

CORSERV

Sustainability Strategy

2023 Update



Environment



Society



Economy



A CORNWALL
COUNCIL COMPANY

Our sustainability vision...

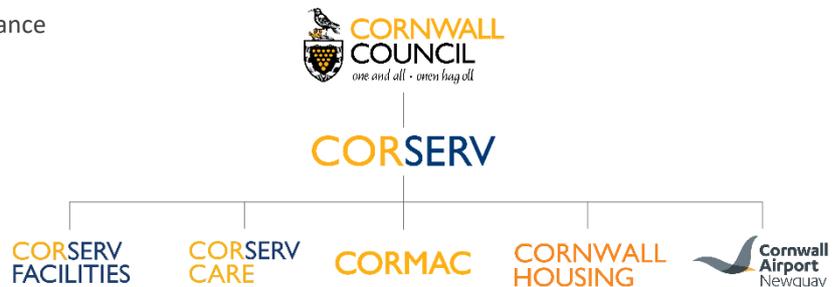
Environmental, social and economic sustainability considerations will be embedded into every aspect of our business, ensuring we can meet the needs of the present without compromising the ability of future generations to meet theirs.

All our staff and stakeholders will understand the key principles of sustainability - it will become an integral part of our operations, enabling us to deliver social value wherever we work and helping us to achieve a carbon neutral future.

About Corserv

Corserv is a diverse group of businesses owned by Cornwall Council and established to improve the lives of people in Cornwall. We deliver a wide range of services, including:

- Highway and environmental maintenance
- Infrastructure and engineering
- Facilities management
- Adult social care
- Social housing
- Transport



Sustainability matters to us...

The Corserv Group contributes significantly to local environments, communities and economies through its diverse projects and services. We therefore have a responsibility and opportunity to achieve highly positive outcomes for people, places and nature.

We want to become a group of companies with a reputation for outstanding performance on sustainability. That is why we have made 'Climate Change & Sustainability' one of our four key strategic business priorities.

We recognise the target of having no environmental impact will be challenging due to the sectors in which we operate - however, we will constantly challenge ourselves to be bold, ambitious and action oriented. By applying our core values to everything we do (positive, trusted, collaborative and innovative), we can achieve overall positive outcomes for Cornwall and lead by example to others.

As Group Managing Director, I will ensure that sustainability remains a central consideration in our decision making as we strive to be the best we can be.

This strategy is just the beginning of the next phase of our sustainability journey. We look forward to updating you on our progress along the way...



Cath Robinson
Group Managing Director, Corserv

What is sustainability?

Environmental protection is no longer enough, our natural environment is in serious decline and is under ever increasing pressure from the impacts of growing populations and climate change.

We are a part of our environment and need its natural systems to continue providing for us. We rely on it to supply essentials such as food, clean air and water which underpin the quality of our lives by supporting health, recreation and fulfilment.

It also acts as our economic base by providing opportunities and resources which support communities and business growth. Despite its deteriorating state, our natural surroundings are still extremely valuable and can still provide distinct social and economic opportunities.

The practice of sustainability recognises how environmental, social and economic issues are completely interconnected, requiring an overarching combined approach that carefully balances each specific element.

Sustainability is often defined as:

“Meeting the needs of the present without compromising the ability of future generations to meet their own needs”



What does sustainability mean to us?

We started developing this sustainability strategy by asking all of our staff: what should we do? what can we do? and, critically, why is it important to us?

90% of our staff think sustainability is no longer a nice to have for companies, it is a must have.

There was a resounding belief within the survey responses that we should embed sustainability considerations into everything we do, making it an integral part of our operational activities.

Our employees believe that we are already having a positive impact, but it is clear there is still more we can do...

The top 5 sustainability topics that staff would like to see prioritised in the future are:

1. Reducing, reusing and recycling waste
2. Reducing carbon emissions and increasing energy efficiency
3. Increasing biodiversity by protecting wildlife and enhancing habitats
4. Purchasing more sustainable products and services
5. Supporting staff health and wellbeing

Our values...

Our core values are important to us and integral to our work. They tell us how we want to be seen as an organisation, how we behave and how we treat those working with us...

These values help to guide, structure and communicate our strategic approach. Having innovative systems that promote collaboration and trust are very important if we are to make positive progress on sustainability.



Innovative

Adopting new technologies and ways of working in order to go beyond compliance and advance industry best practice. We will not be afraid to try new ideas and put sustainability considerations at the forefront of our business planning and decision making.



Collaborative

Realising the benefit of working together collectively to achieve positive outcomes, we will actively engage with wider communities and stakeholders, cascading sustainability knowledge beyond our own projects and services.



Positive

Empowering our workforce and stakeholders to pursue action on sustainability, our leaders will always maintain a positive can-do approach. We will lead by example to others, encouraging and supporting those that we work with to address sustainability issues.



Trusted

We will demonstrate our sustainability commitment to others, minimising environmental impacts and delivering social value across all of our projects and services. We will have a transparent ethical approach to business, reporting our performance openly and honestly.



The journey so far...

The Corserv Group already contributes significantly to the local environment, society and economy through its diverse range of services. This strong foundation provides an ideal platform from which to continue our sustainability journey.



Environmental Management System externally certified to the internationally recognised ISO 14001 standard



'Project of the Year' and 'Overall Winner' at the national BIG Biodiversity Challenge awards 2019 for delivering Cornwall Council's innovative 'Green Infrastructure for Growth' (GI4G) project



Gold vehicle fleet status from Masternaut for achieving a greater than 5% year on year improvement in MPG



Successfully baselined group wide carbon emissions in line with SECR requirements



Cornwall Airport Newquay has achieved level one of the internationally recognised Airport Carbon Accreditation (ACA) scheme



Established group wide committees for sustainability, wellbeing and safety



Marked decrease in the severity of incidents that have occurred



Cornwall Airport Newquay supports £60m+ of GDP to the Cornish economy every year - far outweighing subsidy levels



70,000 volunteer hours facilitated annually



125 mental health first aiders



32 health & wellbeing champions



94 safeguarding advocates



70+ apprentices, graduates and trainees



57% reduction in people sleeping rough on Cornish streets in the last four years



35,000 tonnes of construction waste recycled internally at our recycling facilities each year



4 Institute of Environmental Management & Assessment (IEMA) specialists



16 staff members trained and certified in 'carbon management'



98% reduction in Glyphosate herbicide chemicals for treating harmful weed and invasive plants



71% of our supply chain is within Cornwall

Supporting global and local objectives...

United Nations Global Goals

To ensure that our strategy feeds into wider frameworks for action, we have taken care to ensure that our initiatives align, support and contribute towards the following 17 internationally agreed goals for a better world by 2030...



[Overcoming the World's Challenges - The Global Goals](#)

Council Council's Sustainability Plans

On a more local scale, our sustainability vision, objectives and initiatives closely align with Cornwall Council's strategic ambitions for building back better and greener...

- Carbon Neutral Cornwall Action Plan
- Environmental Growth Strategy 2020 - 2065
- The Cornwall Plan 2020 - 2050



Our Approach...

To deliver our vision and accordance with our values, we will structure our approach around the three recognised pillars of sustainability (environment, society and economy).

Environmental Sustainability (Planet)

Conserving natural resources and protecting ecosystems

Includes: Pollution Prevention, Carbon Reduction, Biodiversity, Materials & Waste



Social Sustainability (People)

Promoting health and wellbeing where we live and work

Includes: Community, Equality, Diversity, Health & Wellbeing



Economic Sustainability (Profits)

Operating responsibly to sustain our business in the long term

Includes: Employment, Apprenticeships, Growth & Resilience



Environmental Sustainability (Planet)

Conserving natural resources and protecting ecosystems



We recognise the importance of protecting and enhancing the environment and are fully committed to ensuring that all environmental aspects, impacts and opportunities associated with our business activities are effectively managed. In order to fulfil this commitment, we operate and maintain a comprehensive Environmental Management System, which is externally certified to the international standard; ISO 14001.

1. Prevent or minimise adverse environmental impacts from our business activities

What?	We will assess the risk profile of each business activity and action this information in a way that ensures focus is prioritised in the right areas to avoid harm from occurring.	
Why?	We recognise that many of our operations have environmental risks associated with them and that we have an obligation to manage these responsibly, minimising impacts and leading by example to others.	
How?	We will further develop our environmental management systems, ensuring all aspects, impacts and opportunities associated with our business activities are identified, assessed and effectively managed.	

2. Comply with all relevant environmental legislative and regulatory requirements

What?	We will ensure all relevant compliance obligations are identified, understood and effectively managed. This will be measured through year-on-year increases in site inspection scores and reductions in incidents.	
Why?	We have many environmental compliance obligations, spanning a wide range of topics, permits, licences, sites and activities. We want to be trusted by others and have a positive relationship with regulatory bodies.	
How?	Our environmental management systems will be bolstered and strengthened with more topic-based standards to clearly communicate minimum levels of risk control in a way that is accessible and easily understood.	

3. Pursue opportunities to protect and enhance places for people and biodiversity

What?	We will be increasing the hectares of land managed in a nature friendly way, creating new green spaces and taking action to improve our biodiversity related performance year on year.	
Why?	It is estimated that half of all species globally will be facing extinction by the end of the century (the largest mass extinction event in 65 million years). The UK is one of the most nature-depleted countries in the world and although Cornwall may look green, it is facing significant local declines.	
How?	We will be making a 'Pledge for Nature' with Cornwall's 'Local Nature Partnership' (LNP), delivering habitat enhancement projects, exploring new alternative work methods and upskilling our workforce.	

4. Increase energy efficiency, reduce emissions and achieve carbon neutrality

What?	We will achieve 'Net Zero Operations by 2030' and 'Net Zero Value Chain by 2050' in line with Cornwall Council and the U.K Government's climate commitments.	
Why?	To address the current climate emergency and keep global warming below the critical +1.5°C 'tipping point' threshold for ecosystems, human health and well-being (as outlined within the Paris climate agreement).	
How?	We will develop and publish a detailed 'Carbon Reduction Plan' in line with the requirements of PPN 06/21 and IEMA's 'Greenhouse Gas Management Hierarchy', identifying our greatest opportunities, tracking our progress and enabling us to make significant emission reductions.	

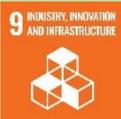
5. Conserve natural resources by using materials and water efficiently		
What?	We will attempt to reduce our consumption year on year, carefully selecting materials based upon lifecycle assessments and switching to more sustainable alternative products where possible.	
Why?	To conserve valuable and vulnerable natural resources, supporting a regional 'circular economy' for secondary materials and preventing the adverse impacts associated with extraction of raw primary resources.	
How?	We will be developing a 'materials plan' and 'water use plan', identifying our greatest opportunities, outlining our approach and tracking progress against our baseline year.	

6. Minimise waste by reducing, reusing and recycling where possible		
What?	While our waste reuse and recycling ratio is already high, we will be attempting to improve this further each year with an aspirational target of achieving zero waste to landfill.	
Why?	To support a regional 'circular economy' for secondary materials and prevent the adverse impacts associated with landfill disposal or extraction, manufacturing and transportation of raw primary materials.	
How?	We will continue applying the 'waste hierarchy' (reduce > reuse > recycle > recover > disposal) to all of our operations, close our historic landfill sites and setup more item specific recycling partnerships. We will also develop a group 'waste management plan', identifying further opportunities and tracking progress.	

7. Promote awareness and understanding of environmental issues		
What?	We will ensure our workforce and supply chain are competent at the tasks they are undertaking and understand why climate change and sustainability is one of our four key business priorities.	
Why?	We want everyone to understand how they can personally protect the environment and why they should contribute to wider sustainability initiatives, making positive changes at home and during work.	
How?	We will undertake operational briefings, invest in training and regularly share information on a wide variety of environmental topics and working practices.	

8. Collaborate with others to achieve positive environmental outcomes		
What?	We will actively pursue partnerships that advance environmental sustainability, supporting other organisations, enabling innovation and continually improving performance together.	
Why?	Tackling environmental issues at a global level requires teamwork at a local level.	
How?	We will openly share our knowledge and encourage others to be ambitious, innovative and action orientated.	

9. Regularly monitor and review our environmental performance		
What?	We will drive positive action and change by reporting on our performance in an open and transparent manner.	
Why?	To ensure we are continually improving as an organisation and meet our environmental targets.	
How?	We will undertake a comprehensive programme of environmental inspections and audits to identify issues, analyse trends and ensure opportunities are acted upon.	

10. Continually improve and influence others to do the same		
What?	We want to be the best we can be and use our influence as a large business to promote positive change.	
Why?	Our natural environment is in serious decline and positive change is urgently required. Everyone can do more to build back better and greener.	
How?	We will openly and honestly report our performance, learning from our mistakes, sharing our knowledge and encouraging others to take meaningful action.	

Social Sustainability (People)

Promoting health and wellbeing where we live and work



We have a responsibility to support our people and local communities, promoting health, wellbeing and equality wherever we work. We are therefore committed to managing the social impact of our business activities and embedding positive social value into all of our projects and services.

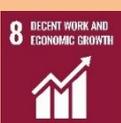
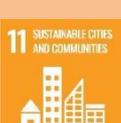
1. Pursue opportunities to collaborate on positive community initiatives		
What?	We will work alongside local communities and organisations on initiatives that have a positive social impact, increasing our volunteer hours, community partnerships and charitable donations.	 
Why?	In order to help build better communities, it is important to support charitable causes where possible and enable positive projects to take place in the local area where we live and work.	
How?	We will support groups in our community through the work of our Community Partnership Officers, encourage staff to volunteer at least one day per year in the local community and fundraise for our chosen charities.	
2. Support the health, happiness and wellbeing of our employees		
What?	We will challenge ourselves to 'treat health like safety', ensuring that our employees physical and mental wellbeing is integrated into daily practices. We plan to continue increasing the number of mental health first aiders to include all of our senior leadership team.	
Why?	Our people are our most valuable asset and having a healthy workforce is essential for any business. Both recent industry-focus and global health challenges have highlighted the need to place emphasis on physical health and mental wellbeing in the workplace.	
How?	Building on the establishment of our group wide 'Health and Wellness Committee' and the training of mental health first aiders, we will seek out and embed new best practice for managing and promoting wellbeing.	
3. Raise awareness of social issues and promote engagement		
What?	We will ensure those who work for us and those who work with us understand social issues and feel involved in developing and delivering solutions.	
Why?	We want everyone to understand how they can personally tackle social issues and why they should contribute to wider sustainability initiatives, making positive changes at home and during work.	
How?	We will regularly share information and arrange engaging events or activities on a wide variety of topics.	
4. Invest in positive futures for our people		
What?	We will continue to invest significantly in our people, ensuring everyone is professionally competent, safe and skilled in providing the best possible service for our customers and clients.	
Why?	Our people are our most valuable asset. We want to ensure everyone is competent for the work they are undertaking and have the opportunity to develop and progress with their career.	
How?	We will implement practical and pragmatic learning and development that imparts knowledge and information, equips employees with skills and capabilities, provides opportunities to shape new behaviours, motivates and engages and reinforces performance development processes and skills.	
5. Promote equality, diversity and inclusion within the workplace		
What?	We will promote equality at all times, leading by example to others and ensuring that every employee has a working environment that promotes dignity, equality and respect for all.	 
Why?	We want to promote fairness and opportunity, developing best practices around equality and diversity to tackle some of the regional and industry segregation challenges.	
How?	We will ensure that employees have appropriate training and awareness of equality and diversity, ensuring that individual behaviours and performance are appropriate and do not adversely impact on individuals or groups.	

Economic Sustainability (Profits)

Operating responsibly to sustain our business in the long term



We recognise that profits must be carefully balanced with a healthy environment and society if our business activities are to continue long into the future.

1. Provide employment, career development and apprenticeship opportunities		
What?	We will offer a range of development opportunities supporting career progression from job specific training to apprenticeships (early careers, degree and graduate) and MBA programmes.	 
Why?	Our people are our most valuable asset. As one of the largest employers in Cornwall, we want to lead by example to others and ensure everyone has the opportunity to develop and progress their career.	
How?	Our learning, development and recruitment teams will continue to proactively work with local schools and colleges in addition to attending local recruitment fairs and county shows to promote our work experience, traineeships, apprenticeship, graduate opportunities.	
2. Adopt and maintain the National Wage Foundation's 'Real Living Wage'		
What?	We will make sure all our employees are paid fairly for the work they do. The Real Living Wage rates are independently calculated based on what people need to get by, meeting the costs of living.	 
Why?	This is not only the right thing to do for our workers - it also makes good business sense. This is a long-term investment in our people based on our values and our belief that a team with good compensation and working conditions is in a position to provide a great service.	
How?	We will continue to be a Living Wage Foundation Employer and influence our business partners to join, implementing a job evaluation scheme across all our roles to ensure fairness and consistency.	
3. Create and pursue opportunities for 'Building Back Better'		
What?	We will support sustainable economic growth through significant investment in infrastructure, skills and innovation that levels up the region and supports a transition to a net zero economy.	
Why?	As the world recovers from the pandemic, we have a chance to reset the clock and build back better than before, addressing weaknesses in our economy and inequalities in society, whilst also tackling the climate crisis.	
How?	We will continue to deliver award winning green infrastructure projects, whilst upskilling our employees and creating new 'green' employment and business opportunities.	
4. Support small and medium-sized enterprises (SMEs) where possible		
What?	We will provide opportunities for the local area, with the aspiration of increasing SME partners year on year.	
Why?	Though small in size, small and mid-size enterprises (SMEs) play an important role in the economy. They outnumber large firms considerably, employ vast numbers of people on a more local scale and are generally entrepreneurial in nature, helping to shape innovation.	
How?	We will continue to ensure our procurement processes are fair, transparent and open to all. We work with local small and medium-sized enterprises, supporting them to meet our supply chain selection criteria.	
5. Raise the profile of sustainability with our business partners		
What?	We will ensure our business partners understand sustainability, sharing solutions, leading by example and advancing progress within Cornwall and the south-west region.	
Why?	Tackling global environmental, social and economic challenges required collaboration at a local scale. We want to ensure others have the skills, knowledge and understanding required to help address sustainability issues.	
How?	We will use our influence as a large business to educate and encourage positive change, regularly sharing information and arranging supply chain engagement events.	

Taking Action...

We are not approaching this strategy from a standing start. We already have numerous sustainability projects and initiatives well underway, with many more planned for the future...



Testing zero carbon fuel from Cornwall's dairy farms...

We have partnered with local company Bennamann to start trialling biomethane - renewable and zero carbon fuel captured and refined from dairy farm slurry.

Methane is typically a very harmful greenhouse gas that contributes towards climate change - however, by capturing it before it reaches the atmosphere, it can be used as a powerful clean fuel instead...

Our trials have helped to demonstrate that there are viable sustainable energy options for large construction vehicles and plant that are traditionally powered by fossil fuels. This unique project is thought to be the first of kind, winning sustainability awards and attracting widespread attention. Following the success of our initial trial, we have placed an order for a further 12 gas powered vehicles.

This £1.6 million pilot will see Bennamann collect and refine the biogas produced at several Cornwall Council owned dairy farms, before delivering it to Cormac to eventually fuel a fleet of 70+ converted road maintenance trucks. In addition to each converted asphalt pot-hole repair unit saving around five tonnes of carbon annually, it is estimated that each flatbed truck will save a further six tonnes per year.



Cormac's new bio-methane powered highway maintenance vehicle and pot-hole repair trailer.



Reusing and recycling our own construction materials...

We have invested heavily in our own internal recycling operations by establishing five Environment Agency permitted sites, where around 35,000 tonnes of waste from highway construction and maintenance activities are processed into quality, affordable and sustainable secondary aggregate products each year.

By transforming waste back into a valuable resource and keeping materials in use for longer, we are supporting a regional 'circular economy' for construction materials. We have been able to significantly reduce the volume of construction waste sent to landfill, reduce costs, increased our operational efficiency and reduce demand for the extraction, processing and transportation of raw primary construction materials.



Contributing to the future of sustainable aviation...

Cornwall Airport Newquay is working with consortium of leaders in electric aviation to demonstrate the feasibility of electric powered air travel. The demonstration flights between Exeter Airport and Cornwall Airport Newquay are part of a series of government-backed trials aimed at driving down costs and emissions on short regional routes.

The £30million 2ZERO (Towards Zero Emissions in Regional Aircraft Operations) programme will involve Ampaire's hybrid-electric six-seat EEL aircraft and 19-seat Twin Otter aircraft. These both feature a battery-powered electric motor and conventional combustion engine, reducing emissions and operating costs by as much as 30%. The test flights are collecting valuable data on fuel savings, efficiency and noise.



Advancing PPE recycling within the construction industry...

Personal Protective Equipment (PPE) has a very high environmental impact due to its manufacturing process. One tonne of clothing, results in 22 tonnes of carbon emissions – that is a worse ratio than asphalt, concrete or steel...

Options for purchasing alternative sustainable materials are currently very limited and in order to keep our people safe, we cannot reduce the amount of PPE purchased. We can however try to significantly expand the lifespan of these materials...

We have been working with Cultivate Cornwall CIC to identify how much end-of-life PPE is reusable or recyclable. Our innovative trial found that 100% of construction PPE could be diverted from landfill and used to create new products. Prototypes include hi-vis dog jackets and throw bags that can support emergencies on water with refugees.



Making space for nature within urban areas...

Following on from the award-winning 'Green Infrastructure for Growth' project, Cormac has been delivering Cornwall Council's 'Making Space for Nature' project, continuing ecological and social value enhancements across a further seven towns. An additional 30 hectares of improved nature friendly space has been created within parks, small green spaces, road verges, churchyards and cemeteries. This project was announced the winner of the Landscape Institute Awards 'Excellence in Biodiversity, Conservation and Enhancement' category.



Manufacturing low carbon asphalt for road surfacing...

Cormac's quarry asphalt plant has recently been successfully converted to consume less energy whilst producing the materials used to build and repair Cornwall's roads. Warm Mix Asphalt is produced and applied at a temperature up to 50 °C lower than an equivalent traditional Hot Mix Asphalt, therefore consuming less energy to manufacture and significantly reducing greenhouse gas emissions.



Retrofitting efficiency improvements to Cornwall's social homes...

Cornwall Housing has begun delivering its whole house retrofit project, significantly improving the energy efficiency of 70+ social homes through insulation, heat recovery and solar installations. The overall aim of this £4.2m project is to reduce property emissions, heat loss and running costs for residents. We hope this scheme will be the first step in wider plans to retrofit improvements on many more buildings that have a low energy efficiency rating.



Supporting volunteer projects within the local community...

We are currently working with over 100 community groups on a wide variety of projects - providing equipment, offering advice and giving talks at schools.

To make volunteering as easy as possible for local groups, we have two free of charge toolkit trailers which contain basic tools, equipment and PPE with risk assessment support and insurance also provided.



Investing in clean and renewable solar power...

Decarbonising the energy intensive asphalt production at Cormac's quarry has been identified as a key priority in our carbon reduction plan. The planning application for a one-hectare 425MWh onsite solar farm has recently been granted full approval, reducing the amount electricity imported from the national grid.

Keeping us on track...

This strategy is just one step towards embedding sustainability across the whole organisation. To make sure it remains relevant and ambitious, we have a system of governance and accountability.

- We have established a 'Carbon Reduction, Environment and Sustainability Taskforce' (CREST) to help drive meaningful action. By bringing together key senior management and sustainability champions across the businesses, CREST promotes effective group collaboration and drives positive organisational change. This committee is currently chaired by Cormac's Managing Director and reports its outputs to the Corserv Board, demonstrating our top-level commitment to sustainability.
- Sustainability will not just be for specialist groups. It will be discussed at a wide range of meetings and committees throughout the group to ensure we achieve our aim of embedding considerations into our core decision-making.
- We will regularly monitor our progress against our objectives and share how we are doing with staff, shareholders and other interested parties.
- Our staff and partners are key to the success of our sustainability strategy. That is why we will ensure there is consultation and representation for all key decision-making.
- This sustainability strategy has several supporting plans for specific businesses and key topics. These will be reviewed periodically by senior leadership teams and CREST members.



Measuring and monitoring performance...

This strategy will be reviewed annually, taking into account our challenges, performance and emerging opportunities.

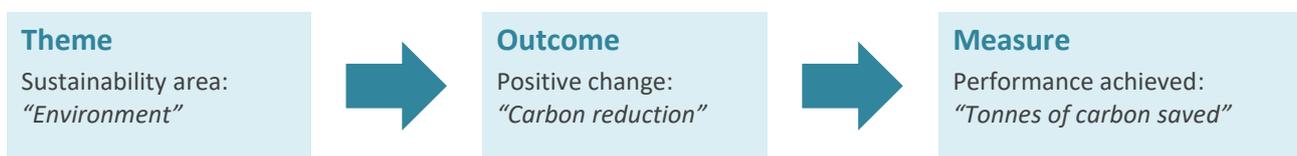
What is Social Value?

Doing good business is about far more than just making money. Organisations that make a conscious effort to ensure their activities have a positive impact are 'adding value' by contributing to the long-term wellbeing and resilience of people, places and society in general.

When planning our business activities, we will be asking ourselves:

"For every pound we spend, how can we ensure it benefits the wider environment, community and economy?"

We plan to track our performance through the National Social Value Measurement Framework. This framework uses a set of themes, outcomes and measures to enable organisations to calculate the financial value that they are achieving through their sustainability initiatives...





Email: contactus@corservltd.co.uk

Website: www.corservltd.co.uk

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Authors:

Stuart Wright - Group Environmental Manager

Anne-Marie Young - Head of Corporate Social Responsibility



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