



Turley CSR Report

2016/17

Turley

Contents

Introduction	03
Sustainability	04
Giving something back (philanthropy & volunteering)	08
Inclusive business	14
Professional engagement	18
Looking back	20
Looking ahead	21

Our business strategy “Freedom to Flourish” commits us all as co-owners to being engaged in shaping better places and making a positive difference.

Corporate Social Responsibility (CSR) is at the heart of how we do business. It is a responsibility of all co-owners.

Our approach goes beyond policy. We work together to shape better places and make a positive difference - it is about how we all shape society and how society shapes us.

In 2015/16, we published our first CSR report and we made a commitment to report on our progress annually.

This is our second report and we have been focusing on increasing transparency and obtaining data to support the development of key performance indicators across the areas we currently report on.

In doing so, we have identified a need to review some of the aspects of our approach and we will be working closely with our in-house Sustainability team to continue to enhance our approach during 2017/18 and beyond.



Dave Trimmingham
Managing Director

Introduction

Our 'strands of CSR' include Sustainability; Giving Something Back (Philanthropy and Volunteering); Inclusive Business; and Professional Engagement.

We continue to report on our existing framework, recording our progress with each strand and against the priorities we identified in our 2015/16 report.

Over the coming year, we will look at aligning our reporting with external frameworks, reporting standards and best practice to ensure the content is relevant and continues to support our approach.

It's important that our reporting is relevant to the people who read it - so if you have any views you want to share, please do get in touch.

Sustainability

We promote sustainable development. We actively seek to minimise adverse impacts and optimise the positive benefits of our business.



Environment

As a responsible business, managing our environmental impacts is important to us, and to our clients, who as a minimum expect us to maintain our ISO 14001 certification.

At the other end of the spectrum, a number of our clients are increasingly interested in their upstream and downstream impacts, and the greenhouse gas (GHG) emissions associated with our consultancy services are of relevance to them in assessing and reporting on their own wider impacts.

Last year we reported our 'carbon footprint' based on travel and benchmark energy data. This year we have adopted a more detailed approach to our assessment of Greenhouse Gas emissions.

Greenhouse Gas Emissions

Listed UK companies are currently required to report on their emissions by applying an approach which broadly aligns with the Greenhouse Gas (GHG) Protocol. This requirement is likely to extend to non-listed companies above certain threshold criteria in the near future. As the most widely used standard for emissions reporting, we will be better prepared if any future regulation requires us to do the same.

This will also improve the transparency, consistency and credibility of our reporting, allowing comparison with data from other organisations.

We have therefore adopted the standard, and in addition to collecting data for 2016/17, we have retrospectively obtained data for 2015/16 to allow us to compare our performance with last year. Our KPIs are presented at the end of this section. Full details of the methodology we have applied and more detailed data can be found in the accompanying GHG Emissions Report.

GHG Protocol Scopes & Emission Sources

We have applied an operational control approach and the following descriptions explain what this means and how it applies to Turley.

Scope 1: Direct GHG emissions occur from sources within our control, such as combustion in controlled boiler plant or; we have only one office (Glasgow) where we have operational control over our boilers, so our reporting of Scope 1 emissions is limited.

Scope 2: Electricity indirect GHG emissions are emissions related to purchased electricity consumed in uses over which we have control. This relates to the consumption of electricity in our offices (but excludes energy use in communal areas or by central plant).

Scope 3: Other indirect GHG emissions is an optional reporting category that covers all other indirect emissions. Those currently identified as relevant to Turley are: emissions associated with business travel; other fuel and energy related emissions; and emissions associated with the production of paper related to our paper consumption.

Our GHG Emissions

Emission Scope	GHG Emissions [tonnes CO ₂ e]		% Change
	2016-17	2015-16	
Scope 1	6.13	6.16	0%
Scope 2	167.47	190.51	-12%
Scope 3	129.42	142.57	-9%
TOTAL	303.02	339.24	-11%

We have this year experienced a reduction in the GHG emissions associated with our activities of **11% compared with 2015/16**. This is set within a backdrop of electricity decarbonisation, which means that the electricity we purchase now has lower emissions associated with it.

Intensity Metrics

Intensity metrics can help us to better understand the efficiency of our various offices, supporting our efforts to improve performance by identifying locations that are more or less efficient than others. We can use this to identify the reduction measures that work and to understand reasons for differences in consumption. They can also support our clients in their Scope 3 reporting by providing a metric that can be used to calculate the emissions associated with our services.

Internally, energy intensity and emissions per employee and per sqm of floorspace allow us to compare the efficiency of our offices, and provide an opportunity for us to identify areas of good practice between locations. Externally, our clients might find it more relevant to understand the emissions associated with every £ they spend with us, by using our emissions per £m turnover as a proxy for this data. These two measures form the basis of our KPIs on the following page.

Other Impacts

We are engaging with our managing agents to improve data on waste, water and wider building energy use. We will continue to promote best practice waste segregation and water management across our locations.

PIN Printing was rolled out across the company in August 2016. As a result, we have seen an impressive 36% reduction in paper consumed across the business compared with 2015/16.

Emissions KPIs Scope 1 & 2



Emissions per £m turnover

7,933 kgCO₂e
[2015/16 - 10,104 kgCO₂e]



Emissions per m² office space

51 kgCO₂e
[2015/16 - 57 kgCO₂e]



Emissions per employee

796 kgCO₂e
[2015/16 - 859 kgCO₂e]



Energy Intensity

129 kWh/m₂
[2015/16 - 130 kWh/m₂]

Emissions Scope 3



Emissions per £m turnover

5,914 kgCO₂e
[2015/16: 7,325 kgCO₂e]



Emissions per m² office space

38 kgCO₂e
[2015/16: 42 kgCO₂e]



Emissions per employee

594 kgCO₂e
[2015/16: 623 kgCO₂e]

Giving something back

We are committed to giving something back through a programme of charitable donations and volunteering.

Charitable Trust

Our Charitable Trust was established in 2008 to co-ordinate the strategic distribution of giving to charitable causes. Over the last year, the Trust has made significant donations to a wide variety of charitable causes on behalf of co-owners and in accordance with our Charitable Trust Policy and Strategy.

In accordance with our Giving and Engagement Strategy, the Trust directly supports two charities: LandAid, which has a UK focus; and Mission Direct, which works overseas.



In April 2017, a team from Turley visited the Dominican Republic and more details of the trip can be found in our case study on page 10.

We have signed up to LandAid's mission, which pledges to end youth homelessness in the UK by working together in the property sector to highlight and raise up youth homelessness on the agenda.

In 2016/17, the fundraising efforts of co-owners and the match-funding commitment from the Charitable Trust have raised a total of £97,000 for a variety of charitable activities. An additional £26,400 has been donated to various appeals and overseas charities over the course of the financial year.

“Turley...a group of people helping others flourish”

Alan McCormick
Mission Direct CEO

LandAid
THE PROPERTY INDUSTRY CHARITY



£50,000 raised by co-owners



£97,000 paid to charities through our Charitable Trust

Case Study: Mission Direct DR17

The Charitable Trust has supported the work of Mission Direct for the past five years. Mission Direct works with local charities in the UK and overseas, helping volunteers to make a practical and lasting difference to local communities through the building of schools, hospitals, clinics and homes and through supporting individuals dealing with issues such as forced marriage.

In April 2017 this engagement was extended with a trip to the Dominican Republic. During eight days in Sosúa and the surrounding villages, ten Turley co-owners carried out work in the local community, including:

- Distributing medical and school supplies, toys and games to local children and communities.
- Visiting a local school and assisting with lessons including mathematics and art and design.
- Visiting the house of Sister Mercedes, who co-ordinates Nazareth House where she looks after 17 disabled children.
- Offering advice on the design of new housing plans for Sister Mercedes and Nazareth House.
- Visiting a number of different projects on the island including Villa Samaritan 2 – a project previously supported by the Turley Mission Direct Team in 2015, which is now a thriving community.
- A complete rebuild and renovation of Ana's house, a local volunteer who cooks hot meals for senior citizens and children in her community's feeding programme. The team levelled floors, built walls, mixed cement, cleared the ground and helped to erect the corrugated roof.

Please see the accompanying Mission Direct video.



Office Charities

In addition to our corporate charities, each office supports a local charity selected by co-owners. This year, the Charitable Trust donated £20,000 directly to the nominated charities below and our offices were active in fundraising for these and other local causes.

Click the logos to find out more ▼



Consulting in kind

Our co-owners continue to engage in a wide variety of volunteering activities, as individuals and as part of offices and services.

Through consulting in kind and charitable work our co-owners continue to share their professional knowledge and skills to support organisations local to our offices and further afield.

Mustard Tree

The Manchester office continues to support local homelessness charity Mustard Tree. After last year they provided consultancy in-kind to establish a brief for the refurbishment of its HQ building and produce a Heritage Assessment to support the planning application. This year we have contributed to the work of the building steering committee to commission and oversee the £2m renovation and upgrade project that is now underway.

Mustard Tree
Combatting homelessness and disadvantage

Sierra Leone

Further afield, one of our directors dedicates part of the year to providing professional support-in-kind to charities in Sierra Leone. Through our work with Mission Direct in the country, we have developed a strong relationship with local charity, Home Leone. Home Leone is developing a pilot settlement to provide the first relocation low-cost sustainable housing strategy for Sierra Leone and we have been working with the charity since its inception; we are now a Trustee, advising on planning issues.

Home Leone

This community-led initiative develops innovative eco-friendly solutions with waste management, recycling, water and power. The first eight homes, warehousing, shops, stores, a bridge to the main road and water source refurbishment are already built. Other homes, a business park and social infrastructure are now under construction. This has led to the development of relationships with other charities in the area, including the Prince's Foundation for Building Community.



The Prince's Foundation for Building Community (PFBC)

We have assisted with the development of a rapid urbanisation toolkit being prepared by the PFBC by undertaking workshop trials in the cities of Freetown and Bo in Sierra Leone.

A two day workshop, funded by the Turley Charitable Trust, was run in Freetown with representatives from all of the Districts within Sierra Leone. A further workshop was carried out in Bo in May 2017. Once tested, the toolkit will be disseminated online and made available across the Commonwealth to cities experiencing rapid urbanisation. It is proposed that the online tools and practical resources would be developed and launched in the spring of 2018 at the Commonwealth Heads of Government meeting in England.



Inclusive Business

Our People Strategy focuses on inclusion and diversity; developing talent; and wellbeing and resilience.

Inclusion and Diversity

We believe that inclusion and diversity bring different ideas and creativity to our business and enhance our ability to attract and retain the best talent.

Our LGBT network launched on 8th February 2017 and Manchester's first openly gay Lord Mayor Carl Austin-Behan shared his personal and emotional journey with us.

On 8th March 2017, on International Women's Day, a new group 'Embrace' was established. Embrace is one way that co-owners can act as role models and connect with each other across the company on all aspects of inclusion and diversity.

Since its inception, the group has focused on:

- What Turley Embrace stands for, and what is important to the group.
- Understanding the feedback from diversity discussions and shaping a plan around this.
- The longer term vision for Embrace, with specific objectives and how to achieve them.
- How to best communicate with the wider business.



2016 marked our first annual Inclusion and Diversity Survey which requests information on the protected characteristics within the Equality Act 2010.

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

We became a Diversity Champion with Stonewall and participated for the first time in the annual Stonewall Workplace Equality Index. This benchmark will allow us to measure our progress on lesbian, gay, bi and trans inclusion in the workplace and we will be seeking to work with Stonewall and improve our score over time.

In July 2016, we hosted the inaugural Planning Out event in London; this is a professional planning network for LGBT+ members of the RTPI. Planning Out is about winning hearts and minds in the second wave of LGBT+ rights where gay people can lead their lives in the workplace and wider society with the same level of acceptance and dignity that straight people enjoy.

Graduate Training & CPD

As an RTPI Learning Partner, we operate a successful mentor scheme for licentiate members and work with the Institute and other bodies to continually improve graduate training programmes and CPD. Office CPD Champions are responsible for identifying and arranging CPD sessions covering a wide variety of topics, ensuring our co-owners are up-to-date on current best practice and future trends affecting our industry.

We continue to support co-owners in our services through professional qualifications which include RICS (for development advisory), IHBC (for Heritage) and CIPR (for strategic communications).

Learning and Development

We continue to foster a culture where learning, training and development is encouraged, supported and valued. Developing co-owners by offering training programmes and courses available to all is a key aspect of our People Strategy.

Our mentoring programme is an opportunity to further support co-owner learning and development, and is available to all co-owners. There is at least one intake each year, and in 2016/17 we saw continued success with the programme, with over 70 partnerships made across the organisation and specific training provided to both mentors and mentees.

“ Being part of the mentoring programme has been integral to my experience at Turley and helps me to feel valued as a co-owner. ”

**Beth Lambourne,
Assistant Planner,
Birmingham**

Wellbeing and Resilience

We believe that our co-owners and business will thrive if we create the conditions for personal wellbeing.

We have a trust-based culture where flexibility is the norm. We encourage all co-owners to maintain a healthy life balance. 11% of co-owners formally work less than full-time hours.

We recognise the importance of leisure activities outside of work and we provide a leisure allowance to co-owners. Activities include gym memberships, sports equipment, art classes, singing lessons and language courses.

We undertake regular monitoring of how we are performing in a range of areas through our regular engagement survey Tiny Pulse.

Tiny Pulse Leads work with our Business Unit Heads to discuss the feedback with co-owners and implement positive change and celebrate successes.

KPIs



Happiness:

May 2017 - **7.4/10**
[July 2016: 7.1/10]



Flexibility:

May 2017 - **7.1/10**

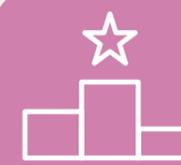


Career Optimism:

January 2017 - **84%**



50% of co-owners are women



Workplace Equality Index Rank

389

We have moved up 20 places since 2016



Diversity & Inclusion Survey Response Rate

61%

Professional Engagement

Our professional engagement extends to:

- Contributing to professional thought leadership
- Shaping policy and practice; and
- Engaging with and developing our professions

We regularly contribute to emerging policy and thinking.

We provide insight and commentary on market, policy and professional topics. We engage at national and local level with a variety of professional institutes.

We continue to publish well received thought leadership on our website and social media.

Our thought leadership makes a contribution to policy development and implementation.

Our comments and thought leadership can be viewed [here](#).

Please click on the images for more details ►



**New EIA Regulations
for England**



**Au revoir to laissez
faire: A Modern
Industrial Strategy**



Schools & Universities

As part of our commitment to developing our professions, we recognise that we have to play a part in supporting the next generation of talent.

Our offices partner with local universities and we offer both work placements and paid internships to students considering careers in one of our disciplines.

Our co-owners serve as members of Sheffield University, Manchester University and the University of Birmingham Partnership Boards and Stephen Gleave, Senior Director, continues his role as Honorary Professor at the University of Liverpool.

Professional Memberships

We continue to be actively involved as individuals or collectively with our professional bodies including the:

- Royal Town Planning Institute
- Royal Institution of Chartered Surveyors
- Institute of Environmental Management and Assessment
- Landscape Institute
- Institute of Historic Building Conservation
- UK Green Building Council



Looking Back

In our 2015/16 CSR report, several 'next steps' for 2016/17 were established.

In this section, we summarise our progress against our commitments.

Our 2015/16 Commitments

2015/16 Next Steps	Progress Made
Work with co-owners to refine our metrics and procedures in relation to CSR	We have worked directly with co-owners to collate the data we published in this report, but recognise that there is more to do in evolving our strategy further; this is an on-going area of work and we look forward to reporting on our progress in 2017/18.
Identify ways in which we can measure our CSR activities	We have begun to identify appropriate Key Performance Indicators for our areas of focus, and where data is available we have reported these throughout this report alongside our performance in 2015/16. Throughout this report we have identified additional KPIs that we need to develop further. We are also currently investigating approaches that will enable us to not only comment on our outputs, but also the outcomes and impacts of our efforts.
Extend leadership training	Our leadership programme has been extended to senior planners/consultants.
Aim to achieve EMS commitments	We are on-track for the achievement of our EMS commitments, and over the course of 2016/17 have identified further actions.
Monitor carbon footprint	We have made significant progress in this area and have adopted a rigorous framework in line with corporate reporting best practice to assess and monitor our GHG emissions and intensity; we have also published a standalone report that transparently reports our approach and data.
Develop a CSR report on an annual basis	Corporate Social Responsibility continues to be an important part of how we operate. We will continue to review and report on our Corporate Social Responsibility journey, showcasing how we progress and develop.

Looking Ahead

Sustainability

Our sustainability strategy and policies include environmental issues; in 2017/18 we will review our approach with a view to including social and economic indicators.

We will continue to engage with our managing agents to obtain better quality data. This will allow us to understand our consumption better and improve the quality of our reporting.

Giving Something Back

The Charitable Trust will continue its work with Mission Direct and is organising a fifth trip to Sierra Leone in January 2018, where we would like to fully record the activities, and assess the impact of co-owners efforts.

Our focus will be on:

- Continuing to actively contribute and donate to local and national communities.
- Developing a way that co-owners can record time spent volunteering.

We will be looking at more ways of monitoring and measuring our inputs, outputs and outcomes, so that we can continue to ensure that the funds we raise are distributed in a way that leverages the greatest benefits. This fits in with our consultancy work around social value and measuring the value of change on individuals impacted by our giving.

Professional Engagement

We will continue to engage with our profession and make a positive contribution to shaping better places with our clients.

Our co-owners continue their excellent work with universities and we continue to offer valuable paid work experience to students.

Our thought leadership pieces continue to contribute to shaping policy and during 2017/18 we will comment on the emerging London Plan, NPPF changes and relevant national and local policy and planning related legislative updates.

We will continue to engage with our profession and identify ways we can better record the time we spend doing so and measure the impact this has.

Inclusive Business

We are proud of the progress we are making and continue to strive for an even more diverse workplace.

We will focus on:

- Increasing the number of co-owners participating in our diversity and inclusion survey;
- Furthering co-owner awareness of inclusion and diversity through our work with Embrace;
- Shaping the work and objectives of Embrace;
- Providing further support for working parents and carers and reviewing our maternity/ paternity/ shared parental leave policy;
- Publishing the results of the Gender Pay Gap and developing an action plan within the company even though we are below the threshold for reporting (we have less than 250 co-owners).

Learning and Development

We will continue to identify the training needs of our co-owners through our Professional Development Review process, as well as developing new courses to help us to support the delivery of our People Strategy.

We will also aim to better record the number of hours spent in training so we can report this as a KPI, along with more assessment of the impact this time has.

Health & Wellbeing

We will continue to monitor happiness and wellbeing indicators through our Tiny Pulse surveys and action any comments or suggestions as they arise.

We also aim to identify further appropriate metrics and KPIs for measuring our performance in this area.

turley.co.uk

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