

Harrow Green is a supplier on one of YPO's frameworks for removals. Below, the company outline examples of the social value that they offer their customers.

1. Apprenticeship schemes

Growing Talent

We are partners in the Growing Talent apprenticeship programme, devised by our client PricewaterhouseCoopers (PwC) in January 2014. Having been involved since the start, we helped form the programme to include operative staff as well as functional roles such as customer service and finance.

In this scheme, unemployed participants (over the age of 18) are given placements with employers, following a training and development programme with full support from a mentor. The programme is run in partnership with JobCentre Plus, so participants retain benefits and have travel paid for the 12-week programme. All those who complete go into permanent, full-time jobs (employers commit in advance to providing these jobs).

The entire process, from the in-depth screening process, to 'graduation' at the programme's end, is aimed at ensuring participants are matched with the right job for them, and have gained the skills to carry it out. So both the employer and employee are sure of a good match, and the participant becomes a confident and valued employee.

Growing Talent is an excellent example of how we go the extra mile to support our apprentices, as participants get all the support they need to become long-term employees, and develop successful careers.

We have recently taken on five new candidates and over the period of our involvement with the scheme, this takes the total to 35 candidates.

2. Training and development programs to up-skill employees

We were delighted to win the Newham Chamber of Commerce 2016 Business Award for Training, Development and Supporting Education.

We ensure staff deployed to sites are able to complete the tasks expected of them through our long standing commitment and investment in developing the skills of all our employees. Much of our training is carried out in house, and our training centres have been recognised within the industry for their innovative approach to operational training. As well as the award mentioned above, we have also been awarded the top prize in the training category at the PFM Partnership Awards, recognising our decision to establish our training centres in order to deliver ever-higher standards to our clients and provide development opportunities for staff. Also in 2013 we won the 'Leadership in Customer Focus' award at the East London Chamber of Commerce; one of the main criteria was: customer-focused staff training and management.

Our own training centre means we can cross-skill our staff as an ongoing part of their development. Staff can then take on the necessary tasks to cover any unexpected increase in demand. For example, we 'upskill' our removal porters so they can undertake a wide range of activities including IT decommissioning and recommissioning, furniture fitting and general furniture maintenance.

In addition to our operative Warehousing and Logistics apprenticeship scheme, we also promote administration-based apprenticeship schemes for our office-based support staff and January 2014 saw us sponsor five employees to undertake apprenticeships in Customer Services (three employees) and Business Administration (two employees). These apprenticeships comprise the following elements:

- NVQ Level 2 (Equivalent to 5 GCSEs) – Competency-based training and assessment of work-based skills through regular onsite visits from a qualified Training Consultant and creation of an on-line portfolio of evidence.
- Functional Skills - qualifications in English, Maths and ICT that equip learners with the basic practical skills required in everyday life, education and the workplace. These are assessed through an on-line assessment in the first six months of the training. This requires three days off-site (one for each topic) with preparation in the morning for an afternoon exam at Key Training's office in London Barbican. If any of the trainees do not pass first time, they will undergo further training and resit the examination, at no extra cost.
- Technical Certificate – Assessment of knowledge which underpins the NVQ competencies and provides additional understanding in topics such as Health and Safety, Data Protection and Employment Rights.

Driver Training: We have a significant track record of identifying porters and drivers with licences up to 3.5t capacity, and putting them on LGV training courses enabling them to pass their tests for heavy goods vehicles. The courses and tests are 100% funded by Harrow Green and the employees are on full pay for the duration of the training. We are approved by JAUPT to deliver training which means we chose not to seek training for our vocational drivers with external providers but were able to get approval for our existing training delivery professionals, processes, materials and facilities. This covers all aspects of driver CPC training.

In our annual training plan, development needs are identified through:

- Customer feedback
- Contract KPIs and Balanced Scorecards, filtering down directly into individual objectives
- Company objectives
- Performance appraisal
- Staff job descriptions and performance standards
- Recognised professional qualifications
- Statutory changes in legislation and team meetings
- Ongoing and upcoming contracts and the specific skills needed

Measurement of training is recorded as training days per person per annum and is reported monthly to the Board as a monthly total and year-to-date figure. All training and development is monitored and success measured using Company evaluation forms, immediately post course and after three months. An annual report of training and development is brought to the attention of divisional managers and board directors. It demonstrates how the training and development provided has met objectives and contributed to achieving the group objectives. It records lessons learnt for the future and shows how the investment in training and development has been realised

Our case study on team leader training has been provided separately.

3. Work placements or work experience

Harrow Green has signed up to the Armed Forces Covenant to demonstrate our support for the armed forces community.

The Armed Forces Covenant is a pledge between the government and people of the UK and all those who serve or have served in the Armed Forces and their families. It supports current and ex service personnel and their families through policy, projects and services. The intention is to ensure their sacrifices and duty are respected and that they face no disadvantage compared to other citizens. The government is encouraging businesses, local authorities, charities and the public to sign up to the Covenant to show our support for all our servicemen and women.

Nigel Dews, Managing Director of Harrow Green said: “We are very pleased to have joined over 1,000 other businesses and organisations who have signed the pledge. In signing the Armed Forces Covenant we have stated that we are an armed forces-friendly organisation. In 2015 we were awarded a three year contract to provide relocation and storage services for Service Family Accommodation for the MOD. It was a natural next step to sign the Covenant to further cement our commitment to supporting the armed forces and their families”.

Harrow Green has made several important commitments by signing this pledge:

- supporting the employment of veterans young and old
- striving to support the employment of Service spouses and partners and endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner’s deployment
- promoting Armed Forces Day and Reserves Day within our Company and encouraging our employees to participate in fund-raising efforts

Several Harrow Green employees are ex service personnel and they bring extremely useful and relevant skills to the removals industry. Many of them are already experienced in HGV driving and they all have excellent abilities such as leadership, planning, team working and excellent communication skills. They are a natural fit for the removals industry which requires military precision timings and planning. We look forward to developing our relationship with our armed forces.

4. Reduce waste to landfill (recycling)

When our clients have office furniture, electrical equipment or computers that they no longer need but are still in reasonable condition we help them to dispose of them in an eco-friendly way via our ‘Re-Fresh’ service. We visit the site and undertake a full survey, creating a detailed inventory, and then produce a clearance programme tailored to their needs. While carrying out the removals we also make sure we fulfil EPA Duty of Care.

Our methods of disposal include:

Donations

We direct unwanted assets through our Re-Fresh network to charities and worthwhile causes who couldn’t otherwise afford to buy such items. Every year we provide over 2,000 tons of no longer required assets to charities, schools, community and voluntary groups in the UK and abroad. One great example is of a school we helped in Ghana. We also helped organisations such as the UK Border Agency and Working Links with disposing of assets.

Re-sale

Working with our partners we can sell on unwanted furniture, equipment and computers for the best price possible and create a revenue stream. Smaller organisations and start-ups are often delighted to get their assets at more affordable prices. We helped Coleg Morgannwg with disposing of their unwanted equipment.

Refurbishment

We can also take away unwanted assets, repair and refurbish them so they can be sold or donated just as we did for Coleg Morgannwg.

Recycling

We are committed to a zero to landfill policy. At our fully licensed recycling centre we dismantle, sort and separate any waste. Where we can we will try to salvage as much of the product as possible and send the remainder for recycling or conversion into fuel pellets. When we helped the North Leamington School with their move they had metalwork and wood which needed to be disposed of so we helped with getting it recycled locally.

We also have as part of our group three divisions which specialise in recycling services:

ITE: Through our specialist company, IT Efficient, we offer the complete set of secure, end-of-life IT disposal services that put clients in control of all of their data and media. We are always mindful of our obligations regarding current legislation, including the WEEE Directive for the safe destruction of electronic and electrical equipment. We take our environmental and social responsibilities very seriously, and always consider the impact we have on communities and on the environment. We're striving to achieve our aim of 0% landfill.

ITP: Through our company, ITP, we are Europe's no. 1 collector of used toner and inkjet cartridges, saving millions from ending up in landfill and at the same time financially supporting many worthwhile causes. We buy and sell empty toner and inkjet cartridges, stockholding over 500,000 units at any one time and collecting over 1000 different types of cartridge.

We also collect and sell or recycle:

- Used mobile phones
- Unused/surplus new original drum units, toner and inkjet cartridges
- Used fusers from laser printers
- Used laser printers

Through ITP's charitable collection program we collect cartridges and mobiles free of charge. This means that not only do you dispose of your often bulky 'waste' free of charge, but charities and the environment benefit too. Currently our supported charities are:

- The Born Free Foundation
- Great Ormond Street Children's Hospital.

Restore Datashred: Whether a client is relocating, which provides an opportunity to reduce their data, or they simply need to dispose of a paper trail at the end of a project, we can provide document shredding services.

All the material we collect is transported in sealed containers to our shredding centre where it is destroyed and recycled beyond recovery or recognition in a highly secure and controlled environment. Our secure destruction service is speedy, reliable, flexible and thorough. Every item is tracked by an electronic audit trail.

Alternatively we send our mobile shredding vehicles to client sites.

Here are just some of the ways that we support organisations' environmental credentials:

- We use low emissions vehicles to collect the waste
- We're local to our customers to keep mileage down
- We are a paper recycling company that recycles 95% of the paper we collect
- Everything else is disposed of in an environmentally responsible way, in line with legislation and guidelines from the Department of the Environment
- We are a recycling business that continually invests in the best processes to separate, treat and waste
- We're committed to keep on reducing our energy usage and carbon emissions
- Even the incineration of IT equipment creates new electricity

5. Carbon reduction initiatives

We have achieved The Planet Mark sustainability certification, which is provided by Planet First in partnership with the Eden Project. This certification is only awarded after a rigorous assessment of business activity and involvement in the community. It demonstrates our commitment to reducing energy, water and fuel consumption and associated carbon emissions.

The Planet Mark certification has been achieved based on a carbon footprint measurement of 1,542.7 tCO₂e or 7.42 tCO₂e per employee. Through The Planet Mark certification, we are committed to reducing our carbon footprint by 5% over the coming year.

The Planet Mark is an international certification for businesses which demonstrates commitment to continuous improvement in sustainability.

We achieved a 12% carbon reduction per employee from 2014-2015: View our certificate and Report.

"Harrow Green is now fully committed to sustainability. The company is bringing its knowledge, expertise and passion for sustainability together to make energy, carbon and cost savings. By achieving The Planet Mark certification, Harrow Green is demonstrating commitment to reduce their environmental impacts whilst engaging with their customers, employees and supply chain."
(Steve Malkin, CEO, Planet First)

Vehicle Procurement: We make fuel efficiency a key consideration for our fleet policy – vehicle manufacturers are increasingly producing vehicles with improved fuel efficiency. We work with our vehicle suppliers, who help us to choose the right vehicle types, maintenance programmes and aerodynamics to ensure fuel consumption stays as low as possible. All of our vehicles are specified with Euro 6 engines, and any residual vehicles on fleet have been fitted with emission abatement traps. We have a strict 4-year vehicle replacement policy meaning that we can take full advantage of the latest vehicle designs and engine efficiency improvements, plus we do not put older, less emission efficient vehicles in the road. We have national accreditation to FORS (freight operators

recognition scheme), focused on ensuring emission compliance. Where the vehicle weight licensing allows we specify vehicles to have increased passenger carrying capacity by converting standard day cabs to crew cabs. This reduces the number of journeys we have to make and the number of vehicles on the road

Vehicle Maintenance: All of our vehicles are leased which includes a comprehensive maintenance package that ensures every vehicle is well maintained and in good condition. This also covers selecting vehicle tyres which offer the best value, we focus on safety, longevity and fuel efficiency. This is an essential element to help us deliver reductions in fuel consumption.

Route Planning: We use technology via route planning and journey organisation software to cut journey times, avoid congestion and report on vehicle activity. This provides us with important data, allowing our operations managers to take the right action.

Transport/Travelling: We have PSV vehicles as part of our fleet, meaning we can transport up to 12 operatives to site in one journey or make several drop offs, this significantly reduces the number of vehicles and journeys we need to make each day. We have a policy to cut out engine idling when our vehicles are stationary. We are looking at the feasibility of electric vehicles for some of our work streams. We have a bike to work scheme for all employees. We offer employee incentives and reward schemes to choose fuel efficient and low CO2 emission company cars.

Energy Conservation: We regularly analyse our utility consumption, monitor building temperature and implement initiatives to reduce usage. For example we have recently moved to LED energy efficient sensor lighting at our Head Office site which included 30,000 square feet of warehousing and 10,000 square feet of outside space. We have strict policies to use double-sided printing, using recycled paper and materials and recycling bins.

6. Local business

Our supplier diversity policy and activities seek to use local suppliers. Our preferred choice is to source from local suppliers provided we can guarantee quality and affordability. Whilst we are a large, national company, very little of our procurement is done centrally. Our local branch managers are given devolved responsibility to procure locally for much of their requirements including:

- Buildings maintenance
- Vehicle maintenance
- Agency labour
- Purchase of tools and equipment
- Packing materials
- Vehicle hire

7. SME initiatives

Through our supplier diversity policy and activities mentioned above this lends itself to supporting local SME suppliers within the communities we operate. The vast majority of our suppliers are SMEs.

Through the YPO Removal Solutions framework we are encouraged to appoint Tier 2 suppliers for services we ourselves would not deliver in the event that we are not geographically best placed to provide the service, or if a contracting authority requires a service that we ourselves do not deliver in house.

We currently have one SME supply partner providing storage services directly for one of the contracting authorities, and another six registered with us after we advertised on our website and via trade press for applications. We are also providing work to a significant number of SMEs in our existing supply chain for all of the contracting authorities.

8. Volunteering programs

We contribute to the communities we operate within by providing our services free of charge when possible for small charities and community groups in need. When Becontree Brass Band needed urgent assistance to transport all their instruments, equipment and music to a new home, we were delighted to be able to help.

We actively encourage our staff to take part in charitable and community initiatives. Events include:

- taking part in the London Marathon
- Moonwalk for breast cancer
- MacMillan coffee mornings
- providing staff with time off to act as volunteers during the 2012 London Olympics
- regular Jeans for Genes days
- a skydive raising money for a local charity
- supported and sponsored an employee who took part in the 2016 Bubble Rush fun run

9. Charitable donations/awareness campaigns

Crisis at Christmas

We recently worked with Crisis at Christmas by providing our drivers and trucks free of charge to help them with setting up and taking down temporary centres to provide invaluable help to homeless people. Our staff also provided donations of clothes, food and toiletries.

Christmas can be a very lonely time of year for many people, especially, the homeless who are often isolated and shunned by society. Crisis step up to the plate every year at Christmas and provide companionship, hot food, warm clothing and safe shelter for the homeless. Over 8,000 people slept on the streets in London in 2015 and more than 5,000 of these people were sleeping rough for the first time. Sadly, this is proof that the issue of homelessness is increasing.

We were contacted by Suzie Dudley, the Transport Services Coordinator at Crisis for help as we had previously provided trucks and drivers to help the charity's temporary Christmas centres open and close. We were honoured to be asked to help out again and we were more than happy to supply drivers and vehicles to help open and close down centres again. We also asked our staff around the UK to donate clothing, food, blankets and toiletries for the centres and they responded by providing much needed items. Sharon Sales who co-ordinates our charitable activities received this letter of thanks from Crisis:

Dear Sharon

I just wanted to say a huge thank you to you and everyone at Harrow Green for supporting Crisis at Christmas 2016!

Your donations were incredible and helped provide some gifts to our guests. Much needed clothing and toiletries meant they could leave Crisis at Christmas with a little goodie bag.

Your help with providing drivers and trucks was invaluable too. For set up, it meant we were able to efficiently set up our 10 centres and ensure we were ready to welcome guests on time and ready for the Christmas celebrations. For close down, it made a huge difference having Harrow Green there, we packed up and moved everything back to our warehouse in record time this year, earlier than any previous year!

Words really cannot express how grateful we are for all the hard work and effort by Harrow Green employees for collecting items and driving for us. Also to you for your excellent coordination getting everything to us and arranging vehicles and drivers to support us with our huge operation that is setting up and closing down 10 centres across London, that welcome nearly 4000 guests during Christmas week.

Thank you, thank you, thank you!

I hope we can continue to work together, all the best for 2017 to you and everyone at Harrow Green!

Best wishes

Suzie, Crisis

We were honoured to help and hope we can help again this year.

The Nomad Cinema

Harrow Green is really excited about supporting The Nomad Cinema, the UK's first social enterprise pop up- cinema that donates 100% of its profits to charity.

Their chosen charity The Sustainability Institute in South Africa is a pioneering living and learning centre in rural Stellenbosch in South Africa.

The project aims to help improve the quality of life for the community of the Lynedoch Village and surrounding area through international development projects such as providing sustainable gardens, solar power, water management systems and activities for young people. We share this commitment to the environment through our Re-fresh programme which strives to reduce sending items to landfill so we are delighted to help The Nomad Cinema by donating crates and equipment for the setting

Furniture Donation

In section 5 'Reduce waste to landfill (recycling)' we referred to our Re-Fresh service whereby we identify charities and other social enterprises who have wishlists for items to help minimise their operating costs. Here are some examples of feedback from recipients:

"We are so happy with the donation of office furniture. We have made good use of it. We have refurbished our classrooms, IT room and chillout area. The young people who use the equipment are delighted with the new comfy chairs and dining area."

- Cassandra O'Neil, Project Manager, Pennywell Youth Project

"I wish to say a big 'Thank You' for all the furniture kindly donated to the RSPCA... Donations such as this through the generosity of your corporate clients are so invaluable to us as every penny helps us to achieve our goals in helping animals locally."

- Ian Dare, Area Manager, RSPCA.

"I would like to thank you for your generous gift of beautiful furniture. Your commitment to helping YMCA in our community is sincerely appreciated..."

- Julie Vaughan, Area Manager, YMCA.

The Big Hoot

In support of the Birmingham Childrens Hospital we agreed to act as the official logistics partner for the community art programme The Big Hoot. This involved us taking approximately 90 x 5' high owl statues into storage, distributing them to artists for them to add their designs, collecting them back in, attaching them to concrete bases weighing approx. 400kg, and then over a period of four nights delivering them to the pre agreed sites around the city.

At the end of the display some weeks later, we collected them back in and then assisted with the handling at the charity auction which raised in excess of half a million pounds for the hospital.

11. Sustainable product sourcing/design/manufacture

Given that we're a service provider we have very little involvement or influence in this area. We have a sustainable procurement policy to ensure the suppliers we appoint meet the standards we expect and as stated in earlier sections we have significant input into the design of the vehicles we procure.