



Bracknell Forest  
**Cambium**  
**Partnership**

# Site Location Plan

# Town Centre Sites



**Legend**  
 Cat 1 Sites

**Sites**  
 1, Market Street  
 2, Jubilee Gardens  
 3, Coopers Hill

# Stakeholder Matrix & Engagement Plan



# Stakeholder Matrix & Engagement Plan



# About the engagement plan

## **This is the engagement plan for the Joint Venture - August 2020 to December 2020.**

The plan provides a high-level guide to how communication and engagement will be managed; the detail will be contained in an engagement schedule, communication briefs and event facilitation plans.

The business case for the Joint Venture Project was agreed The Executive in February 2019.

A preferred partner was chosen in July 2020

From August 2020 we will be setting up the JV vehicle and working collaboratively with the chosen partner

## **Contents of this plan**

- **Introduction:** the ambitions of the next 5 months; the scope of the communication and engagement plan; and its links with other plans.
- **Scale of change:** the potential impact of the project; the impact on particular stakeholder groups; and the change required.
- **Planning activities:** the depth of engagement required with each stakeholder group; the engagement activities planned; and the timetable and key messages.
- **Managing the plan:** governance, responsibilities, risk management and scheduling

# 1. Introduction



# About the Joint Venture

The Joint Venture will implement the delivery of high-quality development that supports a thriving, 18-hour town centre and catalyse further regeneration in the area, and that serves the needs of all residents and businesses, including new community facilities and affordable housing, fostering a sense of local ownership.

Aims are to:

To which will support the following Strategic Objectives:

- support and help deliver the Council's strategic plan;
- proactively facilitate the physical delivery of the strategic vision for the town centre;
- deliver new commercial and residential uses that support the on-going regeneration of the town centre contributing to economic development, and a balance of daytime and evening trade and activity;
- deliver development of high design quality, setting the bar for further future development;
- enable the provision of affordable residential homes, space for specific commercial occupiers and typologies, and new community facilities to ensure development delivers benefits for all;
- maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
- provide long term revenue streams to the Council to support future service delivery and furtherance of the objectives under the Council's strategic plan whilst managing risk exposure per site.

# Why have a communication and engagement plan?

The **purpose of the plan** is to help provide our 'stakeholders', ie our Members, staff, service users, partners, Citizens and Customers with answers to the following basic questions:

- **Who:** who's affected.
- **What:** the scope and potential impact of the Joint Venture
- **When:** what the timetable is - and when they can contribute.
- **Why:** what's driving the Joint Venture
- **How:** how the Joint Venture is being undertaken, who's making decisions and how they can influence them.
- **What else:** how this change fits into all the other changes underway.
- **What's next:** when decisions will be made and the implementation timetable.

## The benefits of a communication and engagement plan are:

**Clarity:** making sure that people know exactly what's going on and why and how any changes might affect them.

**Better solutions:** opening the review up to a wider range of ideas and views will help to ensure a better end result.

**Focus:** the way we talk to each stakeholder group is tailored to reflect their needs and the impact on them.

**Ownership:** if people have been able to influence and shape change, they are more likely to make the changes work.

**Support:** reviews of this sort can create uncertainty and anxiety for the people affected and they need to know how they will be looked after.

**Motivation:** people need to know how this review fits into the bigger picture; that they are taken seriously; and that they are being listened to.



# The Joint Venture in context

The Joint Venture is designed to develop and implement a multi-site Joint Venture. Once the Joint Venture is implemented (approx. end October 2020) this will mean a change in the way in which Bracknell Forest Council is involved in developments within Bracknell Forest.

For those involved in the JV, this will mean:

- Developing a more commercialised mindset.
- Working with External partners to ensure best advice given to protect Bracknell Forest Finances
- Working collaboratively (50:50) with the Preferred partner to deliver the councils aims and objectives whilst maximising returns for both parties.

For those affected by the JV, this will mean:

- Understanding the strategic rationale behind setting up a Joint Venture
- Understanding the scope of developments and methods of communication with the Council

The Joint Venture will result in a change in the relationship between the Council and its residents as Bracknell Forest will be using a commercial vehicle to develop identified development sites, including shared profits.

It is also likely that a number of the developments will be contentious.

This represent a fundamental shift in the role of the Council and in people's ideas of the relationship between the resident and the Council.

The Engagement Plan will ensure that the Project engagement activities involve all stakeholders

## 2. The Scale of Change – initially 3 Cat 1 sites



# What's the likely impact of the Joint Venture?

Potentially the JV could have the following **impacts**:

These is likely to be:

- 50% of the Governance of the commercial joint venture vehicle will be Council employees/ members
- Some staffing resource will be required from other Officers of the Council
- Delivery of a range of new commercial and residential developments
- Delivery of a number of affordable housing schemes (35%)
- Delivery of a revenue stream which could support other strategic services
  
- Comms and Engagement will be developed in partnership with the preferred partner during this period (August – Dec 2020)
- Issues identified
- *Current users of site will need to vacate the sites when developments begin*
- *There is a shortage of community space in the centre of Bracknell*
- *There is a need for Nursery provision to support the economy of Bracknell Town centre (workers).*
- *Perception from residents might be negative – affordable levels, more flats etc*
- *Politically motivated groups may create negative press*
- *All Members will need to be communicated with regularly*

# So what will our approach to communication and engagement be?

These are the **principles** that will govern our engagement:

- **We will tailor our engagement** with each stakeholder group, ensuring that the right approach is used for each group given their likely level of interest and the impact that the review might have on them.
- **We will encourage people's ideas:** we have an open mind and want to hear and acknowledge people's views from all our communities and let them know how we will be responding.
- **We will be frank about the challenges** as we realise that we won't be able to please everyone given the pressure on budgets and that some ideas might be controversial.
- **We will use plain language** and avoid jargon or acronyms that might exclude people "not in the know".
- **We will be supportive and understanding:** we recognise that people may be worried about what the changes might mean and how they might affect their libraries and/or our staff – we'll set out to provide all the reassurance and support we can.



# About the Joint Venture

The Joint Venture will implement the delivery of high-quality development that supports a thriving, 18-hour town centre and catalyse further regeneration in the area, and that serves the needs of all residents and businesses, including new community facilities and affordable housing, fostering a sense of local ownership.

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- maximise regeneration potential by responding flexibly to each opportunity and leveraging development expertise and resource to identify new opportunities, including with other public sector partners; and
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# Tailoring our engagement

- We are identifying our key stakeholder groups – this will be regularly reviewed as the Project developed.
- We tailored the engagement methods we use to take account of how the Review might affect them.

## Deciding on Engagement Methods

We will adjust the way we engage with stakeholders based on our assessment of:

- **Impact:** how big might the change be for them?
- **Effort:** how essential is their effort to the sustained success of the programme?

High	Consulting	Co-creating
Impact	Informing	Influencing
	Low	High
	<b>Effort</b>	

# A Closer Look at Engagement Methods

- Each stakeholder group will have a different level of influence or be impacted in different ways.
- We have suggested a method of engagement that is likely to be most appropriate for each stakeholder group.
- For some groups, more than one method might be appropriate – and at different times.
- Our approach will be kept under review, eg if some groups are willing to play a bigger part than anticipated.

Consulting	Co-creating
<p>Based on <b>pre-determined</b> ideas:</p> <ul style="list-style-type: none"> <li>• Seeking views</li> <li>• Inviting feedback</li> <li>• Using a variety of channels for dialogue</li> </ul> <p>People feel <b>involved</b></p>	<p>Working with an <b>open agenda</b>:</p> <ul style="list-style-type: none"> <li>• Workshops and planning events</li> <li>• Generating and debating ideas using variety of platforms</li> </ul> <p>People feel <b>ownership</b></p>
Informing	Influencing
<p><b>One way</b> communication:</p> <ul style="list-style-type: none"> <li>• Providing news and information</li> <li>• Delivered as and when necessary</li> </ul> <p>People are <b>aware</b></p>	<p><b>Marketing</b> approach:</p> <ul style="list-style-type: none"> <li>• Encouraging behaviour change</li> <li>• Selling and telling</li> <li>• More tailored communications</li> </ul> <p>People <b>buy-in</b></p>

# Stakeholder mapping

Consulting	Co-creating
<p>Members general - high interest CMT – high interest</p>	<p>Senior Officers of the Council (AD –high interest External Partners) Pinsent Mason, Avison Young, Martin Tiffin – high interest Coopers Hill groups using site?</p>
Informing	Influencing
<p>Middle Management - Staff</p> <p>Residents – Directly affected by development – high interest (users of groups)</p> <p>Staff users – Directly affected by developments – high interest (users)</p> <p>Residents – Indirectly affected -low interest</p> <p>BRP – low interest?</p>	<p>Preferred bidder – high interest Bracknell Town Centre Regeneration Committee – high interest</p>



# Summary of engagement techniques for stakeholder groups

Group	Summary of engagement techniques
Members	Briefings, emails, via Bracknell Regeneration Partnership, Economic Skills Partnership, TCSB, members newsletters, reports, O&S, workshops
Senior managers, inc CMT	Briefings, emails, workshops, reports
Middle managers	Briefings, emails, workshops, meetings
Staff	Forest views, briefings, DORIS
High demand residents (users of groups)	Town and Country, press, social media, planning, face to face/meetings, letters, telephone – 2-way communication channels
Low demand residents	Town and Country, press, social media, Planning
External Partners	Workshops, briefing, conference calls
Preferred Partner	Facilitation workshops, regular meetings – JV steering group board, joint communication, relationship building
Bracknell Regeneration Partnership	Meetings – scheduled, reports, verbal updates
Coopers Hill users	Drop-ins, emails, letters, individual meetings, newsletter
Others - OPE, Homes England, other land owners – Landsec etc	

# Plan Management - Governance and monitoring arrangements

## **Governance**

- The engagement plan will be overseen and monitored by the Joint Venture Steering board. Progress and risks will be reported to CMT via transformation programme and JV Partnership board. Separate working groups will be established over the coming weeks to progress stakeholder engagement & communication strategies.
- Issues will be escalated and reported rapidly.
- Urgent action will be authorised by shadow JV Steering group board

## **Management**

- The engagement plan will be sponsored by JV Steering group board
- Engagement activities will be co-ordinated by Sarah Holman
- Support will be provided by BFC communication team and preferred bidder communication team

## **Operations**

- Workshops and events will be supported by all Partnership and Steering Board members
- The planning process will be supported by a detailed engagement schedule and facilitation plans for each event.



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# Quality Policy

## QUALITY POLICY

The aims are to ensure that products, services, and operations meet the needs of its customers and other interested parties at all times. To achieve this, the Partnership is committed to its vision, values and its objectives which are supported by our ISO 9001:2015 Certificated Management System.

Our values:

- **Aspirational**

We build homes people aspire to live in and a company people aspire to be a part of.

- **Sustainable**

We ensure the long-term future of our developments, our people and our company through our thinking and approach.

- **Partnering**

We collaborate with our partners to achieved shared goals, mutual success and places of exceptional quality.

- **Integrity**

We deliver our promises and hold ourselves to a high standard of personal conduct.

- **Respectful**

We respect everyone we work with, the communities in which we develop and the future we contribute to building.

- **Excellence**

We strive for excellence and continuous improvement in every endeavour.

We achieve these by focusing on:

### **Financial Health**

Maximise the profitability and cost effectiveness of the Partnership and the returns it generates on capital employed, by delivering commitments, strengthening the platform for the future, lifting performance, and enhancing its financial health.

- **Our People**

By encouraging a climate of professionalism, teamwork, enjoyment and continuous development and by empowering them to achieve success.

- **Our Customers**

By ensuring to the very best of our ability that we manage, meet or exceed, their expectations.

- **Our Products & Services**

By providing quality and good value products and services which meet required industry and government standards and are consistently better than our competitors.



## QUALITY POLICY

- **Our Environmental, Social and Ethical Awareness**

By contributing to the creation and improvement of residential communities and workplaces in an environmentally and socially responsible, sensitive, and sustainable manner.

- **Our Safeguards**

By recognising the value of promoting high standards in all health, safety, and welfare matters, for the benefit of everyone who comes into contact with our operations.

We will establish measurable quality objectives in relation to the above commitments. These objectives will be recorded within the policies, procedures, and documentation to which they specifically relate.

We will conduct business in accordance with its Customer Charter, the Customer Satisfaction Strategy, the principles of Quality Assurance, adhering to the International Quality Management Standard ISO 9001:2015, and the Consumer Code.

We will undertake an annual review of this Policy and its environmental, social, and ethical objectives to ensure continuing suitability and effectiveness with the intent of continually improving the Management systems and adding value.

Employee training supported by personal development reviews, will be an integral part of the strategy in achieving our Policy objectives.



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# **Health & Safety Policy**

## HEALTH & SAFETY POLICY STATEMENT

It is Countryside's policy to conduct its activities with due regard for the health, safety and welfare of its employees, contractors, clients, visitors and members of the public. Countryside recognises its obligations in relation to health, safety and welfare wherever its activities are carried out. This includes offices, construction sites, factories and sites where sales are taking place as well as whilst travelling on Countryside business.

Countryside manages its health & safety using an Occupational Health & Safety Management System to the ISO 45001:2018 standard. The scope of this is through all its operational activities including the acquisition of land, design, build and to eventual occupation in accordance with relevant legislation, regulation and other requirements with policies, procedures and processes in place to support this.

Senior Management in Countryside is engaged and leading OH&S Occupational Health and Safety and is committed to continual improvement of the Health & Safety Management System through actively encouraging feedback from all levels of employment. Also, we commit to the hierarchy of controls over occupational safety and health including, as a minimum, legal compliance with relevant health and safety statutory obligations. We are also committed to the prevention of accidents, ill-health, dangerous occurrences and injury in the workplace to all persons that may be affected directly or indirectly by its activities, including, as a minimum, legal compliance of relevant health & safety legislation.

The purpose of the Policy is to promote a pro-active approach in the prevention of accidents, ill-health, dangerous occurrences and injury in the workplace. This will be achieved, so far as is reasonably practicable, by the identification of hazards, the elimination of foreseeable risk and the management of residual risk, thus providing safe systems of work and compliance with relevant Statutory Acts, Regulations and applicable Codes of Practice.

The co-operation of those employed or contracted by Countryside in ensuring the Policy is effective and the responsibility of each individual to take reasonable care for the health and safety of himself/herself and those who may be affected by his/her acts or omissions at work are legal obligations. Countryside insists that these obligations are met and any breach of any aspect of this Policy will be regarded as a serious breach. Countryside recognises the provision of adequate financial resources, training and supervision is essential to ensure all managers and employees are properly able to discharge their responsibilities under this Policy, wherever possible.

Iain McPherson, the Group Chief Executive, is the Director responsible for health, safety and welfare matters on behalf of the Board. He will ensure as far as possible the Policy is implemented through the Health, Safety, Environment & Quality Committee ("Committee"). The Chief Executive of each Division of the business is a member of the Committee and has overall responsibility for ensuring as far as possible that the health and safety policy and procedures are implemented throughout their Division.

The Group Health & Safety Department reports to the Divisions at monthly intervals and the Committee at three monthly intervals. The Group Health & Safety Department will also provide guidance and advice on all aspects of health, safety and welfare and arrange with management for the training of employees, as necessary. Monitoring the effectiveness of the Policy is the responsibility of the Group Health & Safety Department who will ensure that the Policy is reviewed, at least annually, recommending any necessary material changes to the Committee for approval by the Board of Countryside Properties PLC.

Countryside will consult with all relevant interested parties with respect to health, safety, and welfare in accordance with Statutory Requirements to ensure that all necessary measures are taken to make the Policy effective.

The Policy, detailing information on the organization as well as arrangements and other supporting documents required for its implementation is available for inspection on all sites or upon request.

I McPherson  
Group Chief Executive

Date of Issue: August 2020

(This Health and Safety Policy Statement made under Section 2(3) of the Health and Safety at Work etc. Act 1974 is brought to the notice of employees of Countryside and its contractors either by personal issue and/or prominent display at all workplaces.)

# **Equality, Diversity & Inclusion Policy**

## **EQUALITY, DIVERSITY, AND INCLUSION POLICY**

### **EXECUTIVE SUMMARY**

- Application to employees, agency workers, casual workers, consultants, and self-employed contactors.
- Commitment to developing, maintaining, and supporting a culture of equality, diversity, and inclusion.
- Responsibility on everyone for maintaining the culture.
- Complaints process.
- Monitoring and reviewing our diversity data.

### **POLICY**

Countryside is committed to developing, maintaining, and supporting a culture of equality, diversity, and inclusion in its workforce. We do not discriminate on the grounds of sex, age, ethnicity, sexual orientation, religion or belief, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, colour, or nationality. We aim to treat all our employees and all external job applicants with dignity and respect, on a fair and equitable basis, taking into account the skills and experience required to perform each role. We strive to ensure that our policies and practices disadvantage nobody, whether groups or individuals.

### **RESPONSIBILITIES**

- Everyone has a role to play in ensuring that equality, diversity, and inclusion is practised in accordance with this policy. All managers must set an appropriate standard and, wherever possible, proactively promote equality, diversity, and inclusion.
- We treat part-time and fixed-term employees no differently to comparable full-time or permanent employees, and they enjoy no less favourable terms and conditions (pro-rated where appropriate), unless different treatment is justified.
- If any individual believes this policy is not being adhered to, they are encouraged to bring this to the attention of their manager.
- The Group seeks maintain its focus on equality, diversity, and inclusion by:
  - Minimising the potential for discrimination, harassment, and bullying
  - Seeking out opportunities to promote inclusive development
  - Seeking out the views of stakeholders
  - Taking necessary steps so that people with protected characteristics do not experience disproportionate disadvantage within the Group
  - Providing training to help individuals understand the importance of equality, diversity, and inclusion.

### **RECRUITMENT, SELECTION AND DEVELOPMENT**

- We do not discriminate in the recruitment, training or promotion of staff who are otherwise qualified for particular positions. We avoid our job descriptions being drawn up in such a way as to exclude particular groups or individuals. Everyone is selected, promoted, and treated solely based on their relevant merits and abilities to fulfil the role.

- We request information from applicants for employment, to allow us to monitor adherence to the Equality, Diversity, and Inclusion Policy.
- We promote the existence of this policy to all those employees responsible for recruitment. We provide training on equality, diversity, and inclusion as part of the Group's approach to recruitment.
- We require all individuals who are involved in the employment of staff not to discriminate unfairly. Any allegations of such behaviour, or of harassment or victimisation, are investigated thoroughly, with disciplinary action being taken where necessary.
- We seek to convey the Group's intention to promote equality, diversity and inclusion on advertisements and company literature where appropriate.

## **COMPLAINTS**

Any employee who feels they have not been treated in accordance with this policy is entitled to raise the matter through the grievance procedure.

All complaints are taken seriously and dealt with promptly and confidentially. If an employee or worker is found to have breached the equality, diversity, and inclusion policy, they may be subject to disciplinary action which could ultimately result in dismissal.

## **MONITORING AND REVIEW**

Diversity data is regularly collected, monitored, and analysed to ensure our employment processes are fair and are achieving the aims of this policy. This data may include information about the gender, age, ethnicity, sexual orientation, religion and belief or disability provided by employees and job applicants.

We aim to undertake a formal review of this policy at regular intervals or after significant changes in our business operations or legislation and communicate the changes as appropriate.





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# **Social Value Policy**

## **SOCIAL VALUE POLICY**

### **Policy**

The overall objective is to ensure that development maximises returns for its stakeholders whilst acting in a socially, sustainable, and responsible manner.

In pursuit of this objective the Policy has been designed to ensure that we consider and maximise the social value and beneficial impact that we bring to the communities in which we operate both during the course of development and thereafter.

This policy covers all of our operations as well as those of our supply chain and sets out our management objectives as well as the specific activities that we will undertake to ensure that we meet the aims of this policy. Whilst we are not bound by the Public Services (Social Value) Act 2012, we have chosen to implement the spirit of the Act into how we do business as we believe that this will deliver the most value for all our stakeholders.

#### a. Governance & Compliance:

The Social Value and Sustainability Committee (SVSC) will maintain the standards and procedures by which the business operates in order to manage and report on the delivery of this policy.

#### b. Stakeholders:

We will consult with our stakeholders on a regular basis. Our stakeholders include the residents within our developments, both new and existing, our supply chain, our partners, local authorities, and the representatives where we build and develop. We will make sure we understand their views and needs and take these into account, as best as we can, in the design and ongoing management of our developments, bearing in mind the Group's overall objective.

#### c. Measurement & Monitoring:

We believe that maximum value can be added where activities in this area provide a natural fit with the business. Through collaboration with our supply chain, key stakeholders, customers, and communities, Countryside is committed to using the following agreed Social Value Measurement – Themes, Outcomes and Measures (TOMs) Framework in assessing its impacts.

Jobs: promoting local skills and employment

- More local people in employment
- More opportunities for disadvantaged & disabled people
- Improved skills for local people
- Improved employability of young people

Social: healthier, safer, and more resilient communities

- Reduce crime
- Creating a healthier community
- Help vulnerable people to live independently
- Closer engagement with the community
- Ensure satisfied residents

Environment: protecting and improving our environment

- Developing more energy and water efficient buildings
- Reduce climate impacts
- Improved resource efficiency
- Reduce Waste
- Reduce air pollution
- Live in better places
- Promote sustainable and ethical procurement

Growth: Supporting growth of responsible regional business

- More opportunities for Small Medium Enterprises (SMEs) and Voluntary Community Small Enterprises (VCSEs)
- Improving staff well being
- A workforce and culture that reflect the diversity of the local community
- Social value embedded in the supply chain

Innovation: promoting social innovation

- Consider other measures/partnerships and collaborative bespoke projects as appropriate

d. Target Setting:

Targets will be set that are relevant and proportional and reflect the broader impact on society that we are looking to achieve. Targets will be set on a yearly rolling basis and progress will be reported annually.

e. Reporting & Publicity:

Stakeholders will have access to relevant information on our social value performance presented in a way that is clear and concise and show how we are progressing. Reporting will be delivered through an annual update and via Countryside social media updates. We will publish our achievements in order to build the Group's reputation in this area.

## Objectives:

- To actively pursue a policy of promoting and implementing social value within our activities.
- To promote the Social Value Policy and objectives to all personnel, partners, stakeholders, the public and any other interested parties, including in the provision of training. • To keep the relevant parties as well as incorporating best practice throughout the Partnership informed of changes in Social Value legislation or other requirements which may affect them.
- To implement training and awareness activities to ensure that our staff and supply chain are aware of this policy, objectives and strategy and their responsibilities in supporting them.
- To seek progressive improvement in our social value performance by monitoring and measuring activities that may have an impact on the community, through collaboration with our supply chain, key stakeholders, customers, communities in which we operate and any other interested parties.
- To leave a positive legacy through our work with existing communities and to ensure that we deliver benefits for them and create more resilient and sustainable places.
- To tailor our community investment activities to support the vision of the local authority and to the specific needs of the local communities.
- To monitor and measure the social value delivered through our activities, and continuously try to increase the value that we create.
- To support and embed sustainable development goals in accordance with The United Nation’s Global Goals for Sustainable Development.

## United Nations Global Goals





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# **Biodiversity Policy**

## **BIODIVERSITY POLICY**

Countryside recognises that it will have an impact on biodiversity and seeks to reduce negative impacts and identify opportunities for the enhancement of biodiversity.

**To achieve this, the vision, values, and objectives are to:**

### **Corporate**

- Ensure that protection of biodiversity is a key indicator of environmental performance through all stages of development.
- Raise awareness within the business and with those working on our behalf of the risks posed to species and habitats by our operations.
- Monitor changes in biodiversity, detailing habitats lost, protected, created and any associated gains or losses in species.
- Calculate the Biodiversity Net Gain for new projects

### **Land**

- Undertake ecological assessments of all land acquisitions to identify existing biodiversity and opportunities for enhancement and improvement.

### **Planning and Design**

- Ensure ecological protection and enhancement is incorporated into the planning, specification and design process.
- Develop landscape and building design so that it integrates with and enhances the surrounding natural environment.
- Incorporate pollen and nectar rich habitats into landscaping schemes.
- Work with NGOs, government, and other interested parties to ensure that proposed ecological improvements are suitable for species and habitats targeted taking into consideration the site environment, surrounding infrastructure and local initiatives.

### **Construction**

- Manage the construction process to ensure that impact on biodiversity on site and locally is minimised.
- Implement Biodiversity Management Plans and Tree Protection Plans when protected species have been identified as present on site or in the surrounding area.
- Comply fully with legislation regarding the protection of flora and fauna and ensure all personnel working on site are aware of their obligations.



## **BIODIVERSITY POLICY**

- Ensure any invasive species are identified and removed in accordance with legislative requirements.
- Limit the use of any pesticides or other substances that may have a detrimental effect on species or their habitats.

### **Post Construction**

- Produce a Long-term Management Plan to ensure that landscaping and any ecological enhancements are managed and maintained in a way to best promote habitat protection and species enhancement.



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# Climate Change Policy

## **CLIMATE CHANGE POLICY**

Countryside was founded in 1958 and is a leading UK home builder specialising in place making and urban regeneration. Our business is centred around two complementary divisions, Partnerships and Housebuilding. Our Partnerships Division specialises in urban regeneration of private and public sector land, delivering open market, private rented and affordable homes by working with local authorities, housing associations, private rental sector landlords and on occasion private landowners. The Division also operates two modular panel factories producing products for exclusive use within the business. The Housebuilding Division, operating under Countryside and Millgate brands, develops sites that provide open market and affordable housing, on land owned or controlled by the Group. The Group operates across London, the South East, the North West, the Midlands and South Yorkshire.

In undertaking some of these activities, the Group recognises that it has an impact on the environment. The Group's objective is to ensure that development realises the desired financial returns whilst in an environmentally responsible and sustainable manner. We undertake to deal effectively with both the direct and indirect effects of climate change. To achieve this, the Group commits to:

### **Reduce the direct effects of climate change from its operations by:**

- Monitoring and reducing energy, water consumption and waste generation at its offices (per employee), construction sites, factories, and sales offices (per m2 of completed development).
- Monitoring and reducing its emissions from business travel (per employee).

### **Address the indirect effects of climate change from its operations by:**

- Using its Land Acquisition Checklist to ensure that potential climate change risks, such as flood risk, are identified and assessed.
- Ensuring climate change considerations are incorporated into the planning, specification and design process through improving the energy, water and material efficiency of the buildings and the provision of appropriate recycling and waste reduction facilities.
- Fully implementing and monitoring the effectiveness of its Procurement Policy to ensure that it minimises climate change impacts through the purchase of goods and services.
- Engaging with its customers to demonstrate how its developments aim to minimise potential climate change impacts.

Climate change issues are recognised to be a concern throughout its activities and management responsibility has been allocated to individuals both at Board level and throughout the business. This is driven by the Health Safety Quality and Environment Committee. The implementation of this Policy is undertaken as part of its overall commitment to promoting sustainable development as reflected in its Environment and Sustainable Development Policies. It will maintain effective dialogue with its stakeholders in support of achieving this policy.

### **Organisation**

A member of the Executive Committee is Chairman of the Health Safety Environment and Quality Committee. The remit and constitution of the Committee shall be determined by the Executive Committee.

This Corporate Climate Change Policy is regularly reviewed and supported by a number of issue specific policies and procedures. These can be viewed on the Corporate Website at <https://www.countryside-properties.com/>



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# **Environmental Policy**

## **ENVIRONMENTAL POLICY**

In undertaking some development activities, the business recognises that it has an impact on the environment. The objective is to ensure that development realises the desired financial returns whilst in an environmentally responsible and sustainable manner.

### **To achieve this, the vision, values, and objectives are to:**

#### **Corporate**

- Actively pursue a policy of promoting and implementing sustainable development.
- Promote the environmental, social, and ethical objectives and policy to all personnel, associates, contractors, suppliers, and the public.
- Fully meet compliance obligations
- Keep the relevant divisions and departments informed of changes in legislation, technologies and construction research, which may affect them.
- Protect the environment and prevent pollution.
- Seek progressive improvement in environmental performance by measuring certain activities against both qualitative and quantitative objectives and targets.
- Undertake regular environmental auditing of its activities and report on performance to key stakeholder groups.
- Maintain and improve the Environmental Management System in order to improve environmental performance.
- Maintain certification to ISO 14001:2015.

#### **Land**

- Ensure that land acquisition procedures relating to environmental issues are identified and assessed.

#### **Planning and Design**

- Ensure environmental considerations are incorporated into the planning, specification and design process.
- Develop landscape and building design so that it integrates with and enhances the surrounding natural and built environment.

#### **Construction**

- Adhere to the principles of considerate construction practice and good neighbourliness on all sites.
- Continue to manage the construction process to help to minimise the environmental impact of its operations and reduce potential for pollution of soil, water and air.

#### **Manufacturing**

- Ensure environmental considerations are incorporated into the purchasing, production, packaging and logistical processes.
- Use only sustainable timber from a certified source in line with the businesses Timber Policy.

#### **Resource Use**

- Minimise the waste generated and encourage the appropriate re-use or recycling of materials as far as is practicable.
- Encourage the procurement of materials that are produced in a manner which causes less impact on the environment.
- Investigate opportunities, and where appropriate implement measures, to ensure that natural resources are used efficiently.



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# Sustainability Policy



## **SUSTAINABLE DEVELOPMENT POLICY**

The businesses objective is to ensure that development realises the desired financial returns whilst in an environmentally responsible and sustainable manner. To achieve this, the Group's vision, values and objectives are to:

- Comply with all relevant social and environmental legislation and codes of practice;
- Exercise high levels of corporate governance across the Group.
- Work towards continuous improvement by setting objectives and targets against which to review its progress.
- Implement effective management systems to aid the achievement of its objectives.
- Report its performance regularly to its key stakeholders.
- To support and embed sustainable development goals in accordance with The United Nation's Global Goals for Sustainable Development.

### **United Nations Global Goals for Sustainable Development**



The businesses aims to achieve the following core goals in a cost-effective manner within the cornerstones of sustainability:

### **Achieving Environmental Improvement**

- Reduce the use of natural resources during the lifetime of the building through effective design, construction and providing advice to occupants on how to operate the building optimally.
- Seek to build on sites with a previous use and protect biodiversity.
- Consider the environmental and social impacts of construction materials throughout their lifecycle.
- Protect the Environment, Prevent pollution and reduce waste, energy and water during construction activities.

## **SUSTAINABLE DEVELOPMENT POLICY**

### **Promoting Thriving Communities**

- Design developments which create a sense of community and social inclusion.
- Seek to enhance quality of life and health and wellbeing through careful design.
- Liaise with local communities during design and development, consider their needs and reduce any unavoidable disruption to them.
- Provide employment for the local community.
-

- Actively support educational initiatives in the community, schools and universities and provide work experience opportunities.
- Continue to support local, regional, and national charities.
- ***Consider and monitor the Social Value we bring to the local area***

### **Contributing to a Sustainable Economy**

- Continue to deliver quality and sustainable properties efficiently and profitably for the benefit of its customers and stakeholders.
- Manage its supply chain to ensure that through proactive engagement it will promote sustainability and ethical procurement.
- Consider the potential impact of our developments on the local economy of the area.

### **Ensuring Employee Welfare and Development**

- Develop and maintain a safe and healthy workplace for all our staff and third parties.
- Ensure all employees are treated equally and with respect, and are appropriately rewarded.
- Maintain the Investors in People standard and thereby develop its people to maximise their full potential by the provision of suitable training and empowerment.
- Encourage staff to develop their awareness and understanding of sustainability issues

## **SUSTAINABLE PROCUREMENT POLICY**

The business recognises that the products and services it procures, whilst fundamental to the operation of its business, have wide environmental and social impacts. Countryside is committed to ensuring that any impacts are minimised through its procurement strategies, procedures and, wherever possible and within budgetary limitations, it will select environmentally and socially preferable products and suppliers, for the construction of its new dwellings and non-dwellings **and in the manufacture of modular frame and timber frame products**. Its policy objectives are to:

### **Ensure compliance with legislation and the businesses procedures**

- Ensure suppliers, manufacturers and contractors comply with all relevant legislation and compliance obligations.
- Products and materials should be procured in line with the Buying Term Agreements, wherever possible.
- Confirm that suppliers comply with its certified ISO9001 Quality Management System and supply products which are fit for purpose, meet the relevant industry standards, are delivered on time and are provided at a competitive price.
- Ensure suppliers also comply with its certified ISO14001 Environmental Management System and OHSAS 18001 Health and Safety Management systems.

### **Reduce the impact of our product on the environment by sustainable procurement**

- Preferentially select materials rated within the BRE Green Guide for specification.
- Ensure all timber originates from legal and sustainable sources. Products must have full Chain of Custody, showing accreditation by the Forest Stewardship Council (FSC), the Programme for the Endorsement of Forest Certification (PEFC).
- Ensure wherever possible that all other building materials are responsibly sourced/have a certified Environmental Management System or BES 6001 accreditation for the key process and/or supply chain.
- Adopt a preference for recycled or reused materials.
- Select appliances and fittings that have lower environmental impacts, e.g. energy efficient white goods and lighting, low water use fittings, low-emission boilers, low to zero carbon technologies and any other similar aspects required by the Code.
- Avoid the use of products with high Global Warming or Ozone Depleting Potential.
- Avoid the use of flora and fauna species listed on the Convention on International Trade in Endangered Species (CITES) list.
- Continue to investigate alternative materials that have a lower environmental impact when developing material specifications.

### **Review suppliers and continue to work with them to improve performance**

- Prequalify new suppliers based on sustainable procurement selection criteria.
- Use local suppliers and contractors wherever possible to minimise the environmental impact associated with transportation and contribute to the local economy.
- Ensure all suppliers, manufacturers and contractors comply with Health and Safety and Environmental legislation.
- Preferentially select suppliers, manufacturers and contractors who have Health and Safety and Environmental / Sustainability policies and certified Health and Safety, Quality and Environmental Management Systems (e.g. ISO45001, ISO9001, ISO14001, EMAS).
- Proactively develop relationships with its suppliers to ensure that any adverse impacts are minimised.
- Promote improvements in products, such as the reduction of packaging, through ongoing liaison with suppliers and manufacturers.
- Evaluate procurement of materials to ensure that over-ordering and wastage is reduced.

## **SUSTAINABLE PROCUREMENT POLICY**

### **Promote ethical sourcing**

- Undertake ongoing investigation into suppliers and manufacturers and their supply chains to ensure that products and materials are ethically sourced.
- Do not knowingly purchase any products which have used child labour in any stage of the supply chain.
- Where products are being sourced from developing countries, the Group expects suppliers to demonstrate that they are meeting labour standards in line with UN standards, through the Universal Declaration of Human Rights.

We require that our suppliers and contractors meet the key requirements of the Base Code of the Ethical Trading Initiative. These are:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining is respected
- Working conditions are safe and hygienic
- Child labour shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment is allowed.

Although the most significant procurement impacts occur as a result of developments, the business acknowledges that its impacts could occur from other business activities. Accordingly, it will also employ the above environmentally and socially responsible procurement strategy whilst purchasing other goods such as company vehicles, furnishings, stationery and IT equipment.



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# Waste Policy

## **WASTE POLICY**

The company recognises that resources used, whilst fundamental to the operation of its business, have wide environmental and social impacts including the generation of waste both during the construction phase and the lifecycle of the properties we build. The company is committed to ensuring that any impacts are minimised through its procurement and waste strategies, procedures and, wherever possible and within budgetary limitations, it will select environmentally preferable products, for the construction of its new dwellings and non-dwellings and manufacture of modular frame and timber frame products and dispose of resulting waste in accordance with the best methods of the waste hierarchy. Its policy objectives are to:

### **Ensure compliance with legislation and the companies procedures**

- Ensure our suppliers comply with all relevant legislation and compliance obligations in production and movement of resources.
- Ensure that all staff and sub-contractors working in or on behalf of our business comply with all relevant legislation and compliance obligations in the disposal and storage of waste.
- Ensure that sites and factories where waste activities take place hold the correct permits or exemptions.
- Ensure that all waste is transported and disposed of by correctly licensed companies and only at sites which hold the correct permits for managing, storing and disposal of waste.
- Ensure that special wastes, e.g. hazardous, waste electrical and electronic equipment, batteries are segregated and disposed of in accordance with European Union and United Kingdom legislation.

### **Manage resources and disposal of waste with regards to the best methods of waste management as detailed in the Waste Hierarchy.**

- Reduce waste through design activities and through the specification of products and materials that can be reused at end of life by taking a life cycle approach to design and specification
- Continue to investigate alternative materials that have a lower environmental impact when developing material specifications.
- Review construction methods in order to reduce waste arising from site, e.g. pre constructed frames, pre-assembled components.
- Review production methods in order to reduce waste arising from our factories.
- Promote improvements in products, such as the reduction of packaging, through ongoing liaison with suppliers and manufacturers.
- Consider recycled or reused materials.
- Reuse materials where possible at source or via manufacturers take back schemes.
- Manage waste outputs in order to achieve maximum recycling where reduction or reuse is not an option.

### **Review waste contractors and continue to work with them to improve performance**

- Prequalify all waste contractors based on sustainable procurement selection criteria.
- Dispose of waste locally wherever possible to minimise the environmental impact associated with transportation and contribute to the local economy.
- Ensure all waste contractors comply with Health and Safety and Environmental legislation.
- Preferentially select waste companies who have Health and Safety and Environmental / Sustainability policies and certified Health and Safety, Quality and Environmental Management Systems (e.g. OHSAS 18001, ISO9001, ISO14001, EMAS).
- Regularly liaise with waste contractors to review performance, monitor waste management on site, in factories and offices and keep abreast of developments within the waste industry which may benefit the company.

### **Promote good waste management to our customers**

- Provide information on the sustainable aspects of our properties to customers.
- Supply integrated recycling facilities where possible.



## **Monitor and Improve Our Performance**

- Gather data on the waste produced by our sites and its disposal
- Gather data on the waste produced by our factories and offices and its disposal.
- Set targets to reduce waste and improve recycling targeting a Zero Waste to Landfill Approach.
- Review our performance and put in place action plans to continually improve our performance.