   | Effective governance                                     |           |           |           | √                      |
|   | Communication  |           |           |           | √                      |
|   | Links with our local communities                         |           |           |           | √                      |
|   | Efficient and effective working relationships            |           | √         |           | √                      |
| g. Promoting and developing community and social enterprise and its role in service delivery and social inclusion | Profile  |           |           |           | √                      |
|   | Open and friendly staff                                  | √         |           |           | √                      |
|   | To help / guide other groups to start similar activities |           |           | √         | √                      |
| h. Protect and maintain the environment   | Caring for the environment                               |           | √         | √         | √                      |
|   | Health & safety  |           | √         |           | √                      |
|   | Accountability to local communities                      |           |           |           | √                      |
| i. Maintain openness and accountability with all our stakeholders   | Marketing and publicity                                  |           |           |           | √                      |
|   | Business planning and strategy                           |           |           | √         | √                      |
|   | Links with our local communities                         |           |           | √         | √                      |
|   | Communication  | √         | √         |           | √                      |
|   | Accountability to local communities                      |           |           |           | √                      |
|   | Accountability to our stakeholders                       |           |           |           | √                      |
|   | Effective governance                                     |           |           |           | √                      |

The next sections look at methodologies used, results and conclusions. This is broken down by individual stakeholder group.

## 6.2 CUSTOMER SATISFACTION SURVEY- TENANTS

### Background and Method

Sheffield Rebuild carries out work for Sheffield City Council (SCC). The work involved refitting kitchens and bathrooms, window replacement, external rendering of the property and environmental works to the gardens and rebuilding boundary walls. This survey seeks the views of the tenants of the properties in which we worked.

This information is given to the client, SCC, and is also available at tenants' representatives and site meetings.

All householders on completion of the work are handed a Customer Satisfaction Survey form and are requested to complete it.

Of the 168 households who received a Customer Satisfaction Survey form, 51 responded (30%). We are currently considering the design of the questionnaire and aim to simplify and/or shorten it as we feel by so doing it may increase the return rate.

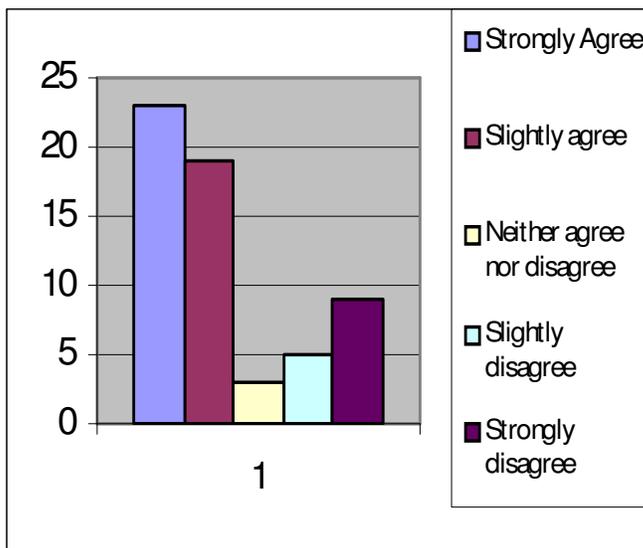
Respondents were also given the opportunity to make any additional comments to each question and these individual comments are also shown.

The results are shown in pictorial form and are shown in actual numbers. The discussion however refers to numbers and/or percentages.

### Results

#### 1) Contract Delivery – On time

**I was satisfied with the time taken to complete the work.**



\*we had the scaffolding up 16 weeks

\*I have never known 10 days work take 16 weeks. Other than I am pleased with the work.

\*even though it took them a while to do the drive I have no complaints about it

\*the plasterers were slow

\*two panes of glass broken on installation, still not repaired one month later

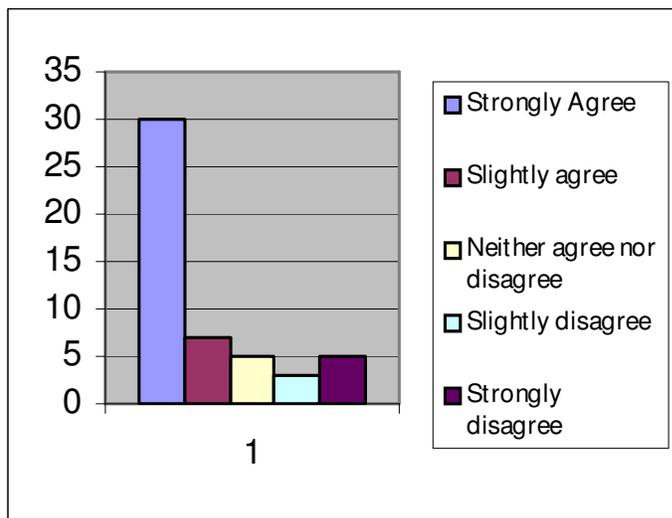
As can be seen in question 1 most of the respondents strongly agree or slightly agree that they were satisfied with the time taken to complete the work on their properties. This is a good result; however as a commercial company trading in a competitive market it is vital that we continuously improve our product for our customers. Only when we offer a competitive product can we continue to finance social objectives, getting the customer needs right is key to this process. We need to improve on this area.

This information feeds into our KPI system so we can continuously improve; from these results we will put in processes to improve customer liaison, our complaints procedures and general customer relations. It will be shown in the next round of data collection if these processes have had any impact.

In question 2 it can be seen that over half of the respondents felt that they were satisfied with the quality of work. This isn't good enough and again because of the issues highlighted above it is imperative that we improve on this and develop targets to reach at least 75%, over next 2 years, to strongly and slightly agree.

## 2) Contract Delivery – High Quality

### I was satisfied with the quality of the work

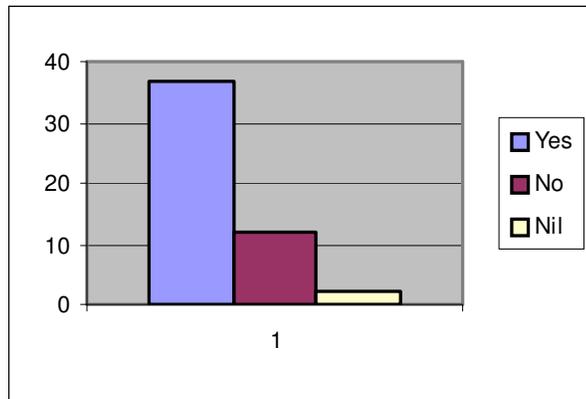


- \*everything was alright and work done okay.
- \*lounge window frame not fitted correctly
- \*good work all round
- \*the window people were excellent
- \*good work well done
- \*the work carried out has all been of a very high standard
- \*I'm not too happy with the back bedroom window. Safety lock not working properly

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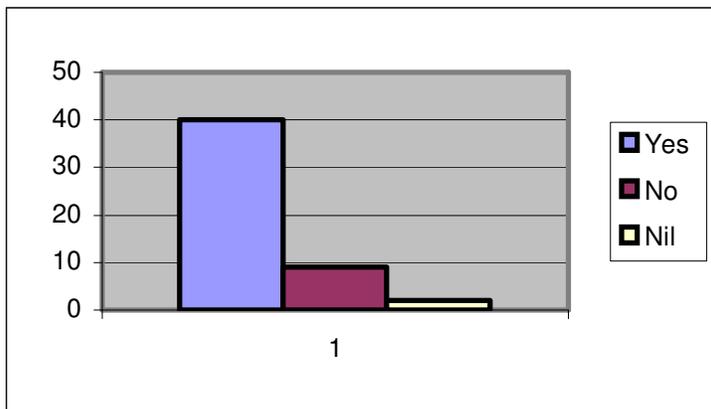
### 3) Customer care

**Did our employees show you their identity card when they arrived at your home?**



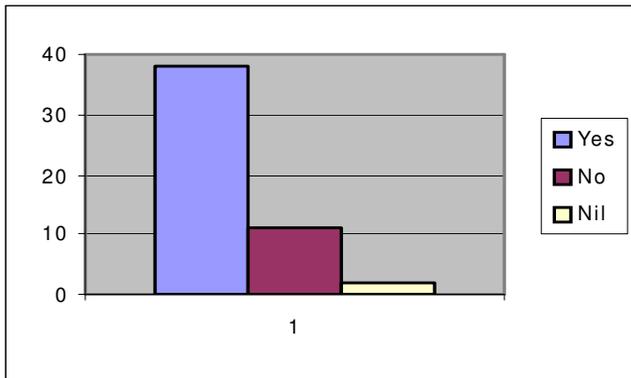
For health and safety reasons and to show that we have a professional outlook to our organisation it is important that staff show their identity cards at all times. This is going to be reiterated with all members of staff to improve this figure. It is also important to reiterate this with the sub-contractors we use.

**Did the work start by the time we said it would?**



In construction timescales are always difficult as there are many variables that can influence work schedules, often these are out of our control. As can be seen 80% (50 respondents) said the work started by the date we said it would. This is good result because although it may be viewed as 'just a delay' from our perspective it could have an impact and disruption on the day to day lives of our customers. By next year it would be good to see further improvement on this figure.

### Did we clearly explain what the work would involve?

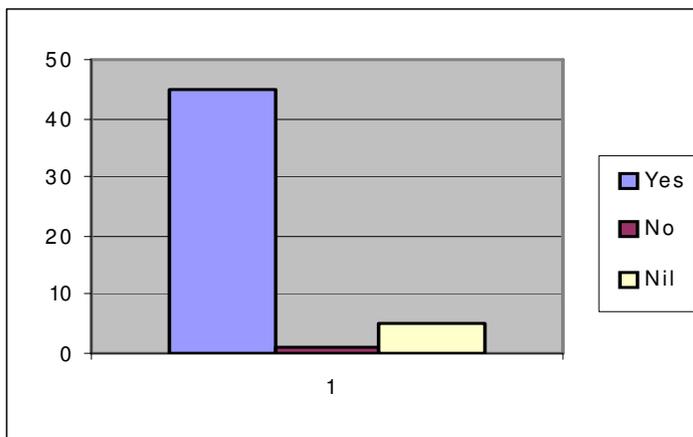


\*electric check was not explained

It is very important for our customers to be aware of the exact nature of work undertaken in their personal environments and what disruption could be expected, that is why it is important that each customer is kept up to date with progress and notified about any changes. It is often lack of knowledge and involvement that causes dissatisfaction. It can be seen that from the chart above that 38 (74.5%) said yes it was clearly explained what the work would involve. It is really pleasing that nearly three quarters of our customers feel well informed, but there is room for improvement and over the next round of data collection hope to see an increase in positive responses.

### 4) Open and friendly staff

#### Were our operatives polite and courteous?



\*builders were polite and any problems soon sorted out

\*some work members need to remember who they are talking to

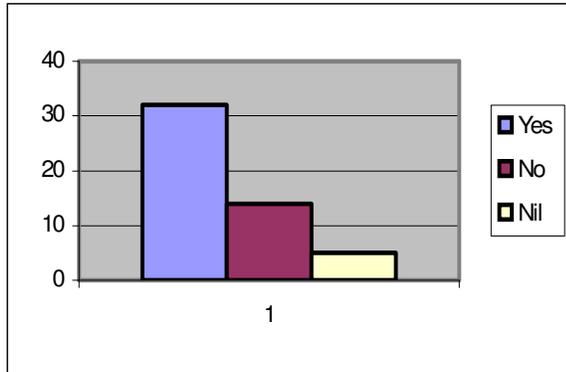
\*the workers are very pleasant and very courteous and have explained a lot.

This is a really good result. Within the context of customer relations we are really pleased with this figure and will continue the work around customer care to maintain this high standard and address the negative feedback from the additional comments.

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## 5) Communication

Were you kept informed of progress of work and if there were any delays?



64% said they agreed that they were kept informed of the progress of work and any foreseeable delays. This is well above average, however this figure needs to be improved on by at least 15% over the next 2 years as lack of communication leads to the customer confusion and dissatisfaction, bad relations and ultimately a negative reputation of the organisation. To keep the customer informed by a transparent process could mean the difference between success and failure and is a powerful marketing tool.

Due to the issues outlined above this is why it is also important that an internal communication process is developed between senior management, site management and operatives so that the customer gets the right, consistent information on an on-going basis.

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## 6.3 EMPLOYEE SURVEY

### Background and method

Rebuild has a total of around 154 employees located at various sites throughout Sheffield; around 30 staff are based at the company HQ offices at Woodbourn Road, with a further 8 at our north Sheffield depot.

Unlike many construction companies, we directly employ over 90% of our workforce, choosing labour only sub-contract operatives where essential. This choice does increase our costs including payments during inclement weather and general employment costs. However, it is beneficial in ensuring our workforce are from communities high in the indices of deprivation, maintaining a stable and well-trained workforce, and allows us to require operatives to pass on their skills to trainees.

Employee involvement in business planning and general company affairs is achieved through our consultation strategy. The key processes involved are:

- 'Rebuild Recorder'; a pamphlet sent out every two months in pay packets to all employees containing company news with stories from staff and individual contributors. It is used to circulate results and key issues arising from such as staff or customer surveys.
- 'Up-Date'; a shorter bulletin produced every other month when no Recorder is produced.
- Employee Consultative Group; around 12 representatives from different sections of our company elected by employees meets every 3 months to discuss staff issues and debate proposed new company policies or initiatives.
- Employee board representative; elected by employees to attend board meetings.

The employee's information we already collect is used to capture information for our key performance indicators. We used a questionnaire method. These were sent out to all employees, 69 out of 150 questionnaires were returned over a period of 8 weeks.

The data from the questionnaires was analysed using Compass computer software. Compass gives help designing questionnaires, and collating and analysing the resulting data.

Most of the senior management team at Sheffield Rebuild had input into the development of the questionnaire.

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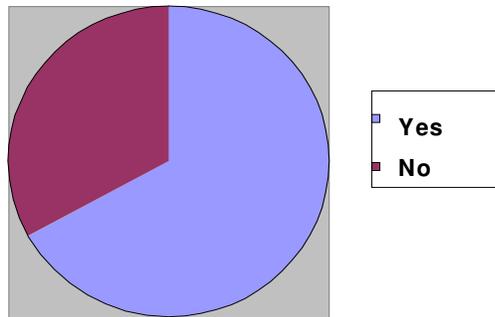
## Results

### 1) Contract delivery on time

We wanted to find out if the workforce perceived Rebuild as being efficient at completing contracts on time.

66% (10% said yes very well and 56% said yes) of employees thought Rebuild were efficient at completing contracts on time. Although above average this figure needs to improve to promote a positive target for the employees to aspire to and further research is needed to find out why employees think we are not efficient at completing contracts on time. This information can then be fed back into the process to improve performance. It is hoped in the next round of collecting the data this figure will have improved.

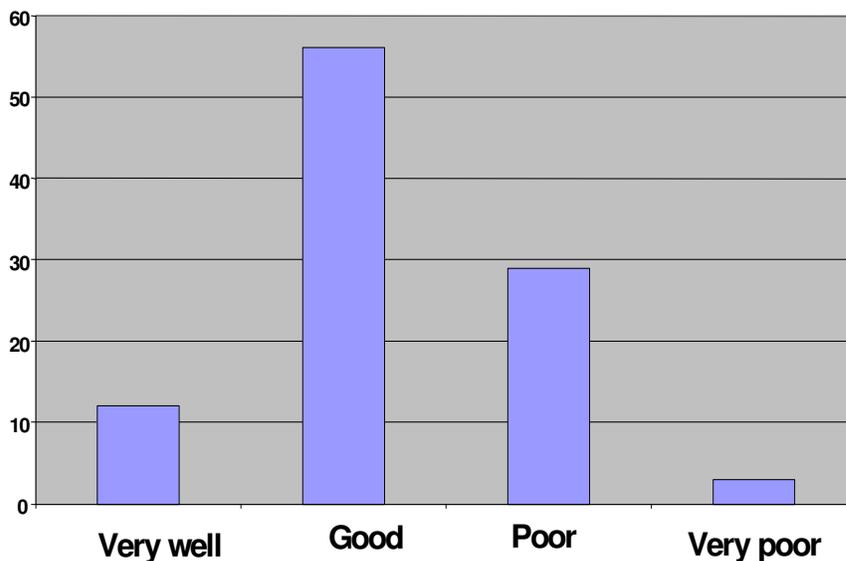
#### Is Rebuild efficient?



### 2) Equal Opportunities and working towards a mixed gender workforce

Rebuild aims to make jobs and training open to women and black and minority ethnic groups. *How well do we do?*

#### Employing BME and Women



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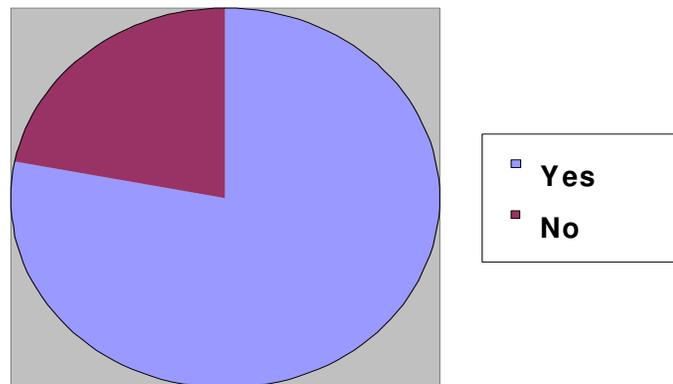
Our figures show that 68% of employees perceive Sheffield Rebuild as achieving good (56%) and very well (12%) in employing and training women and BME. However 32% felt we were poor (29%) to bad (3%) at it. As an organisation we take equal opportunities very seriously and recognise that we could be better at employing Women and BME. To address this we have recently revisited our policy to widen the remit to include diversity, make it a working document and to encourage ownership and individual responsibility within the context of equality and diversity (see appendix 2)

### **3) Recruiting the more disadvantaged and socially excluded people in the community to our training**

**We aim to be sympathetic to people who learn at different rates. Do we do this?**

- 78% thought that we did
- 22% thought we didn't.

**Sympathetic to learning rates**



It is a good result that nearly 80% of employees feel we are sympathetic to different learning rates. As our ethos at Sheffield Rebuild is to employ people furthest from the labour market we often have to give additional, extra support to facilitate an environment where people feel able to cope with employment and training. We are always looking at 'barriers to participation' for the individual and putting in measures to address this

#### 4) Employing local people on our contracts

How good do you think Rebuild does in employing people in the communities we work in?

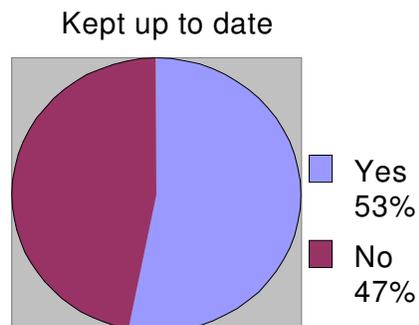


The response to this question is very important to us. Employing local people on our contracts is fundamentally what Sheffield Rebuild is about. If we have a contract in a particular area we aim to employ/train local people to work on that contract; offering real job opportunity. The areas we work in are also rank high in the indices of multiple deprivations.

As can be seen the majority of employees (84%) felt that we either very good (32%) or good (52%) at employing people from the communities in which we work. 13% thought we were poor and 3% very poor. This is a really good result and we are very pleased with it.

#### 5) Communications

Do you think that you are kept up to date with what is happening within Sheffield Rebuild?



As can be seen the result to this is more or less evenly split. This definitely needs

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further research to establish why our communication methods are not succeeding and what methods of communication can be used to address this. Next year we want to see an improvement of at least 15% to the positive response.

## **6.4 EXECUTIVE DIRECTOR QUESTIONNAIRE**

### **Introduction**

The questionnaire was split into 3 subject areas designed to capture information on content and delivery of Board Meetings, perceptions of Rebuilds performance and perceptions of Rebuilds strategy in 2003-4.

5 were sent out; unfortunately only 2 questionnaires were returned. Although this is a low response we, at Sheffield Rebuild, value individual suggestions and opinions of our Directors.

### **Results**

#### **1) Communications**

#### **How do you rate the information you receive in board meetings?**

Question 1 asked respondents how they rated the information they received from the Management team for board meetings (1=Poor, 2=Barely Adequate and 3=Satisfied). The ratings were based on delivery of information within the following categories: quantity, quality of presentation, concise, informative, too much, too little, timely and whether it gave them confidence as a director. The type of information they were asked about was MD's report, Finance, Training and local labour, Health and Safety, Personnel and Strategy.

**MD's report, Training and local labour, Health and Safety and Personnel -** Both respondents were satisfied on all accounts.

**Finance-** One respondent rated that the finance information was barely adequate in all categories apart from being timely, which they rated 3= satisfied. The other respondent gave it a rating of 3 on all accounts.

**Strategy-** This was rated, by one respondent, as 1=Poor, on quantity, how concise the information is, how timely and if it gave you confidence as a director. It was rated 2= barely adequate on quality of presentation and how informative it was. The other respondent rated it as 3 on all accounts.

Are you satisfied with the format of meetings?

Both answered 'yes' they were.

**Respondents were asked to rate (1=poor, 2=barely adequate and 3=satisfied) if they thought board meetings were conducted satisfactorily in**

**terms of room, venue, refreshments, duration, frequency, given a chance to contribute and if they answered their questions.**

In table 1 each tick represents an individual response

Table 1

| Criteria                        | Rating  |                   |             |
|---------------------------------|---------|-------------------|-------------|
|                                 | 1= poor | 2 barely adequate | 3 satisfied |
| Room                            |         |                   | √ √         |
| Venue                           |         |                   | √ √         |
| Refreshments                    |         |                   | √ √         |
| Duration                        |         |                   | √ √         |
| Frequency                       |         |                   | √ √         |
| Give you a chance to contribute |         |                   | √           |
| Answer your questions           |         | √                 | √           |

As can be seen both directors were satisfied on all accounts accept 'answering your questions'.

**Following on from the previous question respondents were asked if there was anything else they thought should be added or included in board meetings.**

One respondent said 'no' and the other gave no response.

## **2) Rebuilds Performance on Activity Areas**

**As a key stakeholder in Rebuild and based upon your perception, how do you rate our performance in:**

This question asked respondents how they rated our performance in certain activity areas. This was based on a rating scale of 0= unable to comment, 1= very poor-5= very high. Table 2 shows both the activity area and how each respondent rated our performance. Each tick represents an individual response.

Table 2

| Activity   | Rating                           |                |   |     |   |                |
|--|----------------------------------|----------------|---|-----|---|----------------|
|  | 0<br>unable<br>to<br>comm<br>ent | 1 very<br>poor | 2 | 3   | 4 | 5 very<br>high |
| Contract delivery  |                                  |                |   | √ √ |   |                |
| Customer care  |                                  |                |   | √ √ |   |                |
| Training   |                                  |                |   | √ √ |   |                |
| Measures to tackle social inclusion  |                                  |                |   | √   | √ |                |
| Equal Opportunities  |                                  |                | √ |     | √ |                |
| Caring for the environment   |                                  |                |   | √ √ |   |                |
| Marketing and publicity  |                                  |                |   | √ √ |   |                |
| Profile  |                                  |                |   | √ √ |   |                |
| Health and Safety  |                                  |                |   |     | √ | √              |
| Business planning and strategy   |                                  |                | √ | √   |   |                |
| Financial performance  |                                  |                | √ |     | √ |                |
| Accessing external funding   |                                  |                | √ | √   |   |                |
| Links with our local communities   |                                  |                | √ |     | √ |                |
| Consultancy services to help/guide other groups to start similar activities. |                                  |                | √ |     |   | √              |

As can be seen there is mixed response, some of the activity areas scored a 3 or higher showing there is a need for improvement especially around contract delivery, customer care, caring for the environment, marketing and publicity and raising our profile. There are also activity areas which scored only 2 by one of the board members, these were equal opportunities, business planning and strategy, financial performance, accessing external funding, links with the local community and services to help/guide other groups to start similar activities. Further research needs to be done to analyse these responses further to improve perceived performance.

Using L= do less, S= keep about the same or M= do more, please indicate on the list below how you feel we could expand or contract our involvement in the activity.

This question built on the previous one and asked for further opinion on our activity areas in regards to our involvement.

Table 3 lists the activities and each tick shows how the individual respondents rated whether they felt Rebuild should expand or contract involvement in that activity. Each tick represents an individual response.

Table 3

| Activity   | Rating |     |     |
|--|--------|-----|-----|
|  | L      | S   | M   |
| Contract delivery  |        | √   | √   |
| Customer care  |        | √   | √   |
| Training   |        |     | √ √ |
| Measures to tackle social inclusion  |        | √   | √   |
| Equal Opportunities  |        | √   | √   |
| Caring for the environment   |        |     | √ √ |
| Marketing and publicity  |        | √   | √   |
| Profile  |        | √   | √   |
| Health and Safety  |        | √ √ |     |
| Business planning and strategy   |        | √   | √   |
| Financial performance  |        | √   | √   |
| Accessing external funding   |        | √   | √   |
| Links with our local communities   |        | √   | √   |
| Consultancy services to help/guide other groups to start similar activities. |        | √   | √   |

The results from this are varied with split decisions on nearly all activity areas with one choosing S- keep about the same and the other choosing M- do more and no-one choosing L- do less. There is consensus however on two activity areas where it was viewed that we could 'do more' these are training and caring for the environment. Further research and information is needed to see what the specific issues are; for example in training is it a quality issue or provision for a higher number of trainees or something different?

### 3) Our Aims

At Sheffield Rebuild our aims are;

- Improve the physical environment through high quality construction work
- Invest in people and skills
- Improve the economic and environmental sustainability of our communities.

**Using the scoring 1= not much, 2= moderately and 3= substantially how do you rate our achievement of these?**

This question related directly to our organisational aims and using the above scoring whether the respondents felt that we met these.

Table 5

| Our aims  | Rating |   |     |
|---|--------|---|-----|
|   | 1      | 2 | 3   |
| <ul style="list-style-type: none"> <li>Improve the physical environment through high quality construction work</li> </ul>   |        | √ | √   |
| <ul style="list-style-type: none"> <li>Invest in people and skills</li> </ul>   |        |   | √ √ |
| <ul style="list-style-type: none"> <li>Improve the economic and environmental sustainability of our communities.</li> </ul> |        | √ | √   |

**Improve the physical environment through high quality construction work and Improve the economic and environmental sustainability of our communities** - As can be seen on both these aims we got a mixed response , a moderately and a substantially.

**Invest in people and skills** – Both directors agree that we substantially achieve this aim.

## 6.5 KEY STAKEHOLDERS QUESTIONNAIRE

### Introduction

Out of a long list of 56 stakeholders 26 'key stakeholders' were selected as being particularly significant to Rebuild. These were selected according to geography, contracts placed with us, strategic importance and funding and financial significance.

In some cases we deal with several people in large multi-department organisations, such as the city council, here we have chosen the people who should be aware of our activities.

The questionnaire was similar to that sent to directors, being more of an in depth perspective with room for each stakeholder to comment on both performance and strategy. We used a mix of narrative and questions with graded response options.

As ever, respondents are busy people and we tried to achieve a questionnaire that would be meaningful to them but not overly time consuming to fill in.

14 of the 26 questionnaires were returned. We are planning an event to present the SA findings at which all stakeholders will be invited to discuss key issues in greater depth. A full list of who the questionnaire was sent to can be seen in appendix 3.

The Stakeholders questionnaire was specifically addressed to individuals who we considered key to giving us meaningful feedback, with a covering letter

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explaining what the information was required for. The questionnaire was sent out on June 28<sup>th</sup> with July 31<sup>st</sup> as deadline for returning questionnaires. There wasn't a SAE envelope included for returning questionnaires and we didn't ask respondents for any details where we could trace who returned what, to try and ensure honest opinions, which on retrospect we feel was a weakness as it would have been extremely useful to follow up some of the information we received. However to address this, as previously stated, we are going to invite all stakeholders to a conference to present and discuss the findings and address key issues that emerge.

## **Results**

**In question 1 stakeholders were asked to list up to 3 reasons why they supported Rebuild in 2003-04, and then in question 2 we asked them to rate how they thought Rebuild had achieved this. In Table 1 each row shows results from question 1 -up to 3 responses from the individual and results from question 2 how they rated Rebuild in achieving this, using the following rating method 1=not much, 2=moderately and 3=substantially.**

Table 1

| Individual response's for stakeholders reasons why they supported Rebuild (total 14 responses) |   |  | Rating of Rebuild achieving this reason<br>1=not much<br>2=moderately<br>3=substantially |   |            |
|--|---|--|--|---|------------|
| Reason 1   | Reason 2  | Reason 3   | Rating   |   |            |
| 1)Service not offered elsewhere  | We have shared social objectives                            | Open to working in partnership in future                             | 3  | 2 | 2          |
| 2)Use local labour   | Training  | Reinvestment in the community  | 3  | 3 | 3          |
| 3)Community involvement  | Income  |  | 3  | 2 |            |
| 4)Employment of hard to reach people   | Local economic impact                                       | Not for profit ethos   | 3  | 3 | 3          |
| 5)Local training & labour used   | Partnership approach of working                             | Recycling of money in local labour                                   | 3  | 2 | 3          |
| 6)Key social enterprise  | Contribution to local economy                               | Best placed enterprise to exploit local authority procurement agenda | 3  | 3 | 2 (so far) |
| 7)A construction training provider   | Key partner to the Construction Development Partnership     | Contract developer employing building labour                         | 3  | 3 | 2          |
| 8)Local jobs   | Targeting difficult to employ                               | Community Enterprise   | 3  | 3 | 3          |
| 9)Social Enterprise  | Recruits people in the SRB 5 area                           | Construction is a key growth area for local jobs                     | 3  | 2 | 2          |
| 10)Training of learning in all areas   | Support of learners   | Communications   | 3  | 3 | 3          |
| 11)It is a most worthwhile social and construction project                                     | Rebuild does excellent work for individuals and communities | People at rebuild do what they say- very reliable                    | 3  | 3 | 3          |
| 12)Uniqueness  | Use local labour  | Professional outlook within the community sector                     | 2  | 2 | 3          |
| 13)Sustainable enterprise  | People into jobs  | Vocational training  | 2  | 2 | 2          |
| 14)Hard to reach individuals into the jobs   | Address barriers to training                                | Keep wealth in the community   | 2  | 3 | 2          |

As can be seen most people felt that their objectives were substantially or moderately achieved by Rebuild. No one felt that their objectives were 'not much' being achieved by Rebuild.

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## 1) Our Aims

At Sheffield Rebuild our aims are:

- *Improve the physical environment through high quality construction work*
- *Invest in people and skills*
- *Improve the economic and environmental sustainability of our communities.*

**In this question stakeholders were asked to rate our achievement of the above aims in 2003-04 using the following rating: 1= not much, 2= moderately, 3= substantially.**

Table 2 shows results from this question, our aims and how stakeholders thought we achieved them.

Table 2

| <b>Our aims</b>   | <b>Rating</b> |   |    |                     |
|---|---------------|---|----|---------------------|
|   | 1             | 2 | 3  | Total response      |
| • Improve the physical environment through high quality construction work   | 1             | 5 | 7  | 13 (+ 1 no comment) |
| • Invest in people and skills   | 0             | 3 | 11 | 14                  |
| • Improve the economic and environmental sustainability of our communities. | 0             | 5 | 9  | 14                  |

### **Improve the physical environment through high value construction work-**

The majority of respondents (7) rated Rebuild as substantially achieving this aim, 5 said we achieved this aim moderately, 1 said not much and 1 person stated that they were not in a position to comment.

**Invest in people and skills-** 11 respondents rated that Rebuild substantially achieved this aim and 3 thought we moderately did.

**Improve the economic and environmental sustainability of our communities** – 9 people felt that Rebuild substantially achieved this aim and 5 stated that they thought Rebuild moderately achieved this aim. No one chose the 'not many' category in his or her response.

## 2) Rebuilds Activity Performance

**In question 4 Stakeholders were asked to rate our performance on Rebuilds activities in 2003-04 using a scoring system (0= unable to comment, 1= very poor-5= very high). In the results of this we have used score 3 as an average. We included an unable to comment option because we were aware that not all of our other key stakeholders would be familiar with all**

**our activities. In question 5 we then asked stakeholders how they thought we should prioritise these activities stating whether we should give them ‘higher priority’, ‘had it about right’ or ‘lower priority’ (H= higher priority, A= about right and L= lower priority)**

Table 3 shows both the results from question 4- the total rated responses for our performance on activities and question 5- total responses on how we should prioritise (please note that not everyone prioritised in question 5 so responses don’t add up to total number of respondents)

Table 3

| Rebuilds Activities  | 0<br>unable<br>to<br>comment | 1 very<br>poor | 2 | 3 | 4 | 5 very<br>high | Priority<br>(Q5) |   |   |
|--|------------------------------|----------------|---|---|---|----------------|------------------|---|---|
|  |                              |                |   |   |   |                | H                | A | L |
| 1) Contract delivery-on time   | 8                            | 0              | 1 | 4 | 0 | 1              | 5                | 2 | 1 |
| 2) Contract delivery-to budget   | 8                            | 0              | 1 | 3 | 1 | 1              | 4                | 3 | 1 |
| 3) Contract delivery- high quality   | 6                            | 0              | 1 | 3 | 3 | 1              | 4                | 4 | 1 |
| 4) Contract planning   | 7                            | 0              | 2 | 2 | 3 | 0              | 3                | 4 | 1 |
| 5) Customer care   | 3                            | 0              | 1 | 4 | 5 | 1              | 4                | 5 | 0 |
| 6) Training  | 3                            | 0              | 2 | 4 | 3 | 2              | 4                | 4 | 0 |
| 7) Recruiting disadvantaged and socially excluded people in the community for our training | 3                            | 0              | 0 | 2 | 5 | 4              | 3                | 4 | 0 |
| 8) Equal opportunities   | 2                            | 2              | 2 | 2 | 1 | 5              | 8                | 2 | 0 |
| 9) Contacting our office   | 0                            | 0              | 1 | 5 | 5 | 3              | 2                | 6 | 0 |
| 10) Caring for the environment   | 6                            | 0              | 2 | 3 | 2 | 1              | 6                | 2 | 1 |
| 11) Working towards a mixed gender workforce   | 3                            | 3              | 1 | 1 | 3 | 3              | 7                | 2 | 0 |
| 12) Marketing and publicity  | 1                            | 1              | 2 | 4 | 4 | 2              | 3                | 4 | 1 |
| 13) Profile  | 0                            | 0              | 0 | 5 | 6 | 3              | 1                | 5 | 1 |
| 14) Health and safety  | 2                            | 0              | 0 | 3 | 6 | 3              | 3                | 3 | 1 |
| 15) Business and planning strategy   | 3                            | 0              | 5 | 2 | 2 | 2              | 3                | 4 | 1 |
| 16) Financial performance  | 2                            | 0              | 2 | 6 | 2 | 2              | 2                | 3 | 2 |
| 17) Accessing external funding   | 5                            | 0              | 3 | 2 | 3 | 1              | 3                | 3 | 3 |
| 18) Links with our local community   | 0                            | 1              | 2 | 3 | 5 | 3              | 8                | 1 | 0 |
| 19) Consultancy service to help/guide other groups to start similar activities             | 8                            | 1              | 0 | 1 | 2 | 2              | 2                | 2 | 2 |

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| 20) Efficient and effective working relationships | 1 | 0 | 4 | 5 | 2 | 2 | 3 | 3 | 0 |
| 21) Communication                                 | 0 | 0 | 5 | 4 | 3 | 2 | 3 | 2 | 0 |
| 22) Employing local people                        | 1 | 0 | 0 | 3 | 8 | 2 | 4 | 3 | 0 |
| 23) Open and friendly staff                       | 0 | 0 | 0 | 3 | 5 | 6 | 0 | 6 | 1 |
| 24) Accountability to local communities           | 1 | 2 | 1 | 4 | 3 | 3 | 4 | 1 | 2 |
| 25) Accountability to our stakeholders            | 1 | 3 | 1 | 2 | 4 | 3 | 3 | 3 | 1 |
| 26) Effective governance                          | 4 | 1 | 2 | 4 | 2 | 1 | 2 | 2 | 2 |
| 27) Clarity of purpose                            | 1 | 0 | 1 | 3 | 3 | 6 | 1 | 4 | 1 |

**Contract delivery on time-** Out of the fourteen respondents eight felt unable to comment. Out the six that did comment one person rated us a 2, four thought we rated averagely and one person rated our performance as very high. It is good that no respondents rated us as very poor on this activity. It is vital to address any issues in this area to improve our commercial reputation; however is also one of the areas most difficult to address because of the number of variable influences involved.

Out of the eight people who gave an opinion, five people stated that we should make this a higher priority, 2 keep it about the same and one said lower.

**Contract delivery to budget-** Eight respondents felt unable to comment. Out of those who did one rated us a 2, and five respondents rated us a 3 and above (one rated us very high). No one said we were 2 (very poor) on our performance on this activity.

Out of the eight people who gave an opinion four said we should make this a higher priority, three said it was about right and one said we should give it lower priority.

**Contract delivery high quality-** Six respondents were unable to comment. Out the eight left one rated us a 2, three people gave us a rating of 3, three gave us a rating of 4 and one person gave us a rating of very high (5) Although the majority of respondents perceived us as average or above in this area our product quality/perceived quality is vital if we're to achieve our social objectives. This needs to be researched further to find out exactly how people perceive our product and what particular issues need to be addressed to improve our product quality.

Out of the nine respondent who gave us an opinion four thought we should make this a higher priority, four said we'd got it about right and one said it should be a lower priority.

**Contract planning-** Seven people felt unable to comment. Out of those who did two people gave us a 2 (below average), five respondents said we performed

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average and above. No one rated us a 5 'very high'.

When asked how they think we should prioritise this activity three said we should make it higher, four said it was about right and one said we should make it a lower priority.

**Customer care-** Three respondents were unable to comment. Out of those who did one thought our performance on this activity was below average (rated 2), nine rated us a 3 or 4 and one said our performance is very high in this area. This is a good result although there is always room for improvement and this will be monitored and hopefully improved on for future results.

Out of the nine who responded four thought we should make this a higher priority and five said they thought we'd got it about right.

**Training-** Three people were unable to comment, out of the eleven that did comment two rated our training performance as below average (at 2) and nine respondents gave us a rating of average and above with two of these giving a 'very high' rating. This is a really positive result; it is the training activity that has direct contact with the hard to reach groups that are fundamental in the process of achieving our social objectives. However we will look forward to seeing an improvement in the next round of capturing perceptions on performance.

When asked an opinion on how we should prioritised this activity out of the eight who responded four thought we should make this a higher priority and four thought we got it about right.

**Recruiting disadvantaged and socially excluded people in the community for our training-** In this area of questioning again three people were unable to comment, no respondents gave us a below average rating and eleven respondents gave us average and above rated performance. In fact two people rated us an average 3, five gave us a 4 and four gave us a five (very high). This is a really good result as this is fundamental to us achieving our objectives. This will be closely monitored to ensure we continue to improve and maintain our performance.

Out of the seven people who gave an opinion three said we should give this higher priority and four said they thought we'd got it about right.

**Equal Opportunities-** On this question there was very mixed response. Two people were unable to comment. Out of those who did, four people rated us as below average, with two people rating us as very poor on our performance on this activity. However on the other end of the spectrum eight people rated us at average and above, with five of these rating us a 5 'very high'. This is a good result although more research is needed to look into the negative responses and we view this as an area that should be continually high on the agenda.

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Ten of the respondents gave an opinion on how we should prioritise this activity. Eight thought we should make it a higher priority and two thought we had it about right.

**Contacting our office-** All of the respondents were able to comment on this. One person thought we were below average (rated 2) and thirteen viewed us as average and above (5 rated a 3, five rated us a 4 and two rated us a 5). Although this result is more a positive than negative we need to move the opinion away from performing averagely to a higher score in 4 or 5.

However when asked how we should prioritise this activity out of the eight people who responded two said we should make it a higher priority and six saying they thought we had it about right.

**Caring for the environment-** Six people were not able to comment. Two people rated us a 2, three gave us a score of 3, two gave us a score of 4 and one person scored us at 5 (very high). As can be seen out of the eight who responded six in total thought we performed average and above on caring for the environment. As a construction organisation it is imperative to constantly adjust and adapt our working practices and we are currently developing ways to lessen our impact on the environment. At the moment we are developing an environmental policy to address this, include more widely used environmentally friendly construction materials and looking at ways we as individuals can minimise waste at head office.

When asked how we should prioritise this activity area out of the eight who responded six felt it should have higher priority, two said about right and one said it should take lower priority.

**Working towards a mixed gender environment-** Three people said they were able to comment. Out of the eleven that did three respondents viewed us as very poor (rating 1) in working towards a mixed gender workforce. One scored us at 2, one at 3, three rated us at 4 and three rated our performance as very high (rating 5). Again this is a mixed response where we scored on the extremes of the spectrum. It is concerning that some people view our performance on this activity area as very poor but there is also positive feed back with seven out of eleven respondents view our performance as average to very high.

In the question of how we should prioritise this activity out of nine people who responded seven thought it should be a higher priority and two thought it was about right.

**Marketing and publicity-** Thirteen people responded on this performance area and one felt unable to comment. Out of the thirteen one person rated us as very poor (rating 1), two people rated us as poor to average (rating 2), four people rated us as 3, four gave us a rating of 4 and two people rated our performance very high at 5.

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This is an area we need to improve on in the context of pitching the right sort of marketing material at the right consumer level. As a commercial enterprise we need to have professional marketing material to promote our main construction services to potential clients.

When asked how we should prioritise this activity out of the eight people who responded three said we should prioritise higher, four said we prioritise it about right and one person indicated that it should be a lower priority.

**Profile-** All fourteen respondents felt able to comment on this activity area. all respondents rated us as performing average to very high, five rated us a 3, six people rated us a 4 and three people rated us a 5 very high. No one rated us below average.

This is a good result and reflects our strength as a social enterprise and as a sustainable regeneration tool. There is more a need to raise our profile as a competitive quality construction company.

Out of the seven people that had an opinion one thought we should make this activity a higher priority, five people said we've got it about right and one person said it should be a lower priority.

**Health and safety-** Two people felt unable to comment on the area of health and safety. Out of the twelve that did no one rated us at below average. Three respondents rated a 3, six respondents rated us a 4 and three gave us a rating of 5 very high

Out of the seven who commented on how we should prioritise this activity three said it should be prioritised higher, three said we had got it about right and one said it should be lower.

**Business and planning strategy-** Out of the fourteen responses, three people felt unable to comment. Out of the eleven whom did the majority (five) rated us at 2, two people rated us at 3, 4 and 5 (very high) respectively.

Although the majority view was that we achieve poorly in this activity area the next question didn't seem to reflect this. Out of the eight people who responded only three thought we should make this activity a higher priority, four said we got it about right and one person thought it should be made lower.

**Financial performance-** When asked about our financial performance two respondents rated us at 2, six rated us average at 3 two rated us at 4 and two rated us as performing very high at 5. Two respondents were unable to comment.

When asked how we should prioritise this activity seven people responded; two

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though we should prioritise it higher, three thought we'd got it about right and two thought we should make it a lower priority.

**Accessing external funding-** 5 respondents were unable to comment. Out of that did three thought we performed below average at a rating of 2, two rated us at 3, three rated our performance at 4 (average to high) and one person gave us a rating of 5 (very high).

Nine people commented on how they thought we should prioritise this activity. Out of these, three thought it should be a higher priority, three thought we'd got it about right and three said it should be lower.

**Links with our local community-** All respondents were able to comment. One person thought we performed very poor (rating 1) on this activity area and two people gave us a rating of 2. Eleven of the respondents thought we performed average and above on this activity (three people rated us at 3, five people rated us at 4 and three rated us at 5- very high).

Nine of the respondents on this question then commented on how we should prioritise this activity. Eight thought we should make this a higher priority, and one said it got it about right.

**Consultancy service to help/guide other groups to start similar activities-** Eight people felt unable to comment on this activity. Out of the six that did one rated us at 1 (very poor) one rated us average at 3, two people rated at 4 and two gave us the rating 5 (very high).

Out of the six people that commented on how we should prioritise this activity two thought it should be higher, two thought we got it about right and two thought it should be lower.

**Efficient and effective working relationships-** Thirteen respondents gave an opinion on this activity area. Four rated us at 2 (below average), five rated us at 3 (average), two rated us at 4 and two rated us at 5 (very high). One person felt unable to comment.

Out of these three thought we should make this a higher priority, three thought we got it about right and no one thought we should make it a lower priority.

**Communication-** All respondents felt able to comment on this. No one rated us at 1 (very poor), five people rated us at 2 (below average), four people rated us at 3 (average), three people at 4 and 2 people rated us at 5 (very high).

Out of these five people gave an opinion on how we should prioritise this activity. Three thought we should make it higher priority and two thought we got it about right.

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**Employing local people-** One person felt unable to comment. Out of the thirteen that did, three rated us at 3 (average) eight rated us at 4 (average to high) and two rated us at 5. No one gave us an under average rating. This result is very pleasing and as an organisation we pride ourselves on using local labour from deprived communities.

Out of the seven that commented four said we should make this higher priority and three said we'd got it about right. At Sheffield Rebuild it is always a high priority to get local people into jobs and it will continue to be so.

**Open and friendly staff-** All respondents commented on our performance on this activity. Three rated us at 3 (average), five rated us at 4 and six rated us at 5 very high. This is also a very pleasing result and reflects the commitment from all of our staff at every level.

Seven people went on to comment on how we should prioritise this activity. Six thought we'd got it about right and one person thought we should make it a lower priority. No one thought we should make it a higher priority. This is a good response and we feel we've got it right.

**Accountability to local communities-** One person one person didn't comment. Out of the thirteen that did two felt that we performed on this activity very poor (rating 1), one person rated us at 2, four people rated us at 3 (average) three rated us at 4 and again three people rated us at 5 very high.

This is a mixed response and although we got two saying we perform very poor on this activity overall ten out of the thirteen rated us as average to very high. Further research is needed to identify specific issues around transparency and how we can address these. This could link to lack of communication.

Out of those who commented (seven people) four thought we should make this a higher priority, one said we got it about right and two said we should make it lower.

**Accountability to our stakeholders-** Again one person felt unable to comment. Out of those who did three gave us a very poor rating, one person rated us at 2, two people rated us at 3, four people rated us a four and three rated us achieving very high on this activity.

Again this is a mixed response. Four people rated us as performing below average, and nine thought we performed average to high. This could also link in and relate to the low ratings on our performance around communication.

Out of those who gave an opinion (seven people) three felt we should make this a higher priority, three thought we'd got it about right and one thought it should be a lower priority.

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**Effective governance-** Four people felt unable to comment. Out of the ten who did one person rated us 1 very poor, two people rated us at two, four people rated us at 3 average, two at four and one rated us at 5 very good.

As can be seen these responses are easily balanced with three people rating us as performing below average and three above average. Further information is needed around this to look at the issues, see how this can be improved with a view to shift the balance in the next round of data collection.

Six people made a comment on out we should prioritise this as an activity, two thought we should make it higher, two thought we should keep about the same and two thought we should make it lower.

**Clarity of purpose-** One person felt unable to comment on this activity area. Out of those who did no one rated us as performing 1 very poor. One person rated us at 2, three people rated us at 3 average, three people rated us at 4 and six people rated us at 5 very high. This is a very good result.

Out of the six opinion on how we should prioritise this activity one person felt it should be higher , four people felt we got it about right and one person thought we should make this a lower priority.

Other comments:

***‘Number 17 is crucial to maintain the excellent work Rebuild is doing’***

***‘All are important’***

***‘There is room for improvement everywhere but the company succeeds or fails on its product quality’***

**The Stakeholders were asked if they thought there were any other activities that Rebuild should explore. Table 4 shows all written responses.**

Table 4

|  |
|--|
| Are there any other activities you think Rebuild should explore?   |
| No, concentrate on what you do. Improve performance, productivity and efficiency. Then you could consider something else.  |
| More community development projects such as Youth Build, working with the homeless. Projects linked with the community such as community centres etc. possibly combining with organisations such as B&Q. |
| Commercial/Private contracts as income generation to support social agenda.  |
| Too much to get right  |

### 3) Communication

In question 7 stakeholders were asked to give some information around communication and if they felt they were kept informed by Rebuild on a regular basis, with accurate and up to date information and on what types of information they required. Table 5 shows total responses for each question.

Table 5

| Keeping you informed.                                    | Yes | No | No ans. |
|--|-----|----|---------|
| a) Do we send enough information on Rebuild?             | 11  | 1  | 2       |
| b) Is the information accurate and up to date?           | 10  | 1  | 3       |
| c) What type of information do you require?              |     |    |         |
| • Local labour and monthly statistics                    | 8   | 1  | 5       |
| • Annual business plans                                  | 5   | 3  | 6       |
| • Business planning objectives / targets only            | 7   | 1  | 6       |
| • Rebuild two monthly news-sheet (goes to all employees) | 7   | 2  | 5       |

As can be seen from the above table, 11 people out of 14 thought that we did send out enough information about Rebuild. Again the majority of respondents felt that the information we did send out was up to date and accurate. As can be seen there is quite an even spread when asked 'what type of information is required' with local labour and monthly statistics most required and Annual Business Plan least.

**Stakeholders were asked if Rebuild attended meetings as often as they liked and if we sent the right people. Table 6 on the next page shows the questions asked and total responses.**

Table 6

| Questions asked  | Yes | No | No response |
|--|-----|----|-------------|
| Do we attend meetings etc. as often as you would like? | 11  | 2  | 1           |
| Do we send the right people>                           | 10  | 1  | 3           |

**Do we attend your meetings etc. as often as you like?** – 11 of the respondents said yes Rebuild did attend meetings etc. as often as they'd like, 2 people said no and 1 person didn't respond.

**Do we send the right people?** – 10 people said yes we do send the right people, 1 said no and 3 people didn't respond.

**Have you accessed our web site, and if so what do you think of it?**

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Table 7

| Question asked                  | Yes | No | No response |
|---------------------------------|-----|----|-------------|
| Have you accessed our web site? | 3   | 8  | 3           |

**If so what do you think of it? –**

‘Clear and easy to understand’

‘Yes- OK’

**Are there any other comments you could make to help us improve our working relationship with you?**

‘Keep on doing what you do, you just need to improve productivity and efficiency’

‘The whole image including news letter needs a professional touch’

‘Rebuild is an excellent organisation with clear aims and objectives. It does an extremely difficult job excellently and does not get the publicity or praise it deserves.

This information has been sent on behalf of 16 construction companies that are members of the South Yorkshire Construction Training Group’

‘Much more needs to be done to place Rebuild at the top of the list of choice contractors for community organisations’

‘Enjoyed working with Rebuild’

‘We need regular updates of what Rebuild is doing in our area and what it could do in the future’

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## 7. ADDITIONAL INFORMATION

### 7.1 LOCAL LABOUR

*Objective b 'Create work and training opportunities for people with problems gaining access to training and the labour market'*

Core to the Rebuild ethos is to re-engage people by training and employment on community construction contracts – from whatever source.

We have set the challenging target of employing 75% of people local to the contract. This means that of all the people including site managers engaged on a particular site at least 75% should be from that community. In practice we are often required to fill out funding or monitoring returns which focus on Single Regeneration or ward boundaries. Rather than set up systems for each organisations need we have taken the more straightforward measure of postcode. Although not always co-terminus with other boundaries this is easily understood and measured and we feel gives a sufficiently accurate indication of where our employees live.

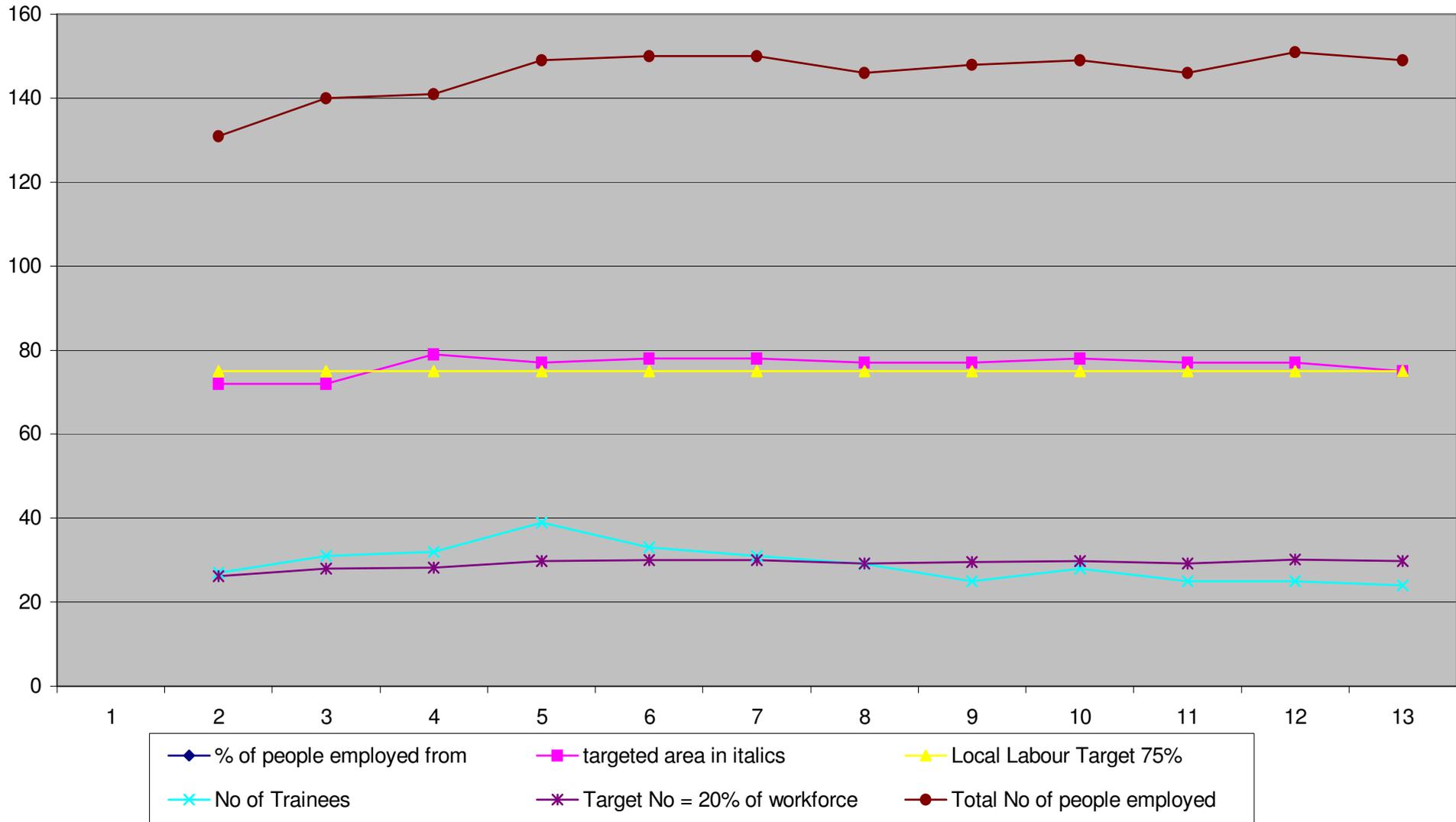
Many contractors agree to a 'best endeavours' approach to local labour requirements from a client, usually no more than 15-20%. Unfortunately for communities this translates into a couple of cleaners and security guards taken on only for that contract duration. The bulk of the capacity is imported and contract revenues exported, leaving new facilities but no longer-term opportunities to sustain local residents.

The local labour return chart and table below has been developed to show more than just our achievement of local labour. A version of this chart is produced monthly and is circulated to many stakeholders connected with the company. The monthly version shows more detail of each contract location and employee breakdown. Driven by the employee address we can then add their wage to show how much money actually goes into a particular area – which in turn can be spent in shops or on other goods and services. Part of our vision is to improve access to the industry to women and BME residents. The chart shows how many of each we employed in the year, (this is at construction trade level and does not include office and other staff) reflecting the job the industry needs to focus on in its modernisation.

**LOCAL LABOUR AND TRAINING ANNUAL RETURN 2003-2004**

|  |            | Apr-03    | May-03    | Jun-03    | Jul-03    | Aug-03    | Sep-03    | Oct-03    | Nov-03    | Dec-03    | Jan-04    | Feb-04    | Mar-04    | Average           |
|--|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------|
| Employees from post codes in Sheffield   | S1         | 1         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0                 |
| Areas in italics are designated regeneration areas in receipt of public funds for employment interventions | <b>S2</b>  | 28        | 31        | 32        | 32        | 33        | 32        | 31        | 31        | 30        | 30        | 27        | 27        | <b>30</b>         |
|  | <b>S3</b>  | 4         | 6         | 7         | 12        | 7         | 4         | 3         | 3         | 3         | 3         | 3         | 3         | <b>5</b>          |
|  | <b>S4</b>  | 1         | 3         | 3         | 3         | 3         | 3         | 2         | 2         | 2         | 2         | 13        | 3         | <b>3</b>          |
|  | <b>S5</b>  | 45        | 50        | 52        | 52        | 54        | 53        | 53        | 54        | 53        | 48        | 43        | 49        | <b>51</b>         |
|  | <b>S6</b>  | 7         | 6         | 8         | 5         | 7         | 9         | 9         | 9         | 10        | 14        | 9         | 10        | <b>9</b>          |
|  | S7         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0                 |
|  | S8         | 3         | 3         | 5         | 6         | 3         | 6         | 7         | 7         | 7         | 7         | 5         | 5         | 5                 |
|  | <b>S9</b>  | 4         | 4         | 4         | 6         | 6         | 7         | 5         | 6         | 8         | 7         | 9         | 9         | <b>6</b>          |
|  | S10        | 1         | 1         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0                 |
|  | S12        | 7         | 6         | 4         | 5         | 8         | 5         | 5         | 5         | 5         | 5         | 4         | 5         | 5                 |
|  | <b>S13</b> | 5         | 4         | 4         | 4         | 4         | 5         | 5         | 6         | 6         | 5         | 5         | 4         | 5                 |
|  | <b>S14</b> | 2         | 2         | 2         | 3         | 3         | 4         | 4         | 4         | 4         | 4         | 7         | 7         | <b>4</b>          |
| Chapletown / Ecclesfield   | S35        | 8         | 9         | 9         | 9         | 11        | 9         | 9         | 9         | 9         | 9         | 9         | 9         | <b>9</b>          |
| Non-Sheffield  |            | 15        | 15        | 11        | 12        | 11        | 13        | 13        | 12        | 12        | 12        | 17        | 18        | 13                |
| <b>Total No of people employed</b>   |            | 131       | 140       | 141       | 149       | 150       | 150       | 146       | 148       | 149       | 146       | 151       | 149       | 146               |
| % of people employed from targeted area in italics   |            | <b>72</b> | <b>72</b> | <b>79</b> | <b>77</b> | <b>78</b> | <b>78</b> | <b>77</b> | <b>77</b> | <b>78</b> | <b>77</b> | <b>77</b> | <b>75</b> | <b>76</b>         |
| Local Labour Target 75%  |            | 75        | 75        | 75        | 75        | 75        | 75        | 75        | 75        | 75        | 75        | 75        | 75        |                   |
| % Sheffield people employed  |            | 88        | 88        | 92        | 92        | 93        | 91        | 91        | 92        | 92        | 92        | 88        | 88        | 91                |
| <b>Training</b>  |            |           |           |           |           |           |           |           |           |           |           |           |           |                   |
| No of Trainees   |            | 27        | 31        | 32        | 39        | 33        | 31        | 29        | 25        | 28        | 25        | 25        | 24        | 29                |
| Target No = 20% of workforce   |            | 26        | 28        | 28        | 30        | 30        | 30        | 29        | 30        | 30        | 29        | 30        | 30        |                   |
| Others working towards qualifications  |            | 5         | 6         | 6         | 6         | 6         | 6         | 10        | 10        | 10        | 10        | 10        | 10        | 8                 |
| BME participants   |            | 2         | 4         | 4         | 6         | 5         | 5         | 5         | 5         | 6         | 7         | 7         | 7         | 5                 |
| Women in craft training/employment   |            |           |           |           |           |           |           |           |           |           |           |           |           | 3                 |
| <b>Reinvestment</b>  |            |           |           |           |           |           |           |           |           |           |           |           |           |                   |
| Total of all wages going back into areas in italics April03 /March04                                       |            |           |           |           |           |           |           |           |           |           |           |           |           | <b>£1,862,003</b> |

## Local Labour Analysis April 03 - March 04



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## 7.2 TRAINING

*Objective b 'Create work and training opportunities for people with problems gaining access to training and the labour market'*

### **Trainee Focus Group**

The focus group was held at Woodbourn Rd on 4th August 2004. Nine trainees, from a total of twenty-five, had been invited to attend but only six took up the invitation. These figures were disappointing but can possibly be explained by the date chosen for the meeting that was in the middle of the holiday period and the fact that the local bus service was on strike.

### **Trainee survey**

The trainees were asked to complete questionnaires but because of the poor attendance the sample survey is too small to produce meaningful graphical representation of their answers.

### **Respondents details**

Of the 6 attendees 5 were male and 1 female, 2 were aged 16 or 17, three between 20 and 24 and 1 over 40. The age range is fairly representative of the trainees as a whole but the female attendee is the only female trainee so the gender range is not representative.

### **Trainee benefits**

The questionnaire asked the trainees if they felt that their confidence had increased since starting to work for Rebuild, four of them felt that it had, one was not sure and the other one (the older one) said that it hadn't. All of them agreed that their job prospects had got better.

### **Type of training**

Most of the training takes place on working sites as opposed to the workshop type of training, all of the trainees' thought that this had benefited them. However they were evenly split when asked if we should do more 'workshop' training.

### **Training and trainer ratings**

The trainees were evenly split as to the training rating, half of them thought it was very good, half that it was of average quality. Five of them thought that their trainers were very good; the other classed him as average. All the trainees agreed that their site placements were satisfactory.

### **Focus group topics**

After the questionnaires had been completed we had a general discussion covering the following subjects: -

- Who has influenced your training the most?
- Likes and dislikes about training.
- Any improvements to be made.

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### **Most influence on training**

The trainees were asked to give marks out of ten for their trainers, their mentors and their workmates. The trainers scored 38 out of 50 (1 of the trainees had not arrived at this point), the mentors 39 out of 50 and their workmates 42 out of 50.

Although this clearly shows that their workmates are held in the highest regard the overall scores reflect that both the trainers and the mentors are highly thought of. None of the scores given fell below 7 from the 10 available.

We asked why the trainers had scored slightly less than their mentors; the trainees felt that it was because the mentors had had more experience than the trainers. They also thought that the trainers needed to follow a more defined training programme and to have more contact with them. It would also be an advantage if more variety of work could be found.

We wanted to know why their workmates had scored higher than their mentors, two out of the six trainees claimed that they didn't have mentors and most of them agreed that their workmates were more helpful.

It was suggested that assistant site managers should be appointed as the existing site managers spend most of their time seeing that the site runs efficiently and their supervisors spend most of their time checking the quality of work done. The assistant site managers could have direct responsibility for seeing that training is carried out.

### **Likes and dislikes**

To gain feedback on the groups likes and dislikes about training we passed around post-its for them to write down their views, making as many points as they wished. We then displayed these on the board and discussed each point in turn.

Here are the findings from the exercise. Many of the points do not directly concern training but are included because the trainees felt strongly about them.

(The numbers in brackets indicate how many people made this particular point)

| Likes                                     | Dislikes                                   |
|---|--|
| Learn new skills (2)                      | Lack of communication (3)                  |
| Gaining more experience                   | Not always organised                       |
| To finish something that you have started | Workshop training is not frequent enough   |
| Gaining qualifications                    | The job is not run properly or efficiently |
| Job satisfaction                          | Poor management                            |
| On site training                          | Time wasted waiting for materials (2)      |
| The workmen are great                     | Sometimes informed late of training        |
| Meeting new people                        | Rubbish wage                               |
| Good type of work                         |  |

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**Further discussion:**

**Lack of communication** – The trainees felt that they often were kept in the dark on important issues; for example frequently they were not aware of training until a day before or sometimes hours before the event. This leads to them not being able to inform the client in good time about possible gaps in work schedules, which in turn leads to an unhappy customer.

**Not always organised** - The trainees felt that their job schedules were poorly organised. They felt that they were constantly having to redo their jobs, for example, the plastering will have been done then the plumber may arrive to do his bit which results in the plastering needing to be re -done.

They also felt that on many occasions they were hanging around waiting for materials to arrive, and lost full morning work due to this.

**What improvements would you like to see?**

The group was then asked based on these issues what improvements they would like to see.

- Felt they wanted more contact with trainers on a more regular basis.
- Proper program for training.
- Felt that lack of communication is due to site managers being over busy and maybe need another worker to deal with communications issues.
- Some of the trainees were not familiar with who their mentors are.

**Other issues**

- Want more variety of jobs, not continuously on the same job, opportunity of
- Managing the work schedule process better.
- It was said that they would like the opportunity to put suggestions forward.

### 7.3 HEALTH AND SAFETY

**Health and safety objectives**

At Sheffield Rebuild our aim is to:

- Achieve a zero accident rate
- Continue to develop a positive health and safety culture within the workforce
- Strive to continually raise the standard of health and safety on sites

The accident incidence rate as used by the Health and Safety Executive can be calculated from the company 'reportable accident' figure and compared against the HSE Key Performance Indicator safety graph. This evens out the differences in company size:

$$\text{Accident Incidence Rate} = \frac{\text{Reportable accidents} \times 100,000}{\text{Average number of employees}}$$

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### Industry Average

Accident Incidence Rate  $\frac{Y \times 100,000}{X}$  = an average of **683.6**

Reading from the KPI safety graph the figure 683.6 gives us an approximate reading of **47%**

### Sheffield Rebuild Figures

Sheffield Rebuild AIR for 2003 =  $\frac{2 \times 100,000}{175}$  = **1143**

Reading from the KPI safety graph the figure 1143 gives us an approximate reading of **40 %**

As can be seen from the accident stats Sheffield ReBuild are around the national average for the construction industry. This is taking in to account that there are many underlying problems that the general construction contractor doesn't have to contend with i.e.:-

- That a large majority of people in our employ have no previous construction knowledge. They are purely trainees and as such have minor knock and scrapes whilst training.
- All accidents are reported if not by the employee then his trainer or manager will report it, this is instilled into the trainees.
- The amount of (CPS) close personal supervision that is used while trainees are learning ensures that nothing is missed.
- The amount of supervision that is afforded all of the work force throughout the company is such that no accident is left un reported
- That the age of the company is working against the average as the HSE work on 1000,000 people the company fall much short of this figure.

This could also be down to the safety culture that is being built up with the workforce, this encourages the reporting of all accidents and near misses as this strengthens the culture base. This strategy does tend to push up your average but in the long term it is very beneficial and the accidents steadily come back down.

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## **The difficulties**

The UK construction industry has a poor health and safety record. The constantly changing site environment, the attitude of workers to health and safety and their willingness to take risks, a lack of health and safety awareness at all levels and a low financial investment in health and safety on construction projects all contribute to a high accident rate. Rebuild has the added problem of a high proportion of young and inexperienced workers on its sites.

## **Method**

Rebuild takes a pro-active approach to health and safety; we believe that a system of effective planning, monitoring, training and review is the key to a successful health and safety management system.

## **Planning**

The Safety Advisor gets involved with a project at an early stage to ensure that sufficient resources are allocated to address all health and safety issues highlighted in the tender documents.

The Safety Advisor with input from the site manager will then develop specific method statements and risk assessments for the work. This will be done initially before any work starts and continued throughout the duration of the project.

The site manager will ensure that the method statements are followed on site and all risk control measures are implemented.

## **Monitoring**

The Safety Advisor will make regular visits to site to monitor the effectiveness of the risk control measures and update where necessary.

## **Training and supervision**

Rebuild recognises that if employees are to make a maximum contribution to health and safety there must be proper arrangements in place to ensure they are competent.

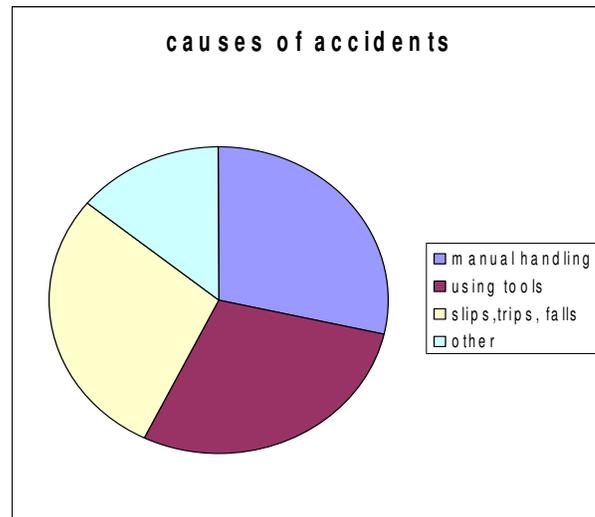
Levels of supervision are determined by the level of competence of individuals together with risk level of the task they are undertaking.

Trainees begin their health and safety awareness training from the first day of their employment; they are constantly supervised on site by their mentor and receive support and further health and safety training throughout their NVQ from an assigned Training Officer.

Managers and operatives all receive a level of health and safety training appropriate for their position and relevant to their work activities and health and safety responsibilities.

## Reviewing

Safe systems of work and risk assessments are reviewed regularly throughout the contract period and on completion of the work to ascertain their effectiveness.



## 7.4 LOCAL MULTIPLIER 3 (LM3)

One of our contracts has recently been subjected to a LM3 ANALYSIS. This identifies the local economies of the communities we support and work in to see how we are performing against *objective e. Supporting the local economy*. The method we used is the New Economics Foundations LM3 tool and the result is to be used as a baseline to measure improvement on. We were approached by NEF to undertake the analysis and to be a case study for them.

NEF's work is helping local authority's procurement strategies by assessing how much of the cost of the contract generates money within the local economy by our ethos of using local suppliers and employing local people. To simplify the process we used a typical contract we received from the local authority and based the research and calculations on number of local people employed from local communities and the usage of local suppliers the results as follows.

| <b>Typical contract – facelift project</b> |            |
|--|------------|
| Contract Value from council                | £ 475, 000 |
| Spending in local area                     | £ 95, 717  |
| Spending in other target areas             | £ 26,700   |
| Value added to local economy               | £ 122, 417 |
| Local re-spend rate                        | 25.77%     |

As can be seen for this contract nearly 26% stays in and contributes to the economy of the local community.

Although we feel that this is a significant contribution we think it is very important to sample several of our contracts to get an average figure then use this as a baseline to measure against.

### **How we are performing against our objectives:**

The NEF LM3 tool uses surveys to our sub-contractors and suppliers, together with our local labour payroll information to track how such money re-circulates in a particular area.

LM3 simply means a 3 stage analysis:

- LM1 - Client spend with rebuild
- LM2 - Rebuild spend with local suppliers
- LM3 - Rebuild staff, suppliers and sub-contractors spend

## **7.5 SUPPLIERS**

### **Social Audit: Suppliers**

In the year April 03 to March 04 Rebuilds supply chains accounted for £3,626,899 of expenditure, consisting of 279 sub-contractors and trade suppliers. Over 50% of this expenditure is placed with 14 companies totalling £1,887,290.

These were:

| <b>Supplier/Sub-contractor Name</b> | <b>Location</b>    | <b>Supply</b>                                     |
|-------------------------------------|--------------------|---|
| Vaughndale Construction Ltd         | Nottingham         | Sub-contract specialist render services to sites. |
| Jewson Ltd                          | 2 Sheffield depots | General builders merchants.                       |
| Tilen Electrics                     | Sheffield          | Electrical sub-contractor                         |
| Gifford and Hardwick                | Sheffield          | Plumbing sub-contractor                           |
| Sheffield City Council*             | Sheffield          | Windows and kitchens*                             |
| R. M. Steel Fabrications Ltd        | Barnsley (SYs)     | Steel fencing and products                        |
| Sheffield Insulation                | Sheffield          | Insulation products                               |
| Coe-Crete Ltd                       | Sheffield          | Concrete and aggregates                           |
| Hire Station Ltd.                   | 1 Sheffield depot  | General equipment hire                            |
| Kier (Sheffield)*                   | Sheffield          | Windows and kitchens*                             |
| Carryliam                           | Sheffield          | Top soil and aggregates                           |
| Arthurs Skips                       | Sheffield          | Skips   |
| Harris and Taylor Scaffolding       | 1 Sheffield depot  | Scaffolding                                       |
| Sheffield Recycling Services Ltd    | Sheffield          | Waste recycling                                   |

\*Sheffield City Council has for some time owned a window and kitchen manufacturing facility which trains and employs people with disabilities. It is a requirement of contracting with the City Council that supplies are obtained from this facility. During the accounting year the City Council sold off its direct works department to Kier, this included the window and kitchen plant.

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These companies are paid on the 15<sup>th</sup> of each month on 45-day payment terms. For the social accounting year 03-04 we paid four days late in only one month which was due to a delay receiving a large payment from a client.

As can be seen, the bulk of our expenditure is with local companies, this multiplies the money circulating in local economies. Both Avondale and R. M. Steel (RMS) are specialist services not obtainable locally, although RMS are in a neighbouring South Yorkshire borough (with a Sheffield post-code), and both employ Sheffield residents on our contracts.

We encourage and support several of the above companies to train apprentices as part of a general social commitment.

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## 8 CONCLUSION

The conclusions are split into sections. The first section looks at the key issues/themes emerging from the research results and suggests ways to address these. The second section looks at conclusions we can draw from the social accounting process, the limits of our accounts and lessons learned for the future.

### 8.1 RESULTS

There are many issues that have emerged from the results of our questioning our stakeholders. Out of this the following key issues have been identified as areas that need addressing in a response 'action plan'. The key issues are as follows:

- **Caring for the environment**- The feedback and results from both the Directors and 'other key stakeholders' felt that we averagely performed around this activity. We do at the moment have some activity, such as inter office paper recycling, but practice is disjointed and fractioned. To meet our objectives it is important to improve in this area. We need to develop clear policy stating our position on this and what we want to achieve and to establish consistent, joined up practice. For the next accounts we want to include a comprehensive policy and see some improvement in our stakeholder's perceptions.
- **Equal Opportunities** - On this activity area the results showed mixed responses, but all agree this should be made higher policy priority. As previously identified Sheffield Rebuild take Equal Opportunities very seriously and we see this as another opportunity to embed this in the culture of our organisation. In appendix 2 we can see our up to date policy on this and how we have recently developed this to include diversity and what it means in practice.
- **Working towards a mixed gender workforce** – This links in this issues outline in the equal opportunities section above. Again this is a good opportunity to revisit what we mean by equal opportunities and how we are working towards a mixed gender workforce. What we need to develop however is an action plan stating step by step how we intend to achieve better performance.

In addition as can be seen in the additional information section, we are working in partnership with Sheffield Hallam University and have used their Cultural Analysis Tool to assess our baseline position on this. We will use this information to measure against, to assess improvement and to inform policy decision making. This will be undertaken again and included in future social accounts.

- **Marketing and Publicity** - This is an area where we came out with mixed

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results leaning towards the more positive responses. However it is an area where we always need to improve and an area we didn't measure our performance on was with potential clients. It is important for any commercial enterprise to develop a marketing strategy based on market research so that we know our market, which addresses all our stakeholders' needs and develops various specific marketing techniques to meet target group needs through appropriate communication medium.

- **Profile** - The results showed that people thought we achieved well on this activity. This is a good result, however if we are to continue delivering our social objectives through our commercial activity we need to develop and raise our profile and reputation within the commercial sector and potential customers. As outlined we need to develop a marketing strategy with a clear plan to achieve this.
- **Business planning and strategy** - This emerged as an area that we perform poor. It is important that we undertake continuous planning and strategic review especially to become a competitive force in the ever changing market and it is vital to relate our activity in the commercial, social or environmental context. We do need the market research to underpin any strategic decision making process.
- **Communication** - It is essential to address our communication process both internal and external and link with market activity. Often activity performance is directly linked with good/poor communication. We need to develop a two-way process, not just from the top down to assess management processes but also from the stakeholder's feedback point of view so we can continuously improve. The social audit combined with KPI process will address this and ultimately offer a sound source of information to base key policy/process decision making. In addition a clear communications strategy will enable us to be a open and transparent organisation

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## 8.2 SOCIAL ACCOUNTING PROCESS

Producing this set of social accounts has been a worthwhile experience for the company and the staff directly connected with it. Out of this process has already come a number of recommendations for improving how we set about producing next years accounts. Things we have started to improve before the action plan as a result of these accounts are:

- Data collection and reporting
- Better use of electronic systems for the above
- Clearer lines of responsibility and communication between different people involved in operational activities and data processing.
- Earlier start.
- Standardised systems and templates for recording and presentation
- More connectivity between our company objectives and the methods of measurement and structure of questionnaires.
- A more systematic programme for the next audit.
- Further integration of other complimentary measurement and assessment systems.

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## APPENDIX 1

### GLOSSARY

|        |  |
|--------|--|
| ADCE   | - Attercliffe and Darnall Community Enterprise       |
| BCE    | - Brinnington Community Enterprise                   |
| BNDfC  | - Burngreave New Deal for Communities                |
| CfFE   | - Centre for Full Employment                         |
| CITB   | - Construction Industry Training Board               |
| DTI    | - Department for Trade and Industry                  |
| FHM    | - Frank Haslam Milan                                 |
| LEA    | - Local Education Authority                          |
| LSC    | - Learning and Skills Council                        |
| MCDT   | - Manor and Castle Development Trust                 |
| NBHA   | - North British Housing Association                  |
| ODPM-  | - Office for the Deputy Prime Minister               |
| RDA    | - Regional Development Agency                        |
| SCC    | - Sheffield City Council                             |
| SCEDU  | - Sheffield Community Enterprise Development Unit    |
| SEU    | - Social Enterprise Unit                             |
| SHU    | - Sheffield Hallam University                        |
| SOAR   | - Southey and Owlerton Area Regeneration             |
| SRB    | - Single Regeneration Budget                         |
| SSP    | - South Sheffield Partnership                        |
| STEP   | - Stocksbridge Training and Enterprise Partnership   |
| SYCTSG | - South Yorkshire Construction Training Sector Group |
| SYHA   | - South Yorkshire Housing Association                |

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## APPENDIX 2

### EQUALITY AND DIVERSITY POLICY

#### Equality & Diversity

##### GENERAL POLICY STATEMENT ON EQUALITY & DIVERSITY

Sheffield Rebuild Ltd (SRL) is committed to a policy of equality and diversity for everyone, regardless of race, colour, nationality, ethnic or national origin, religious belief, gender, marital status, age, sexual orientation, disability, responsibility for dependants or trade union activity. No applicant for a training scheme place with SRL, apprentice, customer, client or member of staff shall knowingly receive less favourable treatment on these grounds, nor will any other condition or requirement that cannot be justified disadvantage them.

N.B. In respect of disability, there are, however, health and safety regulations in force in the construction industry to comply with certain standard fitness requirements. In addition, there are Government funding regulations that define the age and employment status for eligibility for training opportunities.

All SRL employees are made aware at Induction of their obligations under the law in respect of equality and diversity and in the implementation of this policy. In particular SRL and its sub-contractors shall be required not to commit any act of discrimination that contravenes any of the relevant Acts.

All SRL's managers and staff are required to take ownership of this policy and to recognise their duty to ensure the policy is upheld. Failure to do so may result in disciplinary action against them. Sub-contractors and trainees shall also be made aware of their responsibilities and duties governed by this policy, and any failure to comply with the policy may result in the termination of their contract, or withdrawal from the SRL training programme.

Reference to SRL's Policy Statement of Equality & Diversity shall be included in written contracts or agreements for services with other establishments, employers and trainees.

SRL is committed to encouraging all eligible people within the construction industry sector to undertake awareness training in respect of quality and diversity, and to understand the business case for valuing an encouraging a diverse workforce.

This policy will be reviewed annually to ensure its continued relevant and effectiveness. This will be undertaken by a member of the SMT together with the Human Resources Administrator and other representatives from across the company co-opted from time to time as appropriate.

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Date:

Signed

Managing Director

E & D revised Dec 04

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## 1. Introduction

1.1 This document is for all SRL employees, sub-contractors and trainees to help them understand their responsibilities in actively supporting SRL's commitment to equality and diversity. It is designed to give all concerned a great understanding on what equality and diversity actually means and to encourage everybody to participate actively in its implementation.

1.2 SRL is committed to encouraging the construction industry sector to continually re-appraise their methods, support and value equality and diversity in order to ensure the continued success of the industry.

## 2. what is meant by equality & diversity

2.1 Equality is not about treating everyone the same. It is about treating everyone fairly. It is not acceptable to discriminate against anyone, or treat them less favourably, for reasons that cannot be justified. There exists a range of legislation which imposes a minimum standard of behaviour on employers and individuals.

### 2.2 Diversity Statement

Diversity means recognising that the individual and professional differences that are a natural part of society are often an opportunity for those who recognise them. Organisations who embrace variety, value difference, reject prejudice and understand and accommodate changing work patterns will be those organisation which reap the rewards of a happy, fulfilled and motivated workforce with diverse skills.

Diversity occurs naturally. Everyone differs as individuals and on the basis of the social, professional and organisational groups they belong to. Managing diversity effectively means dealing with the spectrum and spread of human culture within the work environment. In essence, it focuses on how to use the differences between people to drive excellence and creativity in performance.

### 2.3 Types of Unlawful Discrimination

*Direct Discrimination* is treating one person less favourably than another because of a personal characteristic such as gender, race, disability, sexual orientation, age, marital status, religion, trade union activity in any aspect of their employment i.e. recruitment, appraisal or terms and conditions.

*Indirect Discrimination* is applying a requirement or condition which, whether intentionally or not, adversely affects any person, or member of a particular group considerably more than others not of that group, and which cannot be objectively justified on any other grounds.

*Harassment/Bullying* is any act that makes the recipient feel intimidated, embarrassed or humiliated can amount to unlawful discrimination as defined in the relevant legislation.

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*Sexual Harassment* can be generally defined as unwanted, unreciprocated and unreasonable conduct or language of a sexual nature affecting the dignity of men and women at work. This is a form of direct sexual discrimination.

Examples of sexual harassment include:

unwanted physical contact

pestering, in action, word or by communication

insults or ridicule

applying pressure, by threat or inducement, for sexual favours

the display or circulation of sexually explicit material

*Racial Harassment* is any display of racial prejudice by word or conduct which is unwanted, unreasonable and offensive. This is a form of direct racial discrimination.

Examples of racial harassment include:

derogatory comments and remarks,

jokes and insults which are race related

deliberately creating poor working conditions.

Any member of society can find all of the above offensive, not just those in minority groups.

*Victimisation* is the action of disciplining or dismissing an individual who makes a complaint in good faith under any of the Equal Opportunity Acts or this Policy, or who gives evidence in connection with proceedings brought under those Acts.

## 2.4 Exemptions from Equal Opportunities Law

*Positive Action*: some equal opportunities legislation allows employers to encourage applications from a particular gender or racial group on the grounds that they are under-represented for at least 12 months in specific occupations within an industry or organisation. Legislation also allows employers to provide specific training and development for employees or applicants from under-represented groups in order to try and redress the imbalance.

*Genuine Occupations Qualifications (GOQ)*: allows employers to favour applications from a particular ethnic group or gender where the particular job requires consideration of privacy, decency or where being of a particular ethnic group is a genuine occupational qualification. For example, a female carer in a women's refuge, or an Indian waiter for an Indian restaurant (for reasons of authenticity).

## 3. The implementation of this policy

### 3.1 advertising

3.1.1 SRL shall ensure that its advertising material is free from any indication of an intention to discriminate unlawfully.

3.1.2 SRL shall make every effort to encourage applications from all suitable candidates regardless of their race, colour, nationality, age, ethnic or national origin, responsibility for dependants, religious belief, gender, marital status,

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sexual orientation, trade union activity or disability.\* (See paragraph XXX)

3.1.3 SRL staff shall encourage all interested and eligible people to apply for training, particularly those demonstrating an interest who have traditionally been under-represented in the construction industry sector.

## 3.2 Recruitment and selection

3.2.1 A carefully worded and objective job description/person specification is produced for all vacancies, outlining the essential skills, knowledge and experience required.

3.2.2 Short listing and selection tests are based on objective criteria relevant to the job.

3.2.3 Selection interviews shall be conducted by more than one person where it is practical.

3.2.4 Questions asked at the interviews shall relate to the requirements of the job or training scheme and must be consistently applied.

3.2.5 Interviewers shall avoid making generalised assumptions on the grounds of race, colour, nationality, age, ethnic or national origin, responsibility for dependants, religious belief, gender, marital status, sexual orientation, trade union activity or disability or any other irrelevant factor.

3.2.6 It is recommended that records of interviews shall be kept for six months and must include the reasons why applicants are rejected.

3.2.7 People with disabilities: applicants for employment or training from people with disabilities shall be considered as follows:

there are health and safety regulations in force in the construction industry sector to comply with certain standard fitness requirements, when making a decision about a person's suitability for employment or training account shall be taken of all the information available including past assessments of the applicant's abilities and disability. Where appropriate, the professional opinion of a doctor may be sought.

where necessary, reasonable modifications shall be made to the selection process to remove any unintentional or unjustified disadvantage to an applicant with a disability.

## 3.3 training development and promotion

3.3.1 SRL will ensure that irrespective of any personal characteristics:

the training necessary to implement this equality policy is provided

all employees are encouraged to achieve their full potential

selection for all training, career development opportunities and job moves will be purely on the basis of merit together with maximising the individual's potential

appraisals of performance will be conducted objectively and on time

selection for promotion will be purely on the basis of merit.

## 3.4 ex-offenders

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3.4.1 SRL shall make every effort to avoid unfair discrimination on the basis of unrelated criminal convictions. An individual's offending record may have no bearing on the training and/or employment under consideration. If there is any doubts as to whether the previous conviction(s) are relevant or not, it will be a matter of exercising judgement based on the facts of the offence (e.g. serious, if work-related, history of re-offending) and the nature of the training/employment sought.

3.4.2 When seeking information about offences, it is important that any information given by the applicant is not used against them in any way, and it only divulged to those who have a need to know.

### 3.5 SUB-CONTRACTORS AND LABOUR ONLY EMPLOYEES

SRL clearly sets out in our documentation that we require our sub-contractors and labour only employees not to commit any act that discriminates or contravenes any relevant act and their failure to comply with this policy may result in the termination of the contract.

## 4. equal opportunities legislation

The following is a brief description of the main legislation regarding equal opportunity:

Equal Pay Act (1970) makes it unlawful to discriminate between men and women with regard to pay and other terms of their contracts of employment.

Sex Discrimination Act (1975) makes it unlawful to discriminate directly or indirectly against women or men on the grounds of sex or marital status.

Race Relations Act (1976) makes it unlawful to discriminate directly or indirectly against anyone on racial grounds, which includes colour, race, nationality, or ethnic or national origin.

Disability Discrimination act (1955) makes it unlawful for an employer to treat a disabled person less favourably than someone else because of their disability, unless there is a good reason. In order to help a disabled person to do a job, employers will have to look at what changes they could make to the workplace, or to the way a job is done, and make any changes that are reasonable. In deciding what is reasonable, employers will be able to take into account how much the changes would cost and how much they would help. Employers will not be expected to make any changes which break health and safety rules.

The Protection from Harassment Act (1997) makes a provision for protecting persons from harassment and similar conduct.

The Human Rights Act (1998) incorporates the bulk of the substantive rights of the European Convention of Human Rights into UK law. These include not only the right to life and freedom from torture, but also the right to respect for private and family life, freedom of association and the right to enjoy convention rights without discrimination.

Employment Equality Regulations (Sexual Orientation, Religion or Belief) (2003)

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implement the European Union Employment Framework Directive (1999), which makes it unlawful to discriminate on the grounds of sexual orientation, religion or belief in the workplace. This relates to all employees and potential employees.

5. dealing with discrimination, harassment & bullying, equality & diversity

5.1 Employees

Any unlawful acts or behaviour that contravenes this policy will be treated as disciplinary offences.

If any employee believes s/he is experiencing any discriminatory act, or harassment or bullying or unfair treatment (or any employee believes any such act is taking place) s/he should immediately report the matter to his/her line manager or directly to the H.R. Administrator. In the first instance the matter may be resolved informally, but if necessary the grievance procedure will be followed.

5.2 Sub-contractors and labour only employees

Any unlawful acts or behaviour that contravenes this policy will be referred to the Operations Director for investigation and may result in contracts being terminated.

6. Recording, Monitoring and reviewing

6.1 SRL shall record, monitor and review the implementation of its Equality and Diversity Policy in order to ensure its effectiveness. Results of this programme shall form the basis of positive action.

6.2 SRL shall monitor and record relevant training statistics and achievements.

6.3 SRL shall keep reasons given by employees for leaving and also keep records of the reasons given by trainees for leaving training without achieving their individual training goal. All information recorded will be used to help SRL monitor and evaluate the provision of equal opportunities within its employment and training provisions with a view to reducing staff turnover and trainee dropout rates.

6.4 All personal information collected for the purpose of equal opportunities monitoring will be treated as confidential and not misused, in accordance with the Data Protection Act (1998).

7. Responsibilities and liabilities

7.1 All employees shall be made aware of the SRL Equality and Diversity Policy and procedures on induction.

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7.2 Although overall responsibility for implementing SRL's Equality and Diversity Policy rests with SRL Senior Management, it is the responsibility of all employees and trainees to ensure that they have read the Policy, understood it and comply with it.

7.3 All SRL sub-contractors and labour only employees shall be made aware of the Quality and Diversity Policy and their duty to ensure that it is upheld. Failure to comply with this Policy may result in the termination of their contract.

7.4 If an employee or trainee, in the course of their employment, discriminates unlawfully against any individual on the grounds of race, gender or disability they can be held **personally liable** where SRL can show that they have taken all practical steps to prevent discrimination from taking place.

7.5 **Vicarious liability:** SRL, as an employer, is liable for any discriminatory act done, with or without its knowledge or approval, by an employee in the course of their work unless SRL can show that all practical steps were taken to preventing the employee discriminating, in which case the employee could be held personally liable for their actions.

## APPENDIX 3

### 'OTHER' KEY STAKEHOLDER QUESTIONNAIRE RECIPIENTS

| Organisation                         | Named person       | Address  |
|--------------------------------------|--------------------|--|
| BNDfC                                | John Clarke        | 1 <sup>st</sup> Floor, Speedicut Works,<br>Harleston St., S4 7QB                             |
| Centre for Full<br>Employment        | Faye Green         | Aizlewoods Business Centre,<br>Aizlewoods Mills, Nursery St.,<br>S3 8GG                      |
| CITB                                 | Paul Curry         | 2 <sup>nd</sup> Floor, Milton House,<br>Queens St., Morley, Leeds,<br>LS27 9EL               |
| Community North<br>Forum             | Naomi Creed        | Community Resource Centre,<br>19 Bellhouse Rd, Firth Park, S5<br>6HT                         |
| Employment Unit                      | Mark Burley        | AVEC Building, 3-7 Sydney St.,<br>Sheffield, S1 4RG  |
| ENABLE                               | Alan Finchett      | 33 Harborough Avenue, S2<br>1PQ  |
| Green Estate                         | Sue France         | Manor Lodge, 115 Manor Lane,<br>Sheffield, S2 1UM  |
| Heeley City Farm                     | David Gray         | Heeley City Farm, Heeley, S2<br>3DT  |
| Heeley Development<br>Trust          | Andy Jackson       | 1 <sup>st</sup> Floor, Riverside Block,<br>Sheaf Bank Business Park,<br>Gleadless Rd, S2 3DA |
| Kier Sheffeld LLP                    | Andy Wilson        | Manor Lane, S2 1TR   |
| M&CDT                                | Mike Patterson     | 4 <sup>th</sup> Floor, BEC,SUFC, Bramall<br>Lane, S2 4SU                                     |
| NatWest Bank                         | David Webster      | PO Box 897, 38 Carver St., S1<br>4YY   |
| North British Housing<br>Association | Phil Moore         | The Old County Court House,<br>Bank St., S1 2DS  |
| Northern Clusters                    | Ian Drayton        | 41 Southey Avenue, S5 7NN  |
| Phoenix Enterprise                   | Mark Whelan        | 2 <sup>nd</sup> Floor, All Staints Building,<br>Corporation St., Rotherham,<br>S60 1NX       |
| Phoenix Enterprise                   | Diane<br>Greenwood | 2 <sup>nd</sup> Floor, All Staints Building,<br>Corporation St., Rotherham,<br>S60 1NX       |
| RegenSchool                          | Jim Coleman        | 53 Mowbray St., S3 8EN   |
| SCC                                  | Janet Sharpe       | PO Box 1918, S1 2XX  |
| SCC                                  | Phil Wright        | PO Box 1918, S1 2XX  |

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|---|-----------------|--|
| SCC Employment Unit                     | Julie Dent      | AVEC Building, 3-7 Sydney St.,<br>Sheffield, S1 4RG          |
| SCEDU                                   | Dave Thornett   | 53 Mowbray St., S3 8EN                                       |
| SOAR                                    | Miranda Plowden | Monteney Community<br>Workshop,<br>49 Morral Rd, S5 9AJ      |
| South Sheffield<br>Partnership          | Dave Clarson    | Norfolk House, Stafford Lane,<br>S2 5HR                      |
| SWT                                     | Nigel Doar      | 37 Stafford Rd, S2 2SF                                       |
| SYHA                                    | Graham Allan    | 43-47 Wellington St., S1 4HF                                 |
| Training and Education<br>Services Ltd. | John Bolan      | Unit L, Staniforth Works, Main<br>St., Hackenthorpe, S12 4LB |

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