



Social Value Strategy 2019 – 2024

Introduction

Our aim is to improve the social, economic and environmental wellbeing of the area where we operate. To add value for money – balancing price with quality, service, economic, environmental and social benefit to achieve overall value for money.

Our priority is improving the lives of Hounslow residents. Our focus is on, but not exclusive to, providing initiatives to benefit Hounslow council tenants, as well as supporting The London Borough of Hounslow in their goals to further develop social value within the borough.

Social Value is at the heart of our existing business plan and is to be used alongside existing coalo policies and procedures.

Social Value drivers

The nature of work carried out by coalo will touch on every one of the drivers indicated



Good social value strategies will not only improve society but will strengthen our position within it;

The benefits of a good social value framework;



Social value areas

It is important that throughout all coalo activities, acknowledging the contribution which can be made to social value is recognised. Social value impacts our business in three main areas, these are **(1) Economic (2) Social and (3) Environmental.**

Social	Economic	Environmental
Employer of choice	Contractor of choice	Improve local green spaces & reduce CO2 emissions
Improve opportunities and working conditions to develop staff skills, training and overall potential.	Build capacity and support for the voluntary and community sector, including social enterprises.	Reduce Co2 emissions as a result of changes to travel, energy, waste, water and procurement activity.
Improve working opportunities for the residents of Hounslow borough	Support local businesses and spend money locally.	Enhance green spaces.
Where possible use local suppliers	Create education and training opportunities for local people.	Promote opportunities for improving outdoor spaces
Engage and build relationships within the community.	Create local jobs and apprenticeships.	
Encourage equality and diversity amongst staff and suppliers.	Empower tenants via educational programmes.	

Provide a clean and safe working environment.	Improve the appearance and safety of our neighbourhoods.	
Promote improved health and well-being amongst staff and tenants.	Procuring with social value in mind	
Supporting local charities	Local employment	
Supporting local culture and heritage	Reduce poverty in the borough of Hounslow	
Promoting social integration e.g. work opportunities for disadvantaged people.	Encourage innovation	
Helping local community groups e.g. amateur sports clubs or social groups.		
Ethical supplier		
Community engagement e.g. involving residents		
Supporting local culture and heritage		
Taking care of our staff		
Encouraging women into business		



MAKING IT WORK

Social Value Implementation

Social Value Implementation

Social		
The initiative	How it will be delivered	Measure of impact
<p>Improve opportunities and working conditions to develop staff skills, training and overall potential.</p>	<ul style="list-style-type: none"> ▪ Apprenticeship <p>coalo take on approx. 20 apprentices each year. Many of these will result in permanent employment, throughout their career in the company there will be further opportunities for more training and ultimately promotion.</p> <p>In July 2019 one of our outstanding apprentices Luke Nolan was nominated for the London Borough Apprenticeship Awards 2019 (partnered with Oracle) in the category Best Apprentice of the year in the Supply Chain. Following panel review of all nominations we were delighted to be informed that Luke, one of our Plumbing and Heating Technician Level 3 Apprentices, had been shortlisted for the Apprenticeship Award for Supply Chain Apprentice of the Year for his outstanding contribution and progression.</p> <div style="text-align: center;">  </div>	<p>Investors in people award</p>

	<ul style="list-style-type: none"> ▪ Regular training is offered..... <p>The leadership training which was delivered to all managerial and supervisor staff comprised of various modules such as: sickness management, disciplinary and grievance management, performance management, general management and communications techniques, discrimination, equality and diversity trainings. These modules ensured that all staff are aware on how to provide support and have the tools to manage people.</p> <p>Ongoing IT training will be delivered to staff across the organisation which also includes managers and supervisor to assist with managing date. coalo are looking at further training and development for the whole organisation to enhance staff performance, learning and progression within the roles.</p> <ul style="list-style-type: none"> ▪ Encouraging a learning culture, where staff are communicated with and encouraged to develop their skills <p>There is an ethos that senior management and the Managing Director maintain regular communication with all staff and update the staff with ongoing developments within the organisation. These are done through quarterly all staff meetings and the employee engagement forums and the coalo staff newsletter.</p> <ul style="list-style-type: none"> ▪ coalo is currently working towards the Investors in people award ▪ coalo provide regular tool box talks i.e. MH & well-being, ASBESTOS, driving. ▪ Employee recognition / employee of the month scheme 	
<p>Improve working opportunities for the residents of Hounslow borough</p>	<p>coalo work with Spark (National Work Experience Service) and local schools programme managers to offer office-based work experience opportunities to young residents. This encourages residents within the area to witness how the council operates and encourages them to plan their future at the council or elsewhere.</p> <p>coalo also partook in the Apprenticeship week between 4-8th March 2019 and delivered a talk on Women in Construction and how they are supported within the trade. This is something that we are planning to do on a yearly basis.</p>	<p>Employment of apprentices via the Women in Trade Pathway.</p>

	<p>we are currently working in collaboration with local Partners (MIT, Local Job centre, local community) hosting talks with the objective of introducing our business to the local community and explaining the “Women into Trade” program to them, we also work with a local college MIT skill, who are our training provider. MIT is an Ofsted accredited college/training provider who have a record of apprentices achieving successful qualifications and are affiliated with Women in Construction. MIT skills also offer flexible learning. In addition, we are also working with an independent Non-Profit Membership Organisation Women in construction. This organisation is supported by local councils and training organisations to promote gender equality in construction.</p> <p>The learn and earn training experience will include developing the core skills, knowledge and behaviours of these women, COALO will take regular reviews to ensure that the standards used are appropriate and relevant to ensure successful transition into employment, ensuring flexibility to tailor and contextualise our approach to meet organisational requirements. Women will be recruited locally, and will be supported, mentored and developed. Currently, our strategy is to maintain a cohort of 15-20 apprentices, with an increased focus on bringing women into our trade. Effective September 2019 we have recruited successfully three women into our trade via the learn and earn route the positions we have recruited into are x2 Electrical and 1 Carpentry and Joinery operative.</p> <p>Furthermore, many staff are employed locally and as the business grows, we will take on more staff. We also have a staff referral scheme to encourage members of staff to recommend people they know, in to the business.</p>	
<p>Where possible use local suppliers</p>	<ul style="list-style-type: none"> ▪ Use local suppliers and agencies. ▪ We are developing a preferred contractor list and a preferred agency list. This way we have greater control what suppliers we use, to ensure we negotiate the best rate and use suppliers where possible who are local and that we ensure they are ethical suppliers. 	<p>Contractor and supplier approved list complete and embedded in coalo policies and procedures.</p>
<p>Engage and build relationships within the community.</p>	<ul style="list-style-type: none"> ▪ Work in partnership with other local businesses. <p>We have been partnering with The Heart of Hounslow / NHS for our well-being sessions, (CCG – Clinical Commissioning Group – NHS/LBH working together for health and well-being of those in the borough i.e. healthy eating). We have also been working with the local gym – Fusion leisure as</p>	

	<p>part of our well-being days and will continue to work with local partners at every available opportunity.</p> <ul style="list-style-type: none"> ▪ Our Grounds Maintenance Team have also taken part in many projects within the community and we continue to support Foodbox, a local food bank (as detailed further along in the document). 	
<p>Encourage equality and diversity amongst staff and suppliers</p>	<p>coalo has been doing a lot of work to focus on minority groups. Specifically, coalo has 3 ladies who started on Monday 16th September 2019 as part of the ‘Women in Construction Pathway’ which is a specific programme to get women into trades, this is part of our work to bridge the gender gap.</p> <p>Women into Trade</p> <p>A lot has been written with regards to the skill shortage in the construction industry and its impact, this issue is heightened by the pending Brexit. There are numerous studies and even more op-ed pieces floating around with proposed resolutions to this skills gap, from technological innovation to education and outreach programs targeting students. An analysis of our workforce has found that female employees make up 12.2% of our workforce of this 12.2% 10.7% are office-based employees and only 1.5% trade operatives. As part of our corporate social responsibility and to address the gender gap in our workforce, COALO has embarked on a project it has called “Women into Trade”, the purpose of this project is to attract more women into our trade roles by offering them the opportunity to receive trade qualifications namely NVQ’s via our learn and earn program, which will in turn provide a platform for them to become gainfully employed, we believe that investing in women will pay great dividends for COALO now in the future.</p> <p>To achieve this aim, we are currently working in collaboration with local Partners (MIT, Local Job centre, local community) hosting talks with the objective of introducing our business to the local community and explaining the “Women into Trade” program to them, we also work with a local college MIT skill, who are our training provider. MIT is an Ofsted accredited college/training provider who have a record of apprentices achieving successful qualifications and are affiliated with Women in Construction. MIT skills also offer flexible learning. In addition, we are also working with an independent Non-Profit</p>	<p>Employment of apprentices via the Women in Trade Pathway.</p>

Membership Organisation Women in construction. This organisation is supported by local councils and training organisations to promote gender equality in construction.

The learn and earn training experience will include developing the core skills, knowledge and behaviours of these women, COALO will take regular reviews to ensure that the standards used are appropriate and relevant to ensure successful transition into employment, ensuring flexibility to tailor and contextualise our approach to meet organisational requirements. Women will be recruited locally, and will be supported, mentored and developed. Currently, our strategy is to maintain a cohort of 15-20 apprentices, with an increased focus on bringing women into our trade. Effective September 2019 we have recruited successfully three women into our trade via the learn and earn route the positions we have recruited into are x2 Electrical and 1 Carpentry and Joinery operative - Cherise Greaves, Patrycja Bezowska and Saffron Harding.

Women in Trades Pathway



Cherise Greaves and Patrycja Bezowska (pictured above) joined the coalo Apprenticeship programme as part of our “women in trades pathway” initiative. This initiative was launched in September 2019 with the intention of addressing the under representation of women within our trades work-force as well as seeking to improve opportunities for working whilst at the same time reducing unemployment within our borough.

Cherise Greaves

Cherise Greaves is among our carpentry apprentice who has joined Coalo as part of the women in construction programme which began from September 2019. To provide some background for insight; Cherise has grown up in West London, Ealing and is a mother of 3 children. She has previously trained and worked as a hair dresser and beauty therapist in a local salon. Cherise also enjoys interior designing. Cherise was pursuing her career in beauty, however due to lack of experience in some areas, she was unable to find adequate work. Cherise had come across the carpentry apprenticeship with Coalo, which was advertised on Indeed. Coalo had provided taster days with collaboration of MIT Skills, which Cherise had attended. After attending, Cherise felt confident that she wanted to begin a career within the trade and applied for the role. Through interview & trial day, Coalo had offered Cherise the apprenticeship. She was very happy to be offered the apprenticeship and felt confident that she will receive the support necessary to learn the trade and pursue her new career.

In particular, she chose the apprenticeship in construction as she could 'Learn & Earn.' A few weeks into her apprenticeship, Cherise has expressed that she is already confident with tiling and installing the kitchen cabinets. This confidence has motivated Cherise to start tiling in her own kitchen. This has allowed her to take her interest in DIY further and as the work requires practicality, there will be a lot of prospects for her in the future; whether academically, personally or professionally.

The working hours at Coalo accommodate to Cherise providing her a work-life balance as she has three children. Cherise works Monday to Friday allowing her to spend her weekends with her children. Cherise has begun her apprenticeship with the Kitchen & Bathroom team and feels she has a very supportive team. She has established positive relationships with the team and her mentors.

Cherise would like to secure a permanent role with Coalo when her apprenticeship finishes. She would like to grow within the business and moreover influence other women to join construction and eliminate the stereotype of men in the construction industry.

Saffron Harding

Saffron Harding who is among our electrical apprentice has joined Coalo as part of the women in construction programme which began from September 2019. Saffron originates from West London and has grown up in Isleworth. She has hobbies which contribute to her sporty nature, as she actively

plays tennis for Middlesex. Saffron also wanted to pursue a career in tennis as she has been playing since the age of 17, however due to an injury was unable to continue. Further to her sporty background, Saffron is also a personal training and previously worked with Virgin Active. She also has experience as a receptionist and life guard, which attributes to her people skills. Currently, she is working full time while playing tennis. Electricians is an area in which she has always been interested in. During her spare time, she would enjoy fixing and exploring sockets and wires. Saffron chose construction, as she wanted a change in her career & came across her apprenticeship on Indeed. In particular, she chose Coalo as it is local to where she lives and has heard positive feedback about the organisation and its association with the council. Saffron has never felt discouraged by the societal norms and has a belief that women can do as much as men. She is content with her mentor and finds them very respectful, supportive and accommodating. Saffron would like to secure a permanent role when she finishes her Apprenticeship and possibly at some point start her own business in the trade.

Patrycja Bezowska

Patrycja also joined coalo as part of our women in construction initiative and is extremely dedicated and keen to be an Electrician. She is a quick learner and is confident that she will be able to bring her customer service skills gained as a receptionist to our customers.

Other initiatives;

coalo is also working with the local community via the job centre to offer youths apprenticeship schemes and work trials.

coalo has been certified in disability confidence. As a Disability Confident Committed Employer, we have committed to:

- ensure our recruitment process is inclusive and accessible
- communicating and promoting vacancies
- offering an interview to disabled people
- anticipating and providing reasonable adjustments as required

	<ul style="list-style-type: none"> • supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work at least one activity that will make a difference for disabled people. <p>coalo is also prioritising recruitment for Black and Asian Minority Ethnic Groups (BAME), where the opportunity arises, and we are developing a positive employment programme to encourage more women into the business.</p> <p>coalo are currently in the progress of organising Equality and Diversity training to all staff in October / November 2019 to promote a positive working environment.</p>	
<p>Provide a clean and safe working environment.</p>	<ul style="list-style-type: none"> - Dynamic risk assessments All operatives complete dynamic risk assessments for each job. This gives them ownership of risk to staff and supports them in the decisions that they make, particularly in high risk areas. This shows they can make decisions about their own workplace as each site is different; <i>Our Dynamic risk assessment was presented to Andrew Kingscott, The HSE's National Head of the Public Administration, Education and Voluntary (PAEV), during an onsite H&S day where we were given the opportunity to inform the HSE around our policy and practice, with a view to shaping not only legislation but also practice and policy promoted (and enforced) by the HSE, by presenting our best practices that can be taken forward by the HSE as national best practise.</i> ▪ All staff that are lone working have lone working devices. ▪ Violence and aggression at work is investigated and dealt with to support staff. ▪ The office environment has been improved; The toilets are currently being updated and the office buildings have recently been refurbished. We now have a new break out area in the office for staff / kitchens in each building. ▪ Housekeeping is maintained throughout our sites (Coates Walk and Ashmead Road) 	<ul style="list-style-type: none"> ▪ Achieve the London Healthy Workplace Award. ▪ Have 4 mental health first aiders trained by January 2020. ▪ Hold 5 mental health awareness presentations and 2 well-being days per year.

Promote improved health and well-being amongst staff and tenants.

Improved health and well-being for staff;

Coalo has a robust and comprehensive Mental Health and Well-being strategy.

At coalo we have been partnering with The Heart of Hounslow / NHS for our well-being sessions, we have also been working with the local gym – Fusion leisure as part of our well-being days.

A wellbeing day was held for staff on Tuesday 12th March 2019 at Ashmead Road depot, the event took place for 3 hours (11am-2pm), with staff dropping in for approx. 30 mins at a time throughout the session.

The event included demonstrations on healthy food, what a healthy plate should look like and samples of healthy food, prepared by dieticians from the NHS / working at The Heart of Hounslow (this service was provided free of charge). There were also talks on exercise and smoking cessation, which included lung capacity testing.

Mindfulness sessions were held and we had free sample products from Nelson’s Homeopathy, that were handed out at the end of the sessions.

Fusion gym had 3 people who attended to sign staff up for discounted gym membership sessions, we also promoted the perk box which includes money off shopping, entertainment and gym memberships. Additionally, we promoted the employee assistance programme.

Over 200 people partook in the event, it was a huge success and we are planning to make this a regular event. We are currently planning a further well-being day (2nd of the year as part of our commitment to hold at least 2 well-being days a year). The day was a morale boost for many staff who enjoyed the practical activities of the day.

This type of event as shown by the feedback below, made the staff feel appreciated. Research evidence proves a healthy workforce is more productive and satisfied with less sickness absence, and we forged links with other local businesses via working with those involved in the day, including Heart of Hounslow who are part of the Clinical Commissioning Group (CCG) part of LBH. This community involvement by the CCG helped them to meet one of their key performance indicators.



We received lots of good comments throughout the day and some staff took the time to send emails in appreciation of the event;

'I just want to thank you for arranging such a well-planned wellbeing event that I and others thoroughly enjoyed it and got great benefit from it.

I for one learnt a lot from the dietitians in terms of healthy eating planning and not to forget the yoga classes which were very popular and many would like to see this happening on regularly. Keep up the good work.' - Yahya Barwani

'Well done today guys xxx

Everyone seemed very happy which is needed 😊😊'

- **Deon Husher**

- *Massage was brilliant thank you.*
- *Yoga a bit too fast paced – Pilates may have been better in my humble opinion.*
- *Food lovely*
- *Mindfulness great*
- *All in all a great day.*

- Thank you very much for a lovely day at work.

Theresa James

Thank you so much. enjoyed today with Yoga and healthy eating

I loved the message

Thanks you so much

kanchan

Just a big thank you to the both of you, for organizing the Well-Being Event, it was very informative, and Yoga was fun

Farida Iqbal - LFM360

Good afternoon,

I would first like to thank you both profusely for taking your time and effort in setting everything up for this event.

The session on talking about exercise really helped me think about being active in a completely different light (also downloaded a new fitness app from a suggestion), whilst the mindfulness session allowed me to totally relax.

I did not take part in the massage or the yoga however I do regret this as everyone who did participate in these session had a zen look on their face and when I asked how they felt all said totally relaxed.

I was unable to make use of the drops from Neal's Yard Remedies as they all contained alcohol, but I did not mind as this left more selection for others.

I cannot wait for the next event! (I hope there are more)

Thank you once again

Irfan Yousaf

Just a quick email as I wanted to thank you so much for arranging the health and wellbeing day last Tuesday.

I really enjoyed it and it was a really good team building event.

Hope we can do it again.

Thanks

Rosalyn Endersby

We conduct regular Mental Health and Wellbeing tool box talks (a minimum of 5 per year). The staff newsletter has a regular standing item 'spotlight on well-being', which has different messages each month. We aim to have at least 10 articles on mental health and well-being in the staff newsletter per year.



All COALO LTD employees have free membership to Perk box which offers discounts on many products, services and days out. We also have regular mindfulness sessions (held weekly) and well-being days. In addition to this we have Health and Safety Advisors on site who provide regular tool box talks on a range of health and safety matters from mental health and well-being to driving at work, working at height etc each tool box talk always contains a session on ASBESTOS awareness.

COALO LTD have an employee of the month scheme where up to 3 employees are awarded each month for their efforts and receive £100 voucher, we have an occupational health service and employee assist programme offering a 24 hour counselling service and we have an Employee Engagement Forum (LEEF).

We aim to increase the number of mental health first aiders within the organisation. We now have another mental health first aider in the organisation (currently 2) and will be training a further 3, taking the total to 5 mental health first aiders across the organisation. We aim to have at least 4 mental health & well-being champion in the organisation by April 2020.

Work has begun for the London Healthy Work Place Award. This is a 3 phased award where you have to obtain stage one before moving onto the next levels.

All operatives complete dynamic risk assessments for each job. This gives them ownership of risk to staff and supports them in the decisions that they make, particularly in high risk areas. This shows they can make decisions about their own workplace as each site is different; *Our Dynamic risk assessment was presented to Andrew Kingscott, The HSE's National Head of the Public Administration, Education and Voluntary (PAEV), during an onsite H&S day where we were given the opportunity to inform the HSE around our policy and practice, with a view to shaping not only legislation but also practice and policy promoted (and enforced) by the HSE, by presenting our best practices that can be taken forward by the HSE as national best practise.* We also have Lone working devices for all staff that are lone working. Furthermore violence and aggression at work is investigated and dealt with to support staff.

Additionally the office environment has been improved; The toilets are currently being updated and the office buildings have recently been refurbished. We now have a new break out area in the office for staff / kitchens in each building. Housekeeping is also maintained throughout our sites (Coates Walk and Ashmead Road).

	<p>Improved health and well-being for tenants;</p> <ul style="list-style-type: none">▪ Repairs for tenants are carried out in an effective and timely manner and if there is a recall this is booked in at the time of the report.▪ At coalo the Grounds maintenance carry out many community improvement projects to improve the built communal environment via initiatives such as ‘sunshine of Hounslow’, community gardens, RHS – it’s your neighbourhood etc. Details of this are shown further along in the document.▪ coalo provide repairs master class for residents, to show them how to carry out minor repairs to their own property, to educate and empower them to be able to conduct home improvements.	
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Supporting local charities & Helping local community groups e.g. amateur sports clubs or social groups

Sunshine of Hounslow:

In conjunction with the sunshine of Hounslow community group and the Heston Big West Group, we have installed a raised planter at the entrance of Harlech Gardens estate which is planted with “Welcome to Heston West” with flowers. This has enhanced the area and we participated in the opening of the planter with the community group.

Further to this we will be installing an allotment within the Redwood Estate, which will be used to grow produce by the groups and residents of the estate. The produce will be used in the Cranford Community College community kitchen project, which provides cookery classes for local people and people with disabilities, as well as a parents group.

Highfields community garden:

We have cleared and prepared an area within the Highfields estate in Feltham, which will now be used as a community garden, run by Feltham Community Development group. The garden will be used by local residents and groups of schoolchildren, many of whom live within the blocks and do not have access to any garden space.

Over 60s garden competition:

In conjunction with the Danehurst day centre in Brentford will be helping to run the over 60s garden competition which is a contest open to all over 60s in the community. We will be judging the competition as well as sponsoring some prizes for the winners.

These are the larger projects we are involved with, on a smaller scale we are constantly engaging with residents, to improve the service we provide and assist them in improving their communal gardens. This is run by the LBH Stay Fit, Stay Healthy group so is an example of how we are working in partnership.

Food box;



Work has begun with Food Box. Food box is a registered charity providing emergency food supplies and some other services to people across Hounslow, from a former Community Centre in Brickfield Lane, Syon ward, which the council provides free of rent, utility bills etc.

We will be working in partnership with Foodbox to provide support where we can, providing free of charge building repairs and other support, where appropriate. So far this includes building an office area inside the Foodbox premises so that they can have consultations with their customers to provide money management advice via the credit union and other services, providing a cooker to enable them to make and supply warm soup, providing security lighting around the premises and providing new signage to the front of the building.

Additionally, we have provided compost for their corporate day to allow for planting fresh vegetables to ensure that members of the community don't go hungry.



<p>Ethical supply e.g. Fair Trade</p>	<ul style="list-style-type: none"> ▪ Ethical and fair trade to be assessed as part of the procurement process. ▪ Preferred supplier lists for sub-contractors and agency staff. ▪ Supporting local businesses where possible ▪ Sourcing more ethical / fewer toxic chemicals i.e. grounds maintenance spraying chemicals. 	
<p>Community engagement e.g. involving residents</p>	<ul style="list-style-type: none"> ▪ Repairs master class for tenants and leaseholders are being held at Bridgelink Community Centre Isleworth, Fenton House Community Centre Heston, Belvedere Community Centre Feltham and Misson Hall Brentford. These are being held between May – September 2019. ▪ Conduct improvements to community halls (Re-decoration and restoration of community halls) and communal areas in estates such as estate communal gardens, games areas and playgrounds i.e. Foodbox improvements ▪ Keep Britain tidy litter picking (LBH funding) 	
<p>Promoting social integration e.g. work opportunities for disadvantaged people</p>	<ul style="list-style-type: none"> ▪ Training for tenants; Repairs master class for tenants and leaseholders. ▪ Women in Trade Pathway (mentioned earlier in the document) ▪ coalo is also working with the local community via the job centre to offer youths apprenticeship schemes and work trials. ▪ coalo has been certified in disability confidence. As a Disability Confident Committed Employer, we have committed to: <ul style="list-style-type: none"> ▪ ensure our recruitment process is inclusive and accessible ▪ communicating and promoting vacancies ▪ offering an interview to disabled people ▪ anticipating and providing reasonable adjustments as required ▪ supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work ▪ at least one activity that will make a difference for disabled people. ▪ coalo is also prioritising recruitment for Black and Asian Minority Ethnic Groups (BAME), where the opportunity arises, and we are developing a positive employment programme to encourage more women into the business. ▪ coalo are currently in the progress of organising Equality and Diversity training to all staff in October / November 2019 to promote a positive working environment. 	

<p>Supporting local culture and heritage</p>	<p>London in Bloom On Friday 20th September Lewis Byrnes, the coalo Grounds Maintenance Manager attended the Royal Horticultural Society London in Bloom Awards ceremony to receive awards for gardens judged in the It's Your Neighbourhood category.</p> <p>Recognition of the work undertaken by the coalo Grounds Maintenance Team in four sheltered schemes and ten estates was recognised with the presentation of a total of fourteen awards, thirteen at level 2 and one, for the Lambert Lodge Sheltered Scheme, was judged to be level 3 – thriving.</p>	
<p>Taking care of our staff</p>	<ul style="list-style-type: none"> ▪ We have been partnering with The Heart of Hounslow / NHS for our well-being sessions, we have also been working with the local gym – Fusion leisure as part of our well-being days. ▪ We conduct regular MH& well-being tool box talks (a minimum of 5 per year). ▪ The staff newsletter has a regular standing item 'spotlight on well-being', which has different messages each month. We aim to have at least 10 articles on mental health and well-being in the staff newsletter per year. ▪ We have regular Well-being events (at least 2 a year) ▪ We have a Mental Health and Well-being strategy ▪ All COALO LTD employees have free membership to Perk box which offers discounts on many products, services and days out. We also have regular mindfulness sessions (held weekly) and well-being days. In addition to this we have Health and Safety Advisors on site who provide regular tool box talks on a range of health and safety matters from mental health and well-being to driving at work, working at height etc each tool box talk always contains a session on ASBESTOS awareness. COALO LTD have an employee of the month scheme where up to 3 employees are awarded each month for their efforts and receive £100 voucher, we have an occupational health service and employee assist programme offering a 24 hour counselling service and we have an Employee Engagement Forum (LEEF). ▪ We aim to increase the number of mental health first aiders to 2 over the next 12 months (April 2020). ▪ Well-being champions. We aim to increase the number of mental health first aiders going forward. 	

<p>Encouraging more women into the business</p>	<p>We work with local schools and hold talks to promote Apprenticeship opportunities in the construction Industry for women. There has been a lot of effort from different sources and more awareness in schools than there used to be. The construction industry has changed quite a lot for women, we have quite a few women working on sites as well which encourages young women to get into the industry. The culture has changed, even the PPE (protective clothing) we provide has been tailored to fit women, with higher waisted trousers and the tops fit better. Although, I think there is probably still a lack of women in construction in site-specific roles such as electricians or machine operators, but things are improving.</p> <p>We at coalo truly believe that there is no difference between females and males in terms of skills and added values they bring to a project. It's just a matter of encouraging women to start this kind of career.</p> <p>We are aiming to carry out various initiatives to encourage women into the business as follows;</p> <ul style="list-style-type: none"> • Female managers to give talks at schools • Female only apprenticeship programme, delivered during school hours to encourage flexibility for mothers (work in progress for this initiative). • Recruiting with agencies aimed at professional mothers i.e. ten to two • Encouraging a flexible working environment / regular home working where appropriate • Women into Trades Pathway – As aforementioned earlier in the document. 	<p>% of women employed in the workplace. Aim to increase this by x % per year.</p>

Economic		
The initiative	How it will be delivered	Measure of success
Build capacity and support for the voluntary and community sector, including social enterprises.	<ul style="list-style-type: none"> ▪ 1 day off a year per employee for voluntary work ▪ We continue to support Food box (details shown earlier in the document). 	
Support local businesses and spend money locally.	<ul style="list-style-type: none"> ▪ Local sub-contractors and local recruitment agencies on a preferred supplier list. 	
Create education and training opportunities for local people.	<p>Because coalo are a local employer of approximately 260 employees and 20 apprentices, it is reasonable to conclude that we directly impact the local community in the following by creating employment, training and work-experience opportunities for local people. As the company grows, so will the employment opportunities.</p> <ul style="list-style-type: none"> ▪ Apprentices ▪ Work placement schemes for schools and colleges ▪ Training opportunities e.g. our own staff, work-experience and customer staff ▪ Taking people out of unemployment 	
Create local jobs and apprenticeships.		
Empower tenants via educational programmes.	<ul style="list-style-type: none"> ▪ The female only apprenticeship programme will be offered to local tenants and leaseholders first. ▪ We currently hold tenant repairs master classes and plan to develop and continue this scheme. 	

<p>Improve the appearance and safety of our neighbourhoods.</p>	<ul style="list-style-type: none"> ▪ Grounds maintenance – improving built communal environment via initiatives such as ‘sunshine of Hounslow’, community gardens etc. 	
<p>Procuring with social value in mind</p>	<ul style="list-style-type: none"> ▪ Embed social value into the procurement process by ensuring all suppliers and contractors have a social strategy and where possible one that is in line with our corporate values. ▪ Ethical suppliers / During our tender process we ask suppliers how they will add value to the community. ▪ Where possible we welcome the opportunity to use local suppliers and services / To deliver an innovative service that encourages the local purchasing of goods / services and creates local employment and training opportunities throughout the region. ▪ Procure new suppliers for the preferred supplier list based on their social value commitments; How does it fit with wider procurement law? The Public Services (Social Value) Act came into effect January 2013 which requires contracting authorities to consider: (a) How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and (b) How, in conducting the process of procurement, it might act with a view to securing that improvement. The Act sits alongside existing procurement laws and reinforces best practice in regard to economic, environmental and social considerations. In terms of the EU Procurement Regulations, all suppliers must still be given equal opportunity to bid for contracts. However, there is increasing support and scope available to contracting authorities at national and EU level for implementing social value criteria into contracts, with further support for social enterprises and SMEs planned in the future. We will ensure that when we tender for new suppliers that we have social value obligations in the contract and that we pay attention to their social value commitments when choosing a supplier. ▪ Ensure there is a mechanism to measure contractors, to ensure that they are carrying out their social value obligations as per our agreement etc. 	

<p>Local employment</p>	<p>Because coalo are a local employer of approximately 260 employees and 20 apprentices, it is reasonable to conclude that we directly impact the local community in the following by creating employment, training and work-experience opportunities for local people. As the company grows, so will the employment opportunities.</p> <ul style="list-style-type: none"> ▪ Apprentices ▪ Work placement schemes for schools and colleges ▪ Training opportunities e.g. our own staff, work-experience and customer staff ▪ Taking people out of unemployment <p>At coalo, we are always looking to grow our teams with talented people, and via are Employee Referral Program we have committed to make a one off payment of £250 per successful hire (after new hire passes probation), this will encourage staff referrals which will help us to employ local talent.</p>	
<p>Reduce poverty in the borough of Hounslow</p>	<ul style="list-style-type: none"> ▪ Work with the financial inclusion Manager at LBH on initiatives to reduce poverty i.e. employment training and upskill tenants. ▪ Staff have the opportunity to join Thames Bank credit union ▪ Apprenticeship (hold places for tenants). ▪ Independent living initiatives. ▪ We are looking into providing money management sessions for staff – in conjunction with the credit union 	

Encourage innovation	<ul style="list-style-type: none"> ▪ 14-19 year old training academy, wood work skills. ▪ Youth club / skills club. ▪ SC feedback group – encouraging ideas for improvement on internal systems 	
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Environmental		
initiative	How it will be delivered	Measure of success
<p>Reduce Co2 emissions as a result of changes to travel, energy, waste, water and procurement activity.</p>	<ul style="list-style-type: none"> ▪ local staff, local suppliers and local work reduces our carbon footprint. ▪ Our contribution is not just based on local employment but also with the use of local contractors, local material supply companies and all our procurement activity. ▪ Minimising waste e.g. re-use and recycling ▪ Using environmentally friendly goods i.e. recycled and low emission material. ▪ Saving energy e.g. energy efficient lighting and equipment ▪ Sustainability e.g. FSC timber products ▪ ISO 14001 environmental management systems ▪ Look at the possibility of electric or hybrid pool cars and fleet ▪ Ride to work scheme ▪ Using electronic board packs rather than printing ▪ Electronic documents in the office i.e., electronic agendas ▪ Target for 2020 – no more that 1% of green waste to landfill. <p>Since becoming a council-owned limited company in 2017 Coalo has committed to a holistic approach to environmental sustainability, reviewing every activity to identify and implement process changes and improvements that positively impact the environment.</p> <p>The environmental management processes we have developed form part of an Integrated Management System meeting the requirements of ISO9001:2015, ISO14001:2015 and ISO45001:2018. Our programme shows certification to ISO9001:2015 projected for early 2020, with ISO14001:2015 accreditation scheduled</p>	<p>Awarded ISO 14001</p>

for late 2020. Accreditation will evidence the robustness, sustainability and effectiveness of the processes Coalo has implemented to record and monitor all aspects of our operations to ensure minimal environmental impact and engender continuous improvement.

Environmental initiatives introduced by our GM team in 2018/19 include:

- Purchasing a machine to shred shrub-cuttings on site, re-using the chippings to mulch beds and converting ride-on mowers from collection to mulching which have reduced trips to tip by 95%, significantly reducing our carbon footprint
- Implementing a Glyphosate reduction strategy:
 - o Purchase of Ultra Low Volume Spraying equipment and process change from blanket to spot spraying
 - o Hand-weeding of beds and borders.
 - o Replanting and bark mulching empty beds and borders to suppress weed-spread.
- Identifying areas to develop into wildflower meadows, reducing the need for mowing.

Business-wide improvements implemented to date include:

- Changing our waste-management supplier to increase recycling and reduce landfill.
- Using vehicles that meet Euro 6 emission standards.
- Introducing dynamic scheduling software allocating jobs to minimise travel.
- Reviewing our supply chain to increase trade with local businesses.

Coalo's Biodiversity Policy details a key element of our environmental strategy - controlled management of the grounds we maintain to enhance and improve biodiversity:

- We manage eight designated conservation areas, undertaking tree and shrub inspections to ensure nesting birds and other wildlife are not disturbed, removing waste and litter, and minimally managing vegetation.
- Urban planting projects providing new habitat for wildlife, with plant selection designed to maximise pollination opportunities.
- Planting wildflower meadows on housing estates, designed for pollinators, to provide oases of natural habitat for birds, insects and fauna.
- Working with residents, creating the Devonshire Road Wildlife Garden, an area of natural habitat on a housing estate including

	<ul style="list-style-type: none"> o Building bug-hotels o Log piles to provide accommodation for voles and other small mammals. o Devising a strategic management programme for planting, weed control and grass management. 	
<p>Enhance green spaces & Promote opportunities for improving outdoor spaces</p>	<ul style="list-style-type: none"> ▪ Conduct improvements to community halls (Re-decoration and restoration of community halls) and communal areas in estates such as estate communal gardens, games areas and playgrounds. See sunshine scheme etc ▪ Keep Britain tidy litter picking (LBH funding) 	