



Social impact of CSR activity

1st April 15 – 31st March 16



"Bringing Business and Community Infrastructure to Life



This first social impact report demonstrates our journey so far and begins to value our Corporate Social Responsibility Initiatives in 2015 – 16. We plan to build on this in the future to continue to map, value and assess the social value we are creating to inform our approach moving forward. At FM Conway, we take Corporate Social Responsibility seriously and are committed to making a difference to our employees, clients and the communities in which we work. In support of this, we have now begun to measure the social value of our projects to help us understand the wider impact we are having and how we can optimise it in the future.



What we do

FM Conway is a leading infrastructure services company delivering vital services in transportation, the built environment and open spaces for communities and business.



How we deliver our services

Through our self delivery model, and combining our in-house Professional Services team with front line operational excellence, we inspect, design, build, produce, enhance and maintain essential infrastructure services for the community.



At the Building Awards 2015, FM Conway won Contractor of the Year (up to £300m turnover) in recognition of its impressive sustainable growth, constant innovation and delivery of some of London's largest and most high-profile projects.



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Sustainability

Everything we do is about achieving the widest possible economic, environmental and social benefits for our clients and the communities they serve. We continue to invest in award winning and innovative solutions to increase our production capability, reduce our carbon footprint and minimise waste to landfill.



Enduring Relationships

Passion, commitment and the desire to provide the best possible service for our clients is our core philosophy.



FM Conway were awarded Construction Recycler of the Year at the MRW National Recycling Awards 2015. This achievement is a testament to our continuous drive to minimise our waste and environmental impact.



*through our CSR programmes in
2015 – 16 approximately £3.68m
of social value has been created*



Measuring Our Impact

Why measure our social impact?



We want to ensure that our CSR programmes are delivering real benefit to local people. By measuring our social value, we can better understand the difference we are making and how we can maximise the positive impact to our employees, partners, clients and communities.

How did we measure our social impact?



We have used the principles of Social Return on Investment (SROI) to help inform our approach to measuring our social value. Social Return on Investment is a framework for measuring and accounting for social, economic and environmental value¹. This has guided our first analysis and we plan to build on this approach in future years to better understand and quantify our impact.



Involve stakeholders

There are seven principles that underpin any SROI analysis (left).



Understand what changes

An SROI Analysis as published by Social Value UK (formerly the SROI Network) comprises 6 key stages. This enables a theory of change to be developed which demonstrates what changes for each stakeholder involved. Financial proxies are then attributed to each outcome and the social impact calculated with consideration for what would have happened anyway, who else contributed to the change and how long the impact is felt for. By establishing the costs to deliver an intervention (financial, time and in kind donations) and determining the social impact of each outcome, a Social Ratio can be calculated.



Value the things that matter



Only include what is material



Do not over-claim

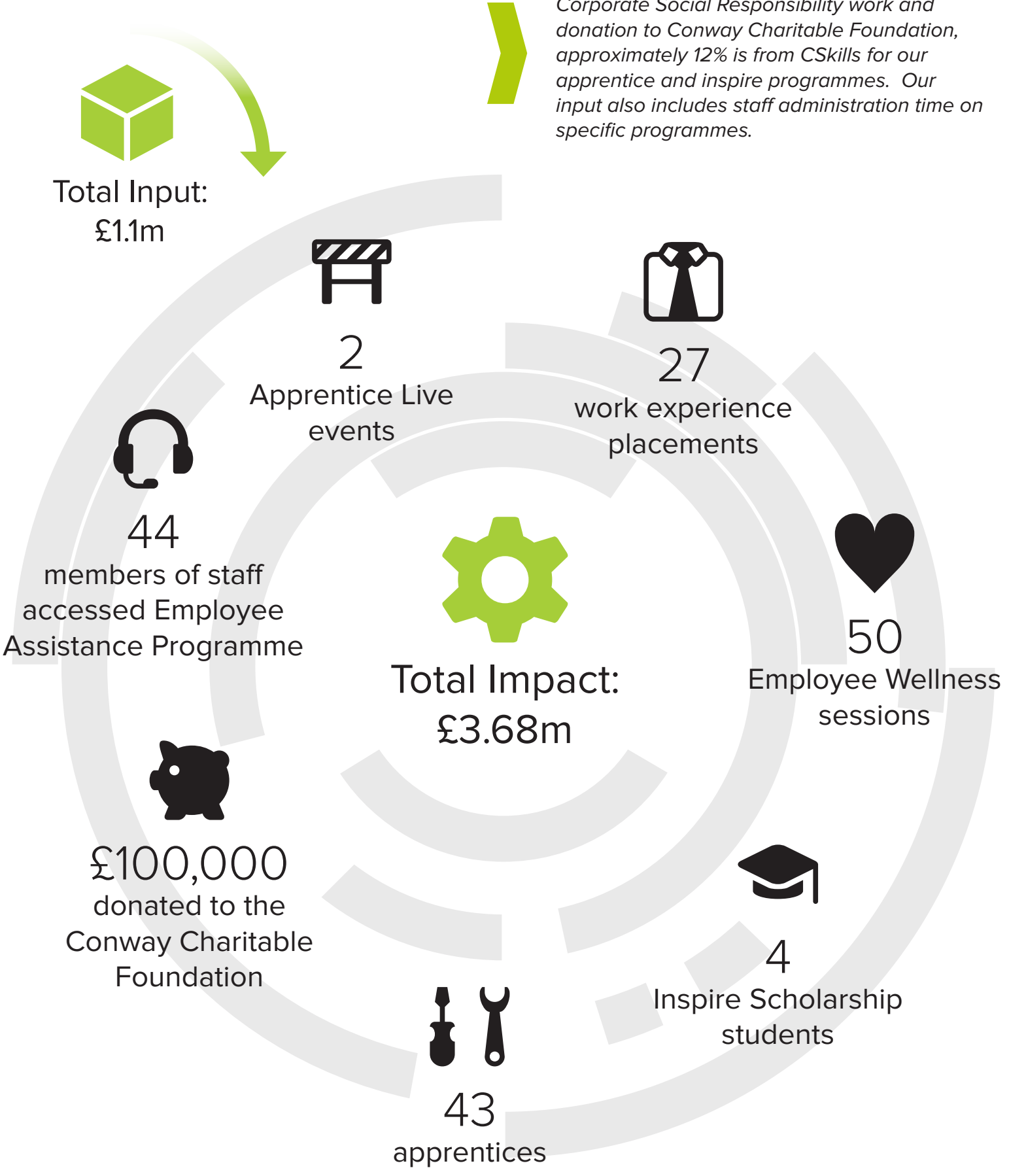


Be transparent



Verify the result

Together with our own investment into our Corporate Social Responsibility work and donation to Conway Charitable Foundation, approximately 12% is from CSkills for our apprentice and inspire programmes. Our input also includes staff administration time on specific programmes.



For every £1 we invested in CSR in 2015 – 16, approximately £3 of social value was created

Apprenticeships

Apprenticeships are an important part of our business—giving opportunities to local people to train on the job and gain valuable qualifications to help kick start their career. We currently have 43 apprentices across a range of professions and contracts with each typically lasting two years. We offer all of our apprentices the opportunity to secure permanent full-time employment with FM Conway following successful completion of their apprenticeship.

We interviewed and surveyed a selection of current apprentices to understand what difference the apprenticeship made to them. Apprentices reported feeling as though they had better long-term career prospects. Learning in a working environment had improved their job ready skills from time keeping to communication with colleagues. A sense of achievement and increased confidence was also felt by the majority of apprentices on starting their course and this continued to grow as they progressed.



Of the 8 apprentices surveyed...

50%

felt significantly more confident

100%

felt better able to secure a job longer term

75%

felt more independent

25%

no longer claiming unemployment benefits



Many stated that they had more disposable income and could socialise more. The increased income was of particular benefit as they recognised they were earning more than the standard apprenticeship wage which enabled them to also save for the future. In addition, they were able to pay housekeeping, contributing to the family income. Half of the apprentices surveyed also felt their relationship with their family had improved as they had a stable job, giving their family 'peace of mind' that they had employment prospects for the future.



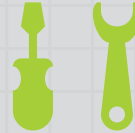
Bilal Chorrib is one of our apprentices based at North Acton. He started his two-year apprenticeship in Highways Maintenance in September 2014, after completing the London Highway Academy of Excellence (LHAE) course. This course, sponsored by The Worshipful Company of Paviers, provides the opportunity for candidates to gain skills and qualifications in the construction industry. Bilal comments 'I hadn't had a proper job before and I now feel better than how I used to be. I had been looking for an apprenticeship for 6 months but couldn't find one I liked and there was a lot of competition—many of my friends are still looking. I feel really lucky to have got this apprenticeship. I really enjoy construction and I have learnt so much already. I have better time keeping skills, can communicate with others more easily and feel more secure.' Bilal hopes to continue to progress in a career in construction after he has completed his apprenticeship; 'I want to gain more skills and become a manager'. Bilal has inspired other candidates to complete the LHAE course, sharing his story through presentations to The Worshipful Company of Paviers and other young people.

What did we invest?



£818,376

What was the activity?



43 local people undertaking apprenticeships with FM Conway

Social value created



£1,346,439



Did you know?

Our apprentices can benefit from a modular surfacing apprenticeship, which is a qualification unique to Lewisham and Southwark College.



Shaping London's Highways

Work Experience and Inspire Scholarship Scheme

Work Experience



FM Conway offer work experience and placements to provide the opportunity for young people and those that are unemployed to learn job ready skills and experience working in the construction industry. Fifteen secondary school children completed a one-week work experience together with two university students. A further three completed longer placements and one unemployed person took advantage of a 4-week work experience. The positions ranged from marketing and HR through to Civil Engineering and Term Maintenance.



In addition, we supported two young people as part of the Construction Youth Trust Budding Brunels Programme. Budding Brunels is a 3-day course which is aimed at those in Year 12 and 13 who are interested in finding out more about working in construction professions. After completion of the course, two students undertook a work placement with FM Conway to gain valuable insight into the industry and apply skills learnt on the course.

“ At Construction Youth Trust we have a long history of sending students from our Budding Brunels programme to FM Conway for work experience placements. We value sending our students to FM Conway as it enhances their knowledge and understanding of the world of work and better prepares them for a career in the construction industry.

Kieron Lock, Schools and FE Coordinator, Construction Youth Trust

The Programme

Following an induction and health and safety briefing on the first day, work experience candidates are exposed to a range of construction practices, including surfacing and term maintenance, and general business knowledge over the 5-day structured programme. Candidates are encouraged to document their experience in handbooks provided, ultimately returning these to FM Conway for the ongoing evaluation and improvement of the programme.

Inspire Scholarship Scheme

FM Conway support undergraduates studying a Construction or Engineering Degree through the Inspire Scholarship Scheme. Undergraduates receive an annual bursary of £1,500, funded by FM Conway and CITB, to support them at University. In addition, undergraduates are invited for an orientation day at the start of their degree and then have the opportunity to complete paid work experience in the Summer to give them the best start in their career.

We interviewed three of the four Inspire Scholars who started their degree in September 2015. All the undergraduates felt that the work experience they would gain as a result of the scheme would be invaluable and provide them with greater employment opportunities. The bursary enabled them to focus on their studying, reducing the need for a part time job. Having the support of FM Conway enhanced the undergraduates learning and improved their practical understanding.

What did we invest?



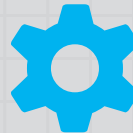
£23,411

What was the activity?



4 undergraduates and
27 work experience
candidates

Social value created



£70,063

Joshua initially completed work experience at FM Conway before applying for the Inspire Scholarship Scheme to enable him to study for a degree in Civil Engineering. Joshua started the course in September and has already seen the benefit; 'I am able to ask for help and advice from FM Conway when completing projects at University and have already visited site to get a better understanding. I feel my employability will increase as employers are looking for people with experience as well as qualifications. You can't put a price on the work experience I will gain.' In addition, the bursary has helped make budgeting a lot easier; Joshua comments, 'the bursary is great too so I know I can afford food, books and clothes whilst I am studying.'



Supporting Offenders Back to Work

In addition to our work experience and Inspire Scholarship placements, we provide assistance to ex-offenders and offenders to build skills and confidence to enable them to return to work.

To date, this has included working with Latchmere Prison and resulted in the employment of four ex-offenders who have now been working with FM Conway for over six years and are an integral part of the team. More recently, we have been working with Stamford Hill Prison in Kent to employ offenders released on temporary licence. This enables the offender to gain valuable employment experience whilst serving their sentence. We work closely with the prison to provide opportunities for offenders that allow for continuity of employment upon release, ensuring it

is geographically close to their eventual release location and of interest as a career longer term. This means that the offender can enter employment straight from release from prison, reducing the risk of re-offending and enabling them to more easily integrate back into the community. The offender is paid for their employment, of which 40% is paid into a Victim Support Fund. The remaining 60% is paid via the prison and, after normal tax deductions, provides the offender with added financial security upon release.

We have supported one offender from Stamford Hill and hope to continue to support other offenders wishing to pursue a career in the construction industry upon their release.

TRAINING INSIDE FOR OUTSIDE



We are currently working with Brixton Prison to secure funding through 'Cskills' for a three-week training course that will deliver key qualifications, enabling offenders to maintain or update existing skills and allow them to work on infrastructure and construction projects upon release from prison.

The programme is designed for both offenders with existing skills that need to refresh or update their skills and training together with offenders with no previous training that wish to return to the construction industry. This will enable offenders to have the necessary qualifications to increase the opportunity for immediate return to work.

The offender will not be required to fund the training and it will increase their ability to re-integrate into the community and reduce the chance of re-offending. In addition, it will help to address the skills shortage currently being experienced in the construction industry and support employers in meeting strategic labour needs targets on employing ex-offenders.

Through the programme, Brixton Prison aims to support 11% of released offenders into highway and construction related employment local to their home addresses.

Supporting the Local Community

We are committed to contributing to the local communities in which we work from encouraging employment into the construction industry to supporting local causes.

Apprentice Live



FM Conway delivered three of its innovative 'Apprentice Live' programmes, one in partnership with Southwark Council, another with Westminster City Council, and the third supporting a community-based sports project at Oakwood Tennis Club. The apprentices receive 'live' training over two weeks on large scale projects being delivered for councils. The apprentices benefit from specialist training on site in a separate training area, with the support of their apprentice trainer, whilst being able to learn about the project. The events provide an opportunity to promote apprenticeships to councils and inspire other young people to consider a career in the construction industry.

"We cannot underestimate the importance of apprenticeships—not just to the apprentices and their communities, but to the companies that take them on.

Our industry is facing a challenging skills shortage and we're crying out for bright new talent, so schemes like the Apprentice Live programme and the London Highways Academy of Excellence are absolutely vital.

Andrew Hansen, FM Conway's chief operating officer



FM Conway is committed to maximising the number of apprentices of our contracts with Local Authorities across London. Our Apprentice Live programme is a valuable way for the Council to demonstrate to the community their support for and commitment to employing apprentices and enables Councillors to have the opportunity to meet local apprentices being supported. Our most recent event was in Covent Garden in partnership with Westminster City Council.

Oakwood Tennis Club



FM Conway provided local community based Oakwood Tennis Club in Crayford with a set of brand new footways to increase accessibility to the cabins on site which are used as changing rooms, classrooms and seating areas for parents coming to watch their children play. A team of FM Conway apprentices, supported by our apprentice trainer and master pavior, designed the scheme using residual stock, meaning that we were able to put leftover materials to good use, whilst also providing the service free of charge to the club.

“ We feel very privileged that FM Conway chose our club to utilise the new found skills of its excellent apprentices, who should be very proud of their work. The new pathway has already drawn positive comments from members, parents and visiting teams, having made the courts and the area around them a safer, more pleasant environment for players young and old.

Kevin Baker, Chairman of Oakwood Tennis Club



London Highway Academy of Excellence



FM Conway promotes their apprenticeships to the successful candidates of the London Highway Academy of Excellence. The academy provides a two week pre-employment course – “Bronze London Pass” to deliver key skills required to enable NEETS (persons Not in Education, Employment or Training) to apply for an apprenticeship or job within the highway maintenance and construction industry.

The course is funded by the Worshipful Company of Paviers and is open to candidates from across London. The pass is only awarded on 100% attendance and the completion of First Aid, Fire Warden, H & S Level 1, Customer Service, Manual Handling and CSCS test. Successful candidates are then encouraged and supported to apply for appropriate positions with a range of employers. FM Conway have supported the Worshipful Company of Paviers in measuring the Social Value of the courses Jan-Dec 2015. £9 of social value was created for every £1 invested.



The academy achieved an Inspiring Change Award from CECA in January 2016 in recognition of the success of the course to date.

Through our Conway Charitable Foundation, we support a range of charities to raise awareness of health and safety, support the construction industry and donate to causes and organisations that are of particular importance to our employees.

This year, FM Conway donated a total of £100,000 to the Conway Charitable Foundation, which supported Roadpeace, Cancer Research, The Lullaby Trust (FSID), The Lighthouse Construction Industry Charity, Hospice in the Weald, and Ordinary to Extraordinary.



Roadpeace



As part of our ongoing work to increase Cycle Safety, we donated £1600 to Roadpeace who provide support to the Cycle Safety Campaigns in London. At FM Conway we are actively involved in reducing accidents with cyclists from educating our drivers to equipping our vans with the latest technology to improve visibility and prevent incidents.

FM Conway Guide Dog



Every hour another person in the UK goes blind and guide dog puppies can provide a lifeline. Last year, we sponsored a guide dog to raise health and safety awareness on the importance of eye protection.

In June 2015, we were proud to meet our FM Conway Puppy who has now started training. Conway has been learning quickly and picked up the basic commands. He wasn't too sure with his collar and lead but with the help of a Dora the Explorer toy, he is now much happier!



Sufra NW London



Sufra NW London is a Community Food Bank & Kitchen, based in the London Borough of Brent, which aims to support disadvantaged families suffering food poverty in the local area. As a result of our work on the Neasden A406 project and the Drury Way / Brentfield Road Bus Gate Scheme, FM Conway decided to help support this local charity and give back to the community.

Mohammed S. Mamdani, The Director for Sufra said: "Last week we had our busiest week ever for a February, distributing 930 Kg of food and it was only a surprise donation of £250 worth of food from FM Conway which saved the day."

Lighthouse Construction Industry Charity

The Lighthouse Construction Industry Charity provides financial and emotional support to the construction community, relieving hardship and stress. They support injured construction workers and their families, providing grants towards living costs together with opportunities to retrain in order to return to work. They campaign on the importance of health and safety in the sector and promote initiatives aimed at avoiding accidents and improving safety.

This year, we pledged to donate £1 for every near miss reported to FM Conway to raise awareness of health and safety and support the Lighthouse Construction Industry Charity. This has equated to £19,420 over the course of the year. Through this innovative programme and the use of technology in recording near misses, we are able to determine common near misses to proactively address issues before an accident occurs.

FM Conway also supported the Lighthouse Construction Industry Charity's 'Building Lives' Campaign, donating £2,000 to support young people into apprenticeships in the construction industry. Building Lives opens up apprenticeship opportunities to socially disadvantaged young people across London, enabling them to gain the skills necessary to secure an apprenticeship in the construction industry.

TOTAL DONATION
£21,420

Did you know?

90% of our near misses are now reported through our innovative near miss smartphone and tablet app. This app was recognised at the Mineral Products Association (MPA) Awards in 2015 with FM Conway receiving the TUC Worker Involvement Trophy for the best health and safety initiative that encourages workforce participation and leadership.



We are extremely grateful for FM Conway's donations over the past year, which have helped us to support more workers and their families affected by health and safety incidents. FM Conway's use of technology has accelerated the development of our own approach to help contractors record near misses on construction sites. Their participation in our charity events and engagement with their supply chain has enabled us to reach a wider audience to raise awareness of the Lighthouse Construction Industry Charity and our work.

Bill Hill, Chief Executive,
Lighthouse Construction Industry
Charity





People First

People First is our approach and commitment to the health and safety of our people, the people we work with and the communities we work in.

The health and wellbeing of our staff and supply chain is paramount. Our Employee Assistance Programme (EAP) is available to all staff and subcontractors and provides confidential advice and support on personal matters. 80% of those surveyed that had used our EAP found it valuable, with 90% stating they would use the service again. Our Mobile Communications Unit also provides operatives with the opportunity to receive onsite training and health updates.

We also run a series of wellness sessions to enhance their health and wellbeing and highlight common health concerns. This year, all staff had the opportunity to take part in sessions ranging from health and lifestyle assessments through to educating staff on nutrition and good mental health. We encourage staff to be involved in wider health campaigns including 'Dry January' and 'Stoptober'.

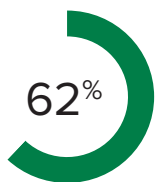
In total, 50 sessions were held over the year with up to 20 employees attending each programme. In January 2016 we introduced the Constructing Better Health "Safety Critical Medical" for our drivers. The assessment is over and above DVLA requirements and measures health and wellbeing. 121 drivers have been assessed, 31% receiving recommendations to become 'fit for task'.

Our E-Learning hub is available to all employees and provides a platform with access to over 220 courses at a time and location that suits the individual. This allows staff to upskill in the privacy of their own home.

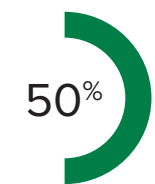
And it's not just our employees that benefit from our support—our supply chain is also able to participate in the training on offer. Our sub-contractors can make use of an EAP through Constructionline. In addition, our supply chain partners can utilise our induction programme to access training and check their employees are eligible to work in the UK.

WELLBEING SESSIONS

Of the 99 employees surveyed, 26% attended at least 1 session, of which...



stated they're eating healthier and maintaining a healthier weight



stated they're exercising more frequently



stated their physical health or mental wellbeing has improved



stated they have stopped smoking

through the support provided at the wellness sessions

88% of all those surveyed felt it important for employers to offer health and wellbeing programmes to staff

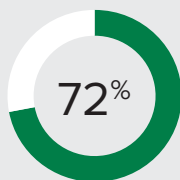
Each year we hold an annual conference to bring together all staff across FM Conway and share our latest news and updates. In total, over 1,050 staff members attend the event to hear the news of the present year, important updates and plans for the future. The Q&A session provides staff with the opportunity to question the management team or propose ideas and the Pride of Conway Awards sees staff receive recognition for their continued excellent work. Health and safety is a key feature at the events and in 2015 there was a poignant interactive workshop by theatre-based learning and development organisation AKT Productions bringing to

life the 'Go Home Safe' message of our People First campaign. The day provided an opportunity to engage with staff from a range of disciplines, build new working relationships and raise awareness on our campaigns. Our commitment to promoting health and safety at events such as these resulted in FM Conway being awarded the Sir Frank Davies Trophy, which recognises companies that display outstanding excellence in health and safety.

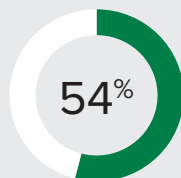
Over 150 employees completed a survey following the conference to establish the impact. This demonstrated the value staff place on the annual event from improving their understanding of FM Conway as a business through to feeling a valued member of the team.



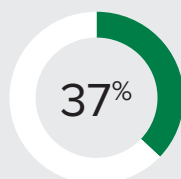
Annual Conference



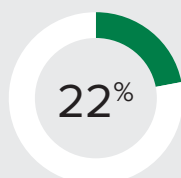
had an increased understanding of FM Conway



reported an increase in their job satisfaction



had an increased sense of feeling part of a team



had more self confidence



Working Together

At FM Conway, we work with a range of organisations to share best practice, from reducing environmental impact to enhancing health and safety.

We actively support HTMA, contributing to their 2015 Career Options in Highway Maintenance video, aimed at pupils who are deciding which career to pursue

We work closely with CLOCS, set up by TfL, to address road safety within construction logistics. As a CLOCS champion, we work together to understand how we can help improve cycle safety and raise awareness. CLOCS was awarded an International Safety award in December 2015



We work closely with the MPA to share Safety, Health and Environmental best practice and innovations

FM Conway assisted in the development of CIHT's Fairness, Inclusion and Respect Toolkit

We actively contribute to forums and consultations, sharing best practice and innovations

Summary

What was our impact?



We are proud to continue our commitment to developing our employees, creating opportunities for local people in the construction industry and supporting charities. This report demonstrates a range of different projects that we are delivering to achieve the widest possible economic, environmental and social benefits for our clients and the communities they serve.

What does it mean?



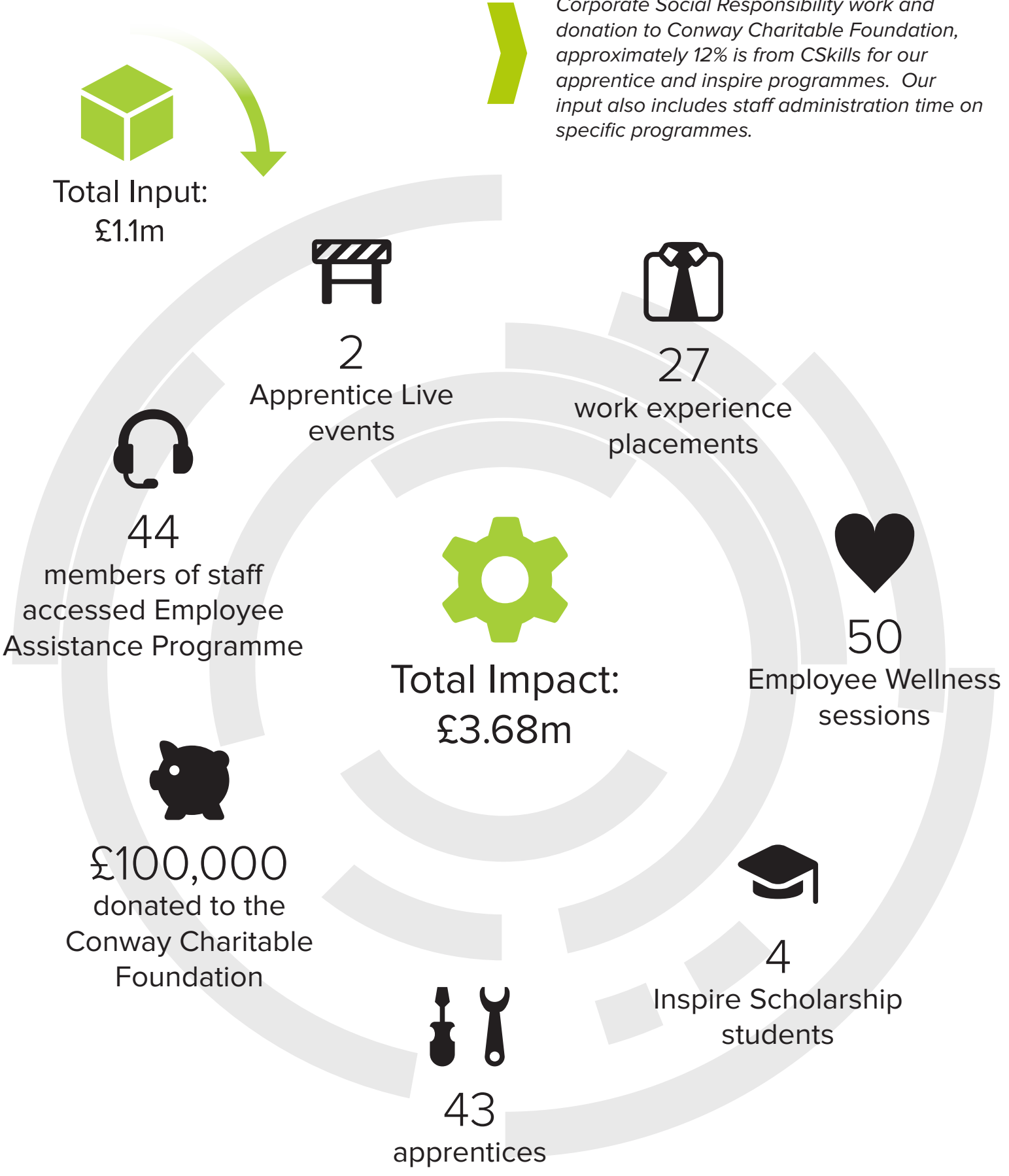
This first analysis demonstrates that for every £1 invested in our Corporate Social Responsibility Programmes in 2015 – 16, approximately £3 of social value was created. A large percentage of the social value is attributed to the beneficiaries of our programmes from our apprentices and work experience candidates through to undergraduates and employees. This is just the start of our journey and demonstrates some of the key projects that we have delivered this year through our Corporate Social Responsibility Programmes. Through increased measurement and embedment of social value, our impact can be even bigger and we can make a difference across more people and communities.

What next?



We want to increase our understanding and measurement of Social Value year on year. To support this, we are developing surveys and tools to better measure our impact and increase our stakeholder engagement. This will enable us to maximise the social impact we have and enhance our Corporate Social Responsibility Projects going forward. In addition, we want to map our wider activity in the future from our drive to reduce our impact on the environment through to community projects delivered within our Local Authority Contracts.

Together with our own investment into our Corporate Social Responsibility work and donation to Conway Charitable Foundation, approximately 12% is from CSkills for our apprentice and inspire programmes. Our input also includes staff administration time on specific programmes.



For every £1 we invested in CSR in 2015 – 16, approximately £3 of social value was created

Understanding Our Impact

Who did we consult?

To understand and measure our impact, we consulted with key stakeholders involved in the activities detailed. For the apprentices, we held three interviews with those currently employed and sent out a survey to all apprentices for completion. Only five responded to the survey and the evaluation also used external research and previous consultation with FM Conway apprentices to assess the impact. An Apprentice Live event was also attended to speak with the apprentices about their experience and client's view on the programme.

For the work experience and Inspire Scholarship scheme, three of the four undergraduates were interviewed. The work experience candidates that had only completed a short placement proved more difficult to consult although one of the undergraduates interviewed had completed work experience before.

As the key charity for Conway Charitable Foundation, the Lighthouse Construction Industry Charity was interviewed to understand any impact to the charity.

FM Conway staff were surveyed following the Annual Conference to which 157 responded together with an end of year survey in March to measure the impact of the wellness sessions. In total, 99 staff responded to the wellness survey of which 26% had attended at least one session. All candidates undertaking the LHAE course were required to complete a pre and post survey. In addition, an online survey was completed by 10 candidates to understand the impact longer term.

Throughout the analysis, the CSR team at FM Conway were consulted to review and test assumptions made. It is recognised that this is the first evaluative study to provide an indication of social value created and further analyses would look to increase stakeholder engagement further.

Through the interviews and surveys, scales were used to record how much more confident, for example, stakeholders felt. This has been used to calculate the extent of change experienced.

How long do the outcomes last?



Stakeholders were also asked how long the change would last. For this first analysis, the majority of outcomes are only considered to last for the length of the intervention with the exception of those securing sustainable longer term employment which was viewed to last for five years with a drop off rate of 50%.

What would have happened anyway?



To avoid overclaiming, the analysis also considers what would have happened anyway (deadweight), who else contributed to the change (attribution), how long the impact is for (drop off) and whether this displaced impact elsewhere (displacement). The surveys and interviews with key beneficiaries sought to establish deadweight and attribution and is supported by standard figures published in HCA Additionality Guide. Displacement has also been considered throughout the projects. The apprenticeship interviews and placements were specifically created for the London Highway Academy of Excellence and therefore it is perceived there is no displacement. Further analyses will review this in more detail to ensure we can more accurately account for deadweight and attribution.

What assumptions and limitations were there?



We have used the average wellbeing values developed by HACT to quantify the social impact of our CSR Initiatives in this first analysis². It was not possible to engage with all stakeholders; in particular, work experience candidates as they completed a short term placement only. As such, the social value measures the output of training on the job using the HACT wellbeing value and does not include any additional benefits such as an increase in confidence. One candidate did secure an apprenticeship with FM Conway after the work experience and as such this has also been valued. We have used standard deadweight and attribution as set out by the Additionality Guide³ where it has not been possible to consult directly with stakeholders.

Not all stakeholders were able to be engaged in this first analysis and therefore there could be additional unintended consequences, either positive and negative, for other parties not considered here.

Only material outcomes have been included in this analysis with some outcomes excluded where there was insufficient evidence of impact currently. This includes the support for ex-offenders which was not achieved in the period being analysed although it is recommended that this is explored for future social value impact.

The calculation and analysis of our social impact was completed by Kingfishers (Project Management) Ltd to ensure transparency and avoid over claiming.

2 Title: Community investment values from the Social Value Bank, Authors: HACT and Daniel Fujiwara (www.hact.org.uk / www.simetrica.co.uk), Source: www.socialvaluebank.org, License: Creative Commons Attribution-NonCommercial-NoDerivatives license (http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

3 Additionality Guide Fourth Edition 2014, Homes and Communities Agency, Simon Dancer, November 2013

What will we do in 2016 – 17?

To continue to improve and capture our social impact, we have set the following objectives for 2016 – 17.

- Capture the impact of our work experience programmes by surveying candidates and completing exit interviews for longer term placements
- Promote and provide work experience opportunities to long term unemployed candidates to enable them to develop the skills and confidence to return to work
- Measure the progress of apprentices each year, forming part of their appraisal, to understand how much difference the apprenticeship has made
- Continue to deliver the London Highway Academy of Excellence, targeting the unemployed and ex-offenders
- Fund the Inspire Scholarship Scheme in full to ensure it continues next year when CITB are no longer able to match fund
- Use Local Authority Resident Satisfaction Surveys and consultations to begin to capture the wider impact to the community
- Select key charitable partners each year to provide both in kind and financial donations to, increasing the social impact for that organisation
- Use employee surveys to measure attendance and impact of health and wellbeing programmes and correlate with levels of absence
- Hold focus groups with employees benefitting from health and wellbeing sessions to capture the difference and identify those that provide greatest value
- Capture the impact for the supply chain through surveys and a focus group to understand the difference the induction and training has
- Engage with offenders and ex-offenders to understand the impact of the employment support provided by FM Conway
- Review data recording and stakeholder engagement to identify the most effective methods for capturing change and quantifying the social value
- Explore opportunities to measure the wider social value of FM Conway's operations, including measures taken to mitigate environmental impact
- Continue to report on and publish the social impact of FM Conway to drive continuous improvement year on year



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