

Case Study - Dean and Dyball Construction Ltd

Company Background

Dean & Dyball is one of the largest privately owned construction and property groups in the UK, employing over 1,000 people. Regional offices are strategically positioned throughout the South of the UK, with construction activities broadly falling into the categories of civil engineering, building and rail engineering. Turnover for the year ended 30 September 2002 was £140 million and a pre-tax profit of £900,000 was achieved.

During 2002-2003, Dean & Dyball Construction has been consolidating its activities, after devolving more responsibility to the five regions and a rail division, each of which is now led by a member of the Board of Directors.

Sustainability Initiatives

Dean & Dyball believes that to be a sustainable business it must clearly identify the needs of all its stakeholders and satisfy those needs by employing properly trained and experienced staff and operatives, working to clearly defined objectives. It believes that its building and civil engineering works will enhance the quality of the built environment whilst understanding that construction processes also have the potential to damage the environment. The company has therefore set in place strong policies and procedures on health and safety, the environment and human resources to ensure the sustainability of all employees' actions.

Key Achievements

- Improvements in each of the five measures of achievement that the company has set itself: client satisfaction; partnered work; trading profit; employee satisfaction; and health and safety.
- Receipt of the RoSPA Gold Award for the management of health, safety and welfare for the fourth successive year.
- Ongoing minimisation of waste and raw material input by careful implementation of environmental risk and opportunities assessments for individual projects.
- Ongoing satisfaction of the Investor in People standard.
- A commitment to the value of fresh water by embracing the WaterAid international charity, and instigating a culture of value of water supplies in the home market.
- Accreditation of the Management System to ISO 9001:2000 standard (previously ISO 9001:1994).
- Development of the Management System to encourage measurement of achievement and continuous improvement of all business processes.

Resource Efficiency

High volume of material use is a significant aspect of Dean & Dyball's construction operations. Although clients' design teams normally define the type and quality of materials to be used, Dean



Timber for Recycling: Groyne renewal at Bournemouth for Bournemouth Borough Council. Timber is recycled for other uses

& Dyball use an environmental opportunity assessment procedure to encourage design modification that reduces material use, waste and associated transport cost and pollution.

A principal objective of the Dean & Dyball Environmental Management System is the reduction of waste sent to landfill. In 2003, waste reduction of at least 33,700m³ has been achieved. However, as the company's work changes from year to year, it has not, hitherto, produced a realistic measure of percentage improvement. For the coming year, commencing October 2003, Dean & Dyball intend to adopt a new benchmark, established by the Construction Best Practice Programme, that relates the total volume of waste produced to each £100,000 of value constructed on its larger projects.

Recent measures of water consumption in the company's fixed establishments have identified excessive use at two plant yards. These are scheduled to be investigated in the near future. The company will also be introducing a new water use benchmark in the next financial year that will record the volume of water consumed per £100,000 of value constructed on its larger projects.

Energy Efficiency

Dean & Dyball's use of energy is relatively small as, with the exception of fuel for site plant and transport, its activities involve the installation of components and assemblies manufactured off-site by others.

The company is currently measuring energy consumption at its fixed establishments to compare with established norms.



Pre-cast driven piles RNLI: Construction of lifeboat crew training college for the RNLI at Poole. Significant savings were made, both financial and environmental, by crushing concrete on site and changing pile design from CFA to driven pre-cast



Denton Relief Road, Kent, completed

Social Responsibility

Dean & Dyball recognises the importance of its employees and its reputation within the communities in which it works.

The company is keen to regularly establish employees' views about employment and regular surveys for the Investor in People Audit show that staff do feel that Dean & Dyball is supportive of their welfare. The company actively encourages both professional and personal development and has a formal training plan.

The company contributes to the wider community by supporting charities such as WaterAid, offering site visits to a local school and participating in the Considerate Constructors Scheme.

Supply Chain Management

All of the company's suppliers and subcontractors are assessed to ensure that they comply with the Dean & Dyball Environmental Management System. On individual contracts, environmental opportunities are explored relating to material supply and sub-contracted works. These can include minimisation of base material and packaging and a joint approach to minimisation of waste production.

In the past year, Dean & Dyball has also achieved success in becoming framework contractors to three of its clients: Wessex Water for sewerage treatment contracts; and to the County Councils in Devon and Hertfordshire for construction and improvement of school buildings.

Transport

Company policy continues to support the purchase of fuel-efficient equipment, maintenance to a high standard, and replacement when efficiency declines.

The nature of the company's work, which requires many employees to travel to different locations, makes it difficult to establish long-term and efficient travel plans. However, there has been a move to more multi-occupant vehicles and reduced single user vans.

Dean & Dyball has also changed the provision of company vehicles to directors and senior staff, who are now provided with fixed monthly payments based on the use of diesel-powered vehicles.

The net effect of the above during the last year has been a 5% reduction in the use of fuel in cars and vans, even though company turnover has increased by some 10%.

Due in part to reducing waste to landfill and volume of materials used, there has also been a substantial reduction in lorry movements across all of the company's activities.

Planned Initiatives

Introduction of new waste and water usage benchmarks, established by the Construction Best Practice Programme, to enable measured percentage improvements.

Awards

- Receipt of the RoSPA Gold Award for the management of health, safety and welfare for the fourth successive year.
- Winner of the Environmental Achievement Award at the Quality in Construction Awards 2003.
- Winner of the Hampshire & Isle of Wight Large Private Business Business Environment Award 2003
- Winners of Considerate Constructors Awards 2003 for two contracts.
- Commended by the Civic Trust for Contribution to the Quality and Appearance of the Environment 2003.



Sustainable Business Awards for the South East 2003

Contact

Ms Kate Cusack - Marketing and PR Coordinator, Dean and Dyball Construction Ltd., Endeavour House, Crow Arch Lane, Ringwood, Hampshire BH24 1PN T: 01425 470000 E: katecusack@deandyball.co.uk