

2021

National Social Value Awards

Recover. Rebuild.
Renew.

2021 National Social Value Awards – Winning Entries



Hosted by:



**Social Value
Portal**



National Social
Value Taskforce

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Overview

This year we saw a very impressive 80+ submissions received for the Social Value Awards, significantly up from the 35 made last year. Not only were there many more submissions, but we also noticed a dramatic improvement in the quality of the submissions making the judges deliberations even harder than we had expected.

We know that it takes time and effort to compile these submissions and the judges would like to thank everyone for their time and effort into making this year our most successful to date.



Over 80 submissions received



12 categories this year, increasing from 9 in 2020.

“

The Social Value Awards aim to highlight best practice from around the UK, and showcase how sectors and businesses embed social value within the way they do business.

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Judging Panel



Arnab Dutt OBE

Chair - Social Value Policy Unit, Federation of Small Businesses.



Campbell MacDonald

Campbell jointly leads on social value on the Cabinet Office SME Panel, sits on the National Social Value Taskforce and is Chief Executive of the charitable think tank Ownership at Work.



Darren Knowd

Chair National Social Value Taskforce; Chief Procurement Officer, Durham County Council; and Chair of the National Advisory Group on Procurement for the Local Government Association.



Guy Battle

CEO, Social Value Portal.



Josh Steiner

Social Value & Sustainability Manager, Wates Group.



Katrina Browning

Senior Procurement Business Partner, Suffolk County Council.



Tina Holland

Programme Manager – Procurement, Local Government Association.

Table of Winners

CATEGORY	WINNER	HIGHLY COMMENDED	COMMENDED
Individual Leadership Award	Faye Jenkins	Steve Robinson	
Public Sector Leadership Award	London and South East Education Group	Cardiff City Council	
Private Sector Leadership Award	Wates Group	Willmott Dixon	
Voluntary or Third Sector Leadership Award	whg	Greenwich Leisure Ltd	
Framework Leadership Award	SCAPE	North West Construction Hub	hub West Scotland
SME Leadership Award	Barkers Commercial Consultancy	MCP2	
Social Innovation: Project Award	245 Hammersmith Road Ltd	ISG Ltd	Translink Belfast Transport Hub
Embedding Social Value in Procurement Processes: Project Award	STAR Procurement	NEPO	
Embedding Social Value in Contract Management: Project Award	Solihull Metropolitan Borough Council	Sodexo wsp	
Social Value Through Decent Work: Project Award	Knight Dragon - Greenwich Peninsula	Sodexo AECOM	
Social Value in Development: Project Award	Keepmoat Homes	Translink Belfast Transport Hub	
Supply Chain Leadership: Project Award	Mulalley & Co		

Individual Leadership Award



WINNER

Faye Jenkins

Head of Social Impact, Inclusion & STEM, BAM Nuttall

Faye Jenkins is Head of Social Impact, Inclusion & STEM at BAM Nuttall and manages a small but purposeful team of three people.

Faye's vibrant, passionate approach to BAM's Enhancing Lives agenda encompasses efforts far outside her day-to-day job. Living and breathing the strategy she has co-created, Faye's work gives the business an industry-leading social impact, equality and diversity toolkit to raise the bar across every area of our operations, providing an accessible framework through which to deliver tangible benefits to lives of local people.

What the judges said:

“

Faye is a fantastic role model for the industry and social value runs through her like the writing within a stick of Blackpool Rock! The judges were not only impressed by the manner in which she is leading from the front in her present business (BAM Nuttall) but also the wider contribution that Faye is making to the industry, including sitting in the ICE steering group for EDI chaired by the Infrastructure Client Group (ICG) and spearheading gender parity initiatives such as the Women into Construction 'Moving On Up' Programme.

”

About Faye

Faye Jenkins is Head of Social Impact, Inclusion & STEM at BAM Nuttall and manages a small, purposeful team of three people.

Faye's vibrant, passionate approach to BAM's Enhancing Lives agenda encompasses efforts far outside her day-to-day job. Living and breathing the strategy she has co-created, Faye's work gives the business an industry-leading social impact, equality and diversity toolkit to raise the bar across every area of our operations, providing an accessible framework through which to deliver tangible benefits to lives of local people.

Faye puts industry engagement at the heart of her thinking and operates in an innovative, forward thinking way to involve BAM, herself and her peers as influencers is key discussion. A regular speaker at key events such as Women in Construction, ICE member sessions, and WISE events; Faye is at the heart of industry innovation and winning hearts and minds.

Faye has undertaken several advisory roles including working with CBI and the IED on the Public Services Act reform, contributing to a government consultation paper and attending Cabinet Office workshops to ensure public sector procurement social value standards are relevant and achievable.

Aside from her professional achievements, it is Faye's personal values, which shine through to elevate her above her role. She believes in mentoring and supporting others to advocate for their success. Faye is passionate about embedding the standards of the Disability Confident Framework across the business so that disabled and neuro-diverse employees can thrive and reach their full potential.

Faye won the Northern Power Woman Award in 2018 in recognition of her 16-year career delivering social value on projects all across the UK and internationally. Faye was also nominated for the coveted 'Inspirational Woman of the Year' at the Women in Rail Awards 2019.

Faye regards her career highlights as turning a disused bus into a mobile library for children in the disadvantaged area of Burmantofts in Leeds, and turning a disused garden centre into an NVQ horticultural training facility for people with severe learning difficulties in Irlam, Greater Manchester.

Individual Leadership Award



HIGHLY COMMENDED

Steve Robinson

Head of Commissioning and Procurement, Cardiff City Council;
Chair of the Welsh Local Government Association Heads of
Procurement Network; Chair of the Social Value Taskforce – Wales;
Managing Director, Atebion Solutions

What the judges said:



2020 saw the launch of the National Social Value Taskforce for Wales and the National TOMs Framework for Wales.

The TOMs were developed in a record six months and the judges would like to recognise the contribution that Steve made and continues to make in the uptake of social value across Wales.



About Steve

Under the leadership of Steve Robinson, Cardiff City Council has been successfully using procurement in new and innovative ways for over a decade.

The Procurement Team has:

- ✓ Developed and implemented a category management approach across all of the Council's third party spend
- ✓ Increased spend under management from less than 50% to more than 90%
- ✓ Delivered cost reduction savings in excess of £12m (£10m General Fund budget reduction)
- ✓ Been recognised as 'Developing to Advanced' in the Welsh Government's Procurement Fitness check
- ✓ Established an annual student placement programme
- ✓ Maintained and developed our award-winning procurement team, despite budget cuts, by generating external revenue through our local authority trading company – Atebion Solutions
- ✓ Ensured that Procurement is recognised as a key driver of change in the Council's key strategic documents

Steve and his team led Cardiff City Council's successful accreditation as a Living Wage employer in 2015 and in encouraging Cardiff-based organisations to become accredited too, through the Living Wage Accreditation Support scheme for SMEs. Around 46% of Welsh accredited Living Wage employers are Cardiff-based. Under Steve's leadership the Procurement Team led Cardiff's successful application to be recognised as the UK's second Living Wage City.

Cardiff City Council spends over £430 million each year procuring a huge range of goods, services and works. We want to make sure that this significant spending power continues to contribute to the economic, social, cultural and environmental well-being of our city. The challenge that we had faced was delivering Community Benefits through our tenders and contracts in a consistent and objective way. Whilst generic community benefits questions were included within some tenders, particularly in the construction category, we recognised that we were not delivering the community benefits or social value that we could. Our contract monitoring and management processes meant that it was also difficult to report on delivery and challenge contractors where community benefits had been made.

Steve commissioned the team to research how we could not only improve the situation for Cardiff, but also recognised all Welsh Councils were also struggling with similar issues and in reporting their wider obligations under the Future Generations and Wellbeing Act to deliver wellbeing. So, he asked if there was a potential solution that could work for Wales. The National TOMs and Social Value Portal were quickly identified as a potential solution if a Welsh version could be developed.

Public Sector Leadership Award



WINNER

London and South East Education Group

London and South East Education Group is the first organisation within the education sector to embrace social value and has generated over £31 million in just one year after establishing social value as the core function of our education group and adopting the National TOMs Framework.

This strategy has brought staff across the education group together to support people worst affected during the COVID-19 crisis, and to provide the skills necessary to rebuild communities after the pandemic. Key initiatives include support a new workforce development programme with Oxleas NHS Foundation Trust. Through this programme, the organisation is providing students with the skills to support the rollout of the Pfizer vaccine, ensuring a faster COVID-19 recovery.

What the judges said:

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The judges were very impressed with how the LSEEG has led the way in adopting social value as a key driver, embedding it into its governance procedures and for the manner in which they have taken the opportunity to lead the sector especially during the pandemic.

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London and South East Education Group fully embraces social value to generate over £31 million in just one year after adopting the National TOMs Framework

We are the first further education provider to fully embrace the National TOMs Framework and to establish generating social value as the core function of our education group.

Social value has been cemented within our organisation through a new five-year Group Strategy, including a new mission, vision, values and strategic goals dedicated to delivering social value for our communities.

This strategy has brought staff across our education group together to support people worst affected during the COVID-19 crisis, and to provide the skills necessary to rebuild our communities after the pandemic. We have led a national foodbank campaign that has raised over £46,000, have designed an NHS workforce development programme that will support the Pfizer vaccine rollout and are leading discussions with employers to ensure our curriculum provides the skills our local communities need to recover from the pandemic.

To facilitate further organisational change, we are working with the Social Value Portal (SVP) and the Centre for Local Economic Strategies (CLES) to identify our local community impact and ways to improve it further. Our work has allowed us to embed National TOMs measures into our key performance indicators for our Governing Board and performance management scorecards. This ensures that processes are in place to embed the creation of social value across the whole organisation, so that it informs decision making at the highest level.

This has had a substantial impact on the amount of social value that we generate every year. Preliminary figures from our SVP-verified 2019/20 report show that we have increased social value by £15.3m in just one year after adopting the strategy. We now have a commitment to double the amount of social value we generate over the next five years.

This ground-breaking work has been selected by the Confederation of British Industry (CBI) and Cabinet Office to support the Government's wider social value agenda, sharing how the public sector can deliver substantial social value for our communities. The College is currently featured as a speaker at the CBI's Embedding Social Value in Public Contracts February webinar, alongside Lord Agnew, the Minister for the Cabinet Office.

London and South East Education Group was formed in early 2018, with a history going back to some of the first further education colleges in the early 1900s. The Group comprises 5 large Further and Higher Education campuses, with additional satellite sites, and an 8-school multi academy trust. Our new identity as an Education Group reflects our growth since 2016, when we were approached by the FE commissioner to lead the country's first three-way college merger. This merger brought the colleges of Bromley, Bexley and Greenwich together to form London South East Colleges.

In 2019/20, the Group supported around 12,000 learners from primary school age up to adults seeking retraining in new careers, supported by around 1000 staff. Over annual turnover was £68.5 million.

In 2019, we continued to pursue a single culture within our Group and establish a new commitment to become more than just an education provider, churning out qualifications in a remote 'ivory tower'. While we have always formed great links within our community and delivered great opportunities for students with our employer partners, we were determined to make a greater contribution to improve the economic and social health and wellbeing of the communities we serve across south east London.

This application is all around how we have embedded social value into our organisation and the progress we have made in just one year (comparing academic years 2018/19 to 2019/20). The video attached is shared with staff to help them understand and achieve our mission. Our images display some of our projects to support families during COVID-19, a pocket-sized version of our Group Strategy, how we're bringing together employers and providers to support more people into vital industries and our social value in 2019/20 which has been verified by the Social Value Portal.



Delivery:

The London and South East Education Group Strategy was established in 2019 to set our future direction away from just providing skills. Our ambition is to improve the economic, social and environmental wellbeing of our communities, respond to local challenges and transform the lives of our students.

This approach reflects the recent developments from the Independent Commission of the College of the Future. The Commission calls for colleges to become anchor institutions, responding to the specific needs of their local area and supporting communities to recover after the COVID-19 pandemic.

Brexit and the pandemic have presented significant challenges for employers and people of all ages looking for work.

Youth unemployment is three times as high as the overall unemployment rate and adult participation in education is at a 23-year low. Through our regular employer and council engagement meetings, we listen to and respond directly to these challenges, designing new workforce development programmes that provide students with clear progression routes into key growth and important industries including health, digital and the green economy.

In order to enshrine social value within the foundations of our organisation, we have worked with the Social Value Portal to embed National TOMs Framework measures within our overall Key Performance Indicators, which our Board of Governors use to assess our annual progress. TOMs measures are also implemented within our wider performance management systems, personalised to different departments. This ensures that all parts of the Group, from Teaching and Learning to Business Support can contribute towards generating social value.

Staff are empowered to design and to deliver social value in ways that best suit their teams and expertise. Staff who frequently contribute to social value generation are recognised in our weekly newsletters and annual awards based on our STAR's values: Striving, Teamwork, Accountability, Respectful and Striving.

In order to maintain our dedication to delivering social value, we have been working with CLES and SVP to understand the role that we play within our communities and ways to improve it further. The SVP provides annual reports on the amount of social value that we have generated and CLES has developed an in-depth report into our impact as an anchor institution, which we are using to identify new opportunities to generate social value.



Staff are empowered to design and to deliver social value in ways that best suit their teams and expertise.



In the future, as the first further education provider to approach social value in this way, we will be working to help other education providers to adopt their own social value strategies. CLES, the CBI and SVP have already expressed interest on a joint project to support additional education providers to engage with the National TOMs Framework and community wealth building.



Outcomes:

Entrenching social value within our organisation has led to a £15.3m increase in our annual social value reported in just one year. This is due to the adoption of social value targets across all aspects of our education group and establishing a collaborative framework to deliver social action projects to support our communities during the pandemic.

These projects include our national #FEFoodBankFriday campaign, where we worked with colleges across the UK to raise over £46,000 and deliver over 19,000 items since March 2020. We also created and delivered over £3000 worth of PPE for local NHS services, including full face visors created using our 3D printers. Through this work, we were recognised as the only further education provider in the Government's Great Inspirations Campaign, which highlighted UK organisations and individuals that have done extraordinary things during the COVID-19 pandemic.

To support the future recovery of our communities, we have established requirements for all employer partnerships to weave social value into the programmes we are delivering. A prime example of this is our new workforce development programme with Oxleas NHS Foundation Trust.

Through this programme, we are providing students with the skills to support the rollout of the Pfizer vaccine, ensuring a faster COVID-19 recovery. This helps students progress into jobs within the NHS, which reduces skills shortages within the health sector, and enables our students to support the health of our communities.



We have also invested over £70,000 to relaunch our Career Advantage Programme which provides the additional and soft skills, employers are looking for. Designed with support from our employer partners, the programme is now open to all students, not just 16-19-year-olds. This is based on the growing need for lifelong learning as many adults have lost their jobs during the pandemic. We have also spent £374,000 on free laptops for our students to reduce the impact digital poverty within our education group.

This commitment to our students, employers and local community has been well received by our partners. CLES conducted a series of external stakeholder interviews to understand how our new Group Strategy has impacted our relationships, they concluded:

'The overall picture of LSEC's role in local economic development that emerged from the external stakeholder interviews was impressive. External stakeholders across a range of sectors overwhelmingly emphasised their positive experiences in collaborating with LSEC.'

As we are the first further education provider to adopt the National TOMs Framework, our ground-breaking work has led to an invitation from the CBI to speak at a panel discussion, alongside Lord Agnew, to share how public sector organisation can embed social value within their practices.

Through this, we will support education providers to adopt their own strategies, which will lead to the wider generation of social value across the education sector.

To summarise, we should be awarded for fully embedding social value within our policies, directly addressing community challenges, supporting the future COVID-19 recovery and generating substantial social value that has been verified by two separate social value advocacy organisations.

Public Sector Leadership Award



HIGHLY COMMENDED

Cardiff City Council

What the judges said:



Cardiff City Council is at the forefront of embedding social value into their procurement and contract management process.

They have contributed widely to the discussion in Wales and are demonstrating best practice through leadership.



Cardiff City Council, commissioning and procurement

Over the last 5 years the Procurement Team has embedded social value into the Council's key Strategic documents including Capital Ambition the Administration's 5-year vision for Cardiff, the Council's Corporate Plan and the Council's Procurement Strategy (2017-20). The Strategy placed an increased focus on the delivery of social, economic, environmental and cultural well-being through the way in which it manages its procurement activity. To embed this wellbeing culture and fair work practices philosophy into Council business the Council approved a Socially Responsible Procurement Policy in February 2018.

The Policy was developed in consultation with external partners and all Council Directorates who approved six key social value priorities for Cardiff. The six priorities are: Local employment and training, partners in communities, think Cardiff first, green and sustainable, ethical employment, promoting the wellbeing of young people and vulnerable adults.

The primary aims of the Policy was to:

- ✓ Promote 'Fair Work' practices
- ✓ Increase the number of contracts which contain Community Benefits
- ✓ Ensure Community Benefit commitments are delivered through improved contract management
- ✓ Improve measurement and reporting on delivery

A Socially Responsible Board was established, chaired by a Cabinet Member and including senior representatives from across the Council. It has ensured that a corporate approach to the delivery of social responsibility and community benefits. The Board agree, and have oversight, of the Council's Social Responsibility programme, successes include:

- ✓ Embedding community benefits into the Council's 21st Century Schools Programme and our Building Maintenance
- ✓ Embedding the Council's Modern Slavery Statement within the Corporate Safeguarding Policy
- ✓ Driving the Council's Living Wage programme and Cardiff emerging as one of the UK's leading Living Wage cities
- ✓ Our partnership with the Credit Union has been recognised nationally as an example of UK good practice for its co-operation in tackling issues of financial exclusion and indebtedness
- ✓ First organisation to sign the Welsh Government's Code of Practice: Ethical Employment in Supply Chains

We recognised that we were not maximising the community benefits that we could deliver through our contracts. This was confirmed by consultation with Directorates, key contractors and the third sector. Our Directorates told us that the community benefits that tenderers submitted were often ‘woolly’, difficult to measure and added costs. Our key contractors stated they supported the Council’s Socially Responsible Procurement Policy but wanted a clearer idea on what they should deliver so they could maximise their contribution. The Third Sector highlighted their strong record in delivering this agenda and that they could be a useful conduit between contractors and community groups. This consultation directly shaped the Council’s adoption of the National TOMs Framework and Social Value Portal, to unlock the significant opportunities that embedding social value and community benefit requirements in our contracts could deliver.

 **Outcomes:**

The work that we have undertaken to develop and implement the Policy is already demonstrating real impact. There has been a change in attitude and a recognition amongst Council staff and contractors about the impact that delivering social value can have on the local communities and the wider economy. Councillors and staff are rightly proud that we are an accredited Living Wage employer and have been recognised as a Living Wage City in 2019.

“
All this has supported a change in organisational culture and social value is now seen as an essential part of most tenders rather than ‘something extra to do’.
 ”

The Socially Responsible Procurement agenda enjoys the full support of the Council Cabinet and Senior Management Team which has been instrumental in embedding the approach across the Council. We have trained over 300 staff in the last year on community benefits and ethical employment. A Modern Slavery training programme has been completed by over 500 staff. All this has supported a change in organisational culture and social value is now seen as an essential part of most tenders rather than ‘something extra to do’.

Whilst we have seen a year-on-year increase in community benefits and significant achievements in the area of the Fair Work agenda we recognised there needed to be a step change in the delivery of social value. We had a good track in delivering social value in the usual stronghold of construction but we know we could do better to unlock our contractors’ potential. We also knew that we needed to more consistently include social value in contracts in other spend categories.

The potential of TOMs Framework and the Social Value Portal have been evident from the outset and proving their worth where it has been utilised to date. There has been learning and we are working closely with the Social Value Portal Team to maximise what we deliver from our Contract Forward Plan. By the end of 2021 the aim is that the Social Value Portal approach will be applied on all appropriate contracts of £75k and above.

We have led the way in Wales and mapped the TOMs outcomes to Cardiff’s Wellbeing goals, the Future Generation Well-being goals and the Council’s Corporate Plan objectives to ensure that we support the delivery of priorities for our city. It supports our wider agenda with a particular focus on supporting people into work and training, providing support to the Council’s Cardiff Commitment programme which is focused on supporting young people into work and supporting the recently launched One Planet Cardiff Strategy. The TOMs Framework and Social Value Portal provide the clear mechanism for maximising social value at the tender stage but just as importantly in managing and reporting delivery, which has historically been a weak area across the public sector.

In parallel to embedding the TOMs Framework and the Social Value Portal in Cardiff, the Council’s Procurement Team has been a key player in the development of the TOMs Framework for Wales, awareness raising across the public sector and at the launch event in November 2020.

Cardiff Council

- Developed Cardiff Council’s Socially Responsible Procurement Policy and established a Socially Responsible Board, chaired by a Cabinet Member, to oversee and manage delivery.
- Secured strong Senior Leadership and Councillor support for Social Value agenda, which is an integral part of the Capital Ambition the Administration’s 5 year plan for Cardiff.
- Embedded community benefits into the Council’s 21st Century Schools and Building Maintenance Programmes.
- Trained over 300 staff on community benefits / ethical employment and over 500 staff have completed our Modern Slavery Training
- Our partnership with the Credit Union has been recognised nationally as an example of UK good practice for its co-operation in tackling issues of financial exclusion and indebtedness

Public Sector Leadership Award Category

- Embedded the Council’s Modern Slavery Statement within the Corporate Safeguarding Policy
- Led the Council’s Living Wage programme. Cardiff is now recognised as one of the UK’s leading Living Wage cities
- Led the work of adapting the TOMs model to support the delivery of Welsh and Cardiff priorities.
- First organisation to sign the Welsh Government’s Code of Practice: Ethical Employment in Supply Chains and we actively promote ‘Fair Work’ practices
- Increased the number of contracts which contain Community Benefits



Private Sector Leadership Award



WINNER

Wates Group

From its establishment in 1897, delivering social value has been in the DNA of the Wates Group. From early wellbeing initiatives for staff and the donation of a spitfire during WW2, to becoming a founding partner of the Buy Social Corporate Challenge committed to embedding trade with Social Enterprises across the construction industry.

Every contract at Wates supports a Community Investment Plan detailing planned activities for engagement with local people and to enrich local communities. These are co-developed with community partners, ensuring that delivered social value will be relevant to the needs of each location. They capture employment and upskilling opportunities, education engagement, volunteering, VCSE and local spend and performance against commitments is monitored and reported both internally and to clients. During the pandemic Wates delivered seven weeks of virtual work experience to young people. A virtual employability skills/construction sector insight day aimed at job seekers was delivered by an in-house, cross business team and attracted over 500 people, including ex-offenders, care leavers, veterans and unemployed adults.

What the judges said:

“

This was an extremely difficult decision and the judges would like to congratulate all of the organisations submitted for their leadership and contribution to helping our communities recover and renew from the pandemic.

Our decision in the end was unanimous as we were particularly impressed by Wates Group's submission, including their requirement for all projects to have a Community Investment Plan and their strategic approach to addressing economic inequality, support for local business and community wellbeing clear commitment to regenerating the environment.

”

Social value at the heart of Wates

Wates Group is a leading construction, development and property services company. From its establishment in 1897, delivering social value has been in its DNA. From early wellbeing initiatives for staff and the donation of a spitfire during WW2 to becoming a founding partner of the Buy Social Corporate Challenge committed to embedding trade with Social Enterprises across the construction industry. Wates transformed a disused 20-storey tower block into much-needed temporary accommodation for up to 160 families who may have otherwise been living in emergency bed and breakfast or hotel accommodation and co-developed a safe house for rescued victims of modern slavery. The delivery of social value runs through the heart of Wates like words in a stick of rock!

Every contract at Wates supports a Community Investment Plan detailing planned activities for engagement with local people and to enrich local communities. These are co-developed with community partners, ensuring that delivered social value will be relevant to the needs of each location. They capture employment and upskilling opportunities, education engagement, volunteering, VCSE and local spend and performance against commitments is monitored and reported both internally and to clients.

Faced with changing requirements during the pandemic, seven weeks of virtual work experience were developed and delivered to young people. A virtual employability skills/construction sector insight day aimed at job seekers was delivered by an in-house, cross business team and attracted over 500 people, including ex-offenders, care leavers, veterans and unemployed adults.

In 2020, despite the challenging landscape, Wates delivered over £11m in social value, equating to 1% of turnover, from education initiatives and social enterprise spend alone. As we implement more standardised Group wide SV reporting in 2021, through use of SVP and TOMs, we anticipate that percentage to rise.

This submission uses one project, Gibside SEN school, to illustrate the range of social value delivered at project level. These operational activities sit in the context of our Group Social Value strategy, which is cascaded to business units and into projects. This delivers Group wide core commitments with sufficient flexibility to respond to client and community needs at a local level.

In November Wates publicly launched its five-year 'Creating Opportunities' strategy, including Group wide commitments on employment for furthest from the workforce groups including ex-offenders, care leavers, disabled, unemployed/NEET, homeless and veterans; on Living Wage; on engaging young people in employability; and on scaling Social Enterprise.

These strategic themes were identified through the evaluation of SV data including stakeholder research, UNSDG alignment and socio-economic demographic research to determine materiality and potential for social impact across the Wates Group.

In 2020, Wates embedded TOMS into Community Investment Plans (CIP), to enable standardised, Group wide reporting of social value outcomes across projects, including those under internal thresholds for using Social Value Portal.

In addition to the strategic approach Wates, one project is specifically referenced in this submission; the construction of Gibside Special Educational Needs School (SEN) in Gateshead in 2019/2020.

Gibside Special Educational Needs School (SEN)

Gibside (SEN) is situated in the heart of the ultra-Orthodox (or Haredi) community in Gateshead. The site is adjacent to the largest Yeshiva (Talmudical College) in Europe. Wates honoured its commitment to proactively engage with local community leaders, representatives and education institutions throughout the project.

The client was Gateshead Council and the contract value £12,790,681.

The project was delivered through the Scape framework.

Partner organisations include:

- + Gateshead Council including the Employment and Skills (E&S) team (supporting employability) and Children's Services (supporting provision for Look After Children)
- + The Jewish Council and community
- + DWP, notably Newcastle and Gateshead JCPs
- + Local Schools
- + Green Schools project delivery team
- + Novus works (deliver Education, training and employment in prisons and Through the Gate)
- + South Tyneside Training Provider Network (TRN) Limited (a social enterprise training provider) delivers training programmes targeting NEETs and long-term unemployed. TRN have a construction academy.
- + Newcastle HealthWorks (a charity who operate in Newcastle and Gateshead)

Over £6.6m of social value was added through activities and initiatives on the Gibside project.

This equates to 52% of contract value delivered in social value add.



Delivery:

Wates Gibside illustrates how processes to listen, respond and promote the social challenges of the

communities they work within are put in place to invest in local communities, creating a positive legacy.

The following were delivered on the project:

Engaging with the local Jewish community:

- + Jewish Council - hosted a community day for local residents to undertake site tours and learn more about Wates, the project and potential careers
- + Adapted working practices to take in to account Jewish festivals
- + Jewish Boarding school –hosted 2 site visits and career insight workshops.
- + Community engagement – Coronavirus response: During the height of lockdown, local (mainly elderly) residents issued with 'community care packages' including a mask, pack of tissues, hand cream, bottle of hand sanitiser and health information including a 'self-isolate checklist', fun activity packs for children, a cook book and suntan lotion, with an update about how the site was operating safely, responding to concerns around the site remaining open.

Engaging with schools, colleges and universities:

- + Worked in partnership with Gateshead Council's Virtual school (part of Children's Services) to create opportunities with enhanced wraparound support – buddy system and mentoring for Looked After Children (LAC). Work experience offered to 3 LAC.
- + Green Schools Project (funded by Wates Family Enterprise Trust) established in 3 local primary schools. Site team supported curriculum-linked education programme based on sustainability, construction and the built environment.
- + Career insight events, curriculum-linked workshops, work experience opportunities, career talks and site visits.
- + Virtual work experience (virtual site visit, Panel session with site team and interactive workshops)

Site welfare:

- + With Newcastle HealthWorks developed welfare workshops – cancer awareness, mental health, healthy eating and alcohol awareness.
- + Adult employability workshops creating opportunities for those furthest from the workforce: Established an Employer-led construction event with Novus at HMP Northumberland. Novus targeted prisoners who had gained skills and training in the prison's Construction academy or with prior experience; and were due to be released locally within six months.
- + Meet Wates and supply chain drop in event held to explore/promote apprenticeships with TRN apprentices and young people interested in apprenticeship pathways – included DWP, CITB, Gateshead Council (LAC E&S team brought 4 young people) were invited.

- + Mentoring Circles for NEETs and BAME delivered in partnership with DWP (JCPs), widening access to the construction industry. 3 interactive workshops focused on building confidence and resilience, CV writing, career insights, interview practice and a site visit.

- + Delivered a Sector-based Work Academy Programme (SWAP) in partnership with DWP

Volunteering:

- + Fitted out storage units in 'Room in the Park' community project at Hodgkin Park (Benwell)
- + Built pergolas at Swedish Garden Saltwell Park, Gateshead.

Fundraising:

- + £2920 in donated sports equipment, water bottles, health awareness props and fundraising for local charities and Wates corporate charity partner TCV.



Outcomes:

Wates has developed processes to:

- ✓ Address economic inequality - In 2020, two further business units, Residential and Developments became accredited with the Living Wage Foundation.
- ✓ Support local business – projects hold Meet-the-Buyer events to advertise opportunities to local businesses including social enterprises. Two dedicated SE events were held in 2020 to promote engagement through our supply chain and with clients and peers.
- ✓ Support community wellbeing – Community Investment Plans are discussed with clients and community organisations during pre-construction. Proposals are based on SV data including HACT socio-economic insight reports alongside grass roots conversations with charities/ community organisations to tailor social value proposals to the needs of local communities.
- ✓ Regenerate the environment – Wates has embedded Wates Sustainable Technology Services within the business. This innovation focused service identifies and promotes products that offer environmental and/or social benefits, e.g. a water system treatment that improves efficiency. Wates also launched a Green Schools Project pilot, promoting sustainability education in primary schools.

Project outcomes at Gibside:

- ✓ 52% of project value delivered in social value added
- ✓ 11 prisoners gained insight in to working in the sector, interview practice and a Level 1 in
- ✓ Asbestos awareness. Post-release, one participant secured a 4-week paid work experience on site and went on to sit exams to qualify in fibre optic engineering, a career path he is now confident about entering in to. Wates continue to support the participants to access further training and work experience opportunities post-release.
- ✓ 20 attended employability 'meet Wates' event at TRN. Wates and sub-contractors provided reviews of CVs and interview practice. 4 of the young people were vulnerable LAC / young offenders / at risk of offending
- ✓ Specialist advice on sound proofing provided to community 'Soundroom'
- ✓ All BAME Mentoring Circle participants progressed to the SWAP
- ✓ Of 13 SWAP participants, 11 gained Level 1 Securing Employment Certificate/Award and Level 1
- ✓ Employability Skills and CSCS card.

Wates has demonstrated that social value is embedded throughout the organisation, from strategy to project delivery. Recognised as a leader in social value advocacy, particularly in the field of social enterprise, Wates is deserving of this award to strengthen its reputation as an organisation committed to its mantra that business done well is a force for good. This award would motivate colleagues to continue putting social value at the forefront of their work and illustrate to clients that Wates is serious about creating positive legacies in the communities where it works.

Activity National TOMS ref Social Value Add

- Recruitment of local people NT1 **£30,353**
- Recruitment of ex-offender NT5 **£23,119**
- Employability training NT7 **£20,099**
- Training opportunities NT9 **£20,159**
- Site visits RE10 **£1,157**
- Apprenticeships NT10 **£53,924**
- Employability of young people NT11 **£2,512.40**
- Work Experience NT12 **£1,424.07**
- Pre employment courses NT12 **£12,341.94**
- VCSE spend NT14 **£9069.36**
- Expert advice to VCSE NT15 **£192**
- Volunteering NT17 **£2,410**
- Local spend NT18 **£6,476,843**
- Staff wellbeing initiatives NT20 **£6,215**
- Donations NT28 **£2,920**

Total Social Value Added: £6,662,739

Private Sector Leadership Award



HIGHLY COMMENDED

Willmott Dixon

What the judges said:



Willmott Dixon have been at the forefront of social value for many years and are committed to adding social value across all aspects of their business including their people, the environmental impact of projects and to working with their supply-chain partners.

Key initiatives include enhancing the life-chances of over 10,000 young people since 2011, increasing the use of social enterprises in their supply-chain by 170% and delivering £85,787,432.49 in added social value (not including local spend). 81% of their people took part in community activities to help make these achievements possible.



Willmott Dixon and social value

Long before the term 'social value' was coined, in our 1978 report and accounts, Peter Willmott stated: "At Willmotts we have, for a long time ... provided aid not only in financial terms but in the service of our employees to many organisations."

As one of the largest privately-owned companies specialising in construction, we pride ourselves on our strong family-values; Business with a human touch, Relationship focused, Be intrapreneurial and direct, Being visible and accountable and Preserving our environment.

Our aim goes beyond just delivering good social and environmental programmes. We are committed to adding social value across all aspects of our business; from our people, to the environmental impact of our projects through to working with supply-chain-partners aligned with our values. This is just how we do business.

Having been recognised with our third Queen's-Award-for-Enterprise in 2019 (our second for Sustainable-Development) alongside our 2018 Queens-Award-for-Social-Mobility, in September we launched our sector-leading 2030 Sustainable-Development-Strategy Now or Never. Our decisive decade.

We've been net-zero since 2012 and have a track record of delivery. We're using our experience to benefit our customers, their communities, our supply-chain-partners and to influence government so we can deliver on our purpose to deliver brilliant buildings, transform lives, strengthen communities and enhance the environment so our world is fit for future generations.

Sustainability performance is reported monthly to the Holdings-Board which retains overall responsibility. Our CEO, Rick Willmott, chairs its Sustainability Sub-committee which includes the Chief-Sustainability-Officer and the Head-of-the-Willmott-Dixon-Foundation to help the business address risks and realise the opportunities of a low-carbon and sustainable built environment.

Our Group-Sustainability-team advises/supports all sustainability/social value work, ensuring strategy/policy are implemented in-line with industry best practice. Via our bespoke in-house data-collection and reporting tool, regional MDs receive monthly sustainability reports at regional and project level and are responsible for delivery. They're supported by a Sustainable-Development-director and a team of environmental and social sustainability managers.

Sustainability KPIs are verified annually by Bureau-Veritas and are reported transparently in our Annual-Report and our Annual-Sustainable-Development-Review. We pride ourselves on our data and processes - we never forget that behind them are people.

Willmott Dixon has seven regional offices across the country and around 150 live construction sites at any time. We have always had a purpose beyond profit, but we increase our impact by setting ambitious targets. In our 2020 staff survey, 92% agreed with the statement that the organisation has a strong social conscience.

To that end we have already:

- ✓ Enhanced the life-chances of over 10,000 young people since 2011 (connecting with over 400,000 individuals to achieve this)
- ✓ Increased the use of social enterprises in our supply-chain by 170% since we started in 2018
- ✓ Been carbon neutral since 2012 and met our 2020 to target to halve our carbon emissions intensity three years early
- ✓ Ensured that 100% of site and office electricity is powered by renewable sources
- ✓ Since we started using the national TOMs in 2018 we have delivered £85,787,432.49 in added social value (not including local spend)
- ✓ 81% of our people took part in community activities to help make these achievements possible.

Our 2030 Sustainability Strategy, 'Now or Never', publishes our ambitions under three themes.

Brilliant Buildings commits us to:

- + All new buildings and major refurbishments will achieve net-zero operational carbon
- + All new buildings and major refurbishments will be delivered with net-zero embodied carbon by end-2040
- + Our supply-chain will achieve net-zero operational carbon by end-2040

Building Lives commits us to:

- + Setting the standard for social value for our sector
- + Improving the lives of 100,000 people
- + Helping 1,000 people facing significant barriers to have new careers

Better Planet commits us to:

- + Being a zero-carbon business without offsetting
- + Planting 100,000 trees for the benefit of local communities
- + Generating zero avoidable waste
- + Halving the volume of water we use on our projects

Our purpose is led from the top. The Sustainability Committee (chaired by Group Chief Executive, Rick Willmott) set the strategic direction for our work. Rick drives this agenda through his senior leadership team into the business – not only giving permission, but engendering an expectation of delivery with clear commitments, milestones and targets that are monitored the same as our financial and quality targets.



Delivery:

Our social and environmental sustainability teams work with our customers, supply-chain and communities to develop bespoke localised plans for each of our construction projects and regional offices, working alongside our supply-chain to deliver them.

These plans consider three key criteria:

1. What is required environmentally and socially (plans are co-created with local information, representation and/or agreement from customers and the communities they impact)
2. Our expertise in an area (do we have the right skills and/or do we need to partner with an expert)
3. What impact can we achieve – using the national TOMs and previous impact assessments to aid decision making on increasing reach (we are always open to collaboration to achieve greater impact).

During 2019 we completed 1,591 meaningful social value activities to 43,194 people using this approach.

Activity examples include:

Building Lives Programmes

In partnership with Croydon Council, Carshalton College and our supply-chain-partners, MRG Services, we launched our first Building Lives Academy in New Addington in 2018. The Academy provides construction skills training to 15 long-term unemployed people every six weeks. The course includes work experience and CSCS cards, so participants are "site-ready" on completion. Since we have opened 5 further academies across the UK in partnership with our customers, supply-chain and local charities/training companies. Some of these academies have a specific focus, for example, in Liverpool, where we partnered with social enterprise Inside Connections to open an Academy dedicated to helping ex-offenders become work ready. The social return on investment of each Building Lives Academy, including our partner contributions, is around £240,000.

In 2019, 275 people attended our academy training, 254 received CSCS cards and 124 found employment, three directly with Willmott Dixon. 45% of people that attended found work within three months.

In 2020, in response to the challenges of COVID-19, we created our Building Lives Building Blocks.

These blocks comprise activities, which when combined, form programmes which can be delivered digitally, in a socially distanced or traditional way.

They have enabled us to continue to deliver learning/promote STEM careers and activities in schools. In February 2021, we are adding wellbeing building blocks.

Carbon Reduction

We've reduced carbon emissions intensity in our own operations by 69%* from a 2010 baseline. However, our operational emissions are less than 1% of our total emissions. So, we're working on reducing Scope 3.

We've pioneered the Carbon-Trust's-Supply-Chain-Standard and are the only company in our sector to achieve Level-2, after showing three of our highest-impact supply chain partners how to reduce their emissions - saving them c.30-40% on energy costs.

Our expertise helped Groundworkers, McDermott, achieve ISO50001 and identify savings of c£100kpa. In 2020 we submitted to achieve Level-3 – which is about sharing our methodology across the industry.

**data externally verified in April*



Outcomes:

We use the National TOMs to ascertain the Social Return on Investment (SROI) of our activities, also considering impact assessments completed by beneficiaries, to better understand our impact. Last year, we delivered £26m of SROI from our added social value projects, with 60% high-impact across all our programmes of activity. Our data is independently verified and benchmarked by Bureau Veritas and London Benchmarking Group.

We also measure success by:

How we support our people to deliver sustainability/social value

- ✓ Staff incentives are directly linked to carbon emissions and waste performance.
- ✓ In our 2019 staff survey, 87% understood why sustainability was a priority, 72% personally played a part in making our business more sustainable.
- ✓ In 2020, Group sustainability worked with our finance and HR team to implement a new electric vehicle leasing and salary sacrifice scheme, supporting our ambition of an 100% electric fleet by 2030.
- ✓ In 2019 we launched a carbon-footprint-calculator so people can evaluate/offset their personal emissions.

Collaboration

- ✓ We are board and leadership members of groups including: The Aldersgate Group, Supply Chain Sustainability School (one of seven founding partners), UK Green Building Council, IEMA, Build UK, National Social Value Taskforce, Social Value UK, BSRIA and Social Enterprise UK.
- ✓ We work with our peers to increase impact - In February 2021 we will lead and host the first construction virtual-work-experience with Wates, Amey and Balfour Beatty.
- ✓ Our people partner with charities and support them over several years both financially and "in-kind" to help them grow/increase social impact. Our London & South team partnered with Chestnut Tree House Children's Hospice since 2013 and have raised over £800,000 since.
- ✓ We foster long-term partnerships with other organisations that will benefit e.g. our relationship with HMP Elmey has been ongoing since 2016. We opened a Building Lives Academy on site in 2018 which continues to support residents to be work-ready upon release.

How we work with our supply chain

- ✓ We work in partnership with our supply-chain to deliver social-value projects. For example, during our 2019 annual Trainee Challenge, 148 individuals from a range of companies within our supply chain spent over 1,300 hours supporting these projects, donating over £72,000 worth of items.
- ✓ In 2020 we became Real Living Wage (RLW) accredited and will help our supply-chain become RLW payers in the next two to three years.
- ✓ We focus on local procurement. 75% of the value of our projects is spent within 40 miles.

External commitments/recognition

- ✓ We have publicly committed to the Social Mobility Pledge, are signatories to the People Matter Charter, Care Leavers Covenant, Armed Forces Covenant and have been members of the 5% Club since 2014.
- ✓ We were amongst the first 10 companies to achieve a Queen's Award for Enterprise: Promoting Opportunity and hold two Queens Awards.
- ✓ We submitted to achieve Level 3 of the Carbon-Trust's-Supply-Chain-Standard – the only contractor to do this for the whole of their operations.
- ✓ Globally we are one of 133 companies with Science-Based targets aligned to 1.5degC and one of 11 companies to sign up to the RE100, EP100 and EV100 commitments.

Voluntary or Third Sector Leadership Award



whg

WINNER

Social value is at the heart of whg's operations and as a leading provider of affordable housing and a community-focused organisation, whg look to maximise every opportunity to make a real difference to people's lives and to have a positive impact in our neighbourhoods.

whg stands out for a number of reasons – the breadth of their community investment activities, the huge range of partners they work with, their innovative approach to engagement and their level of success – in achieving social value. Crucially, social value is embedded within the organisation's culture and at every level across the business. whg have dedicated teams which help people access training, volunteering, apprenticeship and employment opportunities, support them to manage their money, develop their digital and financial skills and improve their health and wellbeing. They also work with partners to promote social inclusion, reduce loneliness and isolation, support people with mental health issues and tackle homelessness.

What the judges said:



The judges were really impressed with the way whg has embedded social value into all of its operations, focusing on the needs of its residents and the additional support they need to achieve their life objectives in line with their mission statement 'dedicated to the success of our people and places'. Social value is crucial to their 2014-2024 corporate plan that has been recently updated to include a new success measure of generating social value each year, equivalent to a third of their annual turnover.



Transforming communities through social value

Social value is at the heart of whg's operations. As a leading provider of affordable housing and a community-focused organisation, we maximise every opportunity to make a real difference to people's lives and to have a positive impact in our neighbourhoods.

whg stands out for a number of reasons – the breadth of our community investment activities, the huge range of partners we work with, our innovative approach to engagement and our level of success – in achieving social value.

Crucially, social value is embedded within our organisation's culture and at every level across the business. It helps shape day-to-day services, Board decisions, procurement choices and colleague engagement.

It is key to whg's corporate plan, which has recently been updated to include a target to generate social value each year equivalent to a third of our turnover. In 2019/2020 we achieved a total of £38 million in social value, in line with this aspiration.

Our work in this area truly transforms lives, helping people facing barriers and challenges to enjoy happy, fulfilled lives within vibrant communities.

We have dedicated teams and a wealth of initiatives which help people access training, volunteering, apprenticeship and employment opportunities, support them to manage their money, develop their digital and financial skills and improve their health and wellbeing.

whg also works with partners to promote social inclusion, reduce loneliness and isolation, support people with mental health issues and tackle homelessness.

In addition, our grant schemes offer a lifeline for community projects and help individuals to achieve their training or employment ambitions.

Everything we do is aimed at supporting people to fulfil their potential and realise their dreams, whether that be having a place to call home, landing a job they love or boosting their health and fitness.

We continue to forge new partnerships and grow our community investment activities, constantly looking at how we can deliver additional social value within our communities.

whg is one of the Midlands' leading providers of high-quality homes, owning and managing around 21,000 properties across the region. Formed in 2003, whg is a charity and a registered provider of social housing. We house over 40,000 people across 19 local authority areas.

Our increasingly diverse portfolio includes homes for social, affordable and market rent, shared ownership and supported housing. We plan to build 500 new homes across the region each year over the next four years.

Over and above our core purpose – providing safe, secure, well managed and maintained homes – we pride ourselves on being much more than a landlord. Our mission statement is: 'Dedicated to the success of our people and places'.

As a community-based organisation with a strong social purpose, we strive to make a positive difference in people's lives. We invest in homes and services to help individuals and neighbourhoods overcome challenges, giving them opportunities to thrive.

We work with a range of partners to tackle poverty, homelessness, inequality and poor health in our communities and to support our customers to lead happy, fulfilled lives. Partners include developers and contractors, local authorities, schools, colleges, community groups and charities.

Our commitment to social value is fundamental to our business and embedded across our organisation. This includes our approach to procurement, ensuring we work with organisations that bring added value to communities.

Social value is crucial to our 2014-2024 corporate plan, particularly our key objectives to deliver high quality homes and services and to promote health and prosperity where we can make a difference.

Recently updated, our corporate plan has a new success measure of generating social value each year equivalent to a third of our annual turnover. Our achievement of £38 million of social value from April 2019 to March 2020 meets this target.

We regularly report back to the Board on our social value performance, ensuring it remains a key consideration in strategic decisions about our operations and future direction. We also encourage colleagues to take part in fundraising and volunteering activities, keeping a focus on social value at all levels of our organisation.



Delivery:

We run a multitude of community investment activities, delivering considerable social value each year. Our various teams work together to identify, engage with and refer customers who would benefit from our initiatives.

whg's trailblazing network of Community Champions – customers we recruit from local neighbourhoods – engage and support fellow customers and help deliver our range of fun, informal workshops and training courses in the community. These include courses to boost people's confidence and prepare them for the world of work.

Our projects support a range of customers including those who are vulnerable, long-term unemployed, suffering longstanding health issues or struggling to manage their money.

The Employment & Training team supports people to develop their skills and find employment, training or volunteering opportunities.

In 2019/2020, we:

- engaged with 120 employers
- provided 80 recruitment sessions for customers to find out about local job vacancies
- offered 15 apprenticeships with whg and 60 through our supply chain

During lockdown, we continued to offer support to jobseekers remotely with popular online training workshops.

Our UPLIFT project, run in partnership with Walsall College and the Department for Work and Pensions, aims to encourage more women to enter the construction industry. It involves a six-week training course followed by a work placement with our contractors on a whg scheme, then support to gain a job or apprenticeship.

whg's Volunteering Works scheme encourages customers to take up volunteering opportunities, including placements with whg and other local employers, while developing their skills to boost their job prospects.

In 2019/2020, the scheme saw:

- 57 customers enrolled
- 104 accredited training courses completed
- 12 participants move into a volunteering placement

whg's Money Advice Service provides information and guidance about benefits, budgeting, clearing debts and maximising income.

Our Digital First campaign includes a variety of initiatives helping customers with diverse needs to develop their digital skills and get online.

As a partner in Black Country Click Start, we help promote digital and financial inclusion. Targeting social housing tenants affected by welfare reform, it offers clear progression routes to build skills and gain employment.

Our various health and wellbeing activities include pop-up information and advice sessions, healthy lifestyle sessions in schools, summer holiday sports activities and our Nifty over Fifty programme for healthy ageing.

During the coronavirus pandemic we have worked hard to ensure vulnerable households have the support they need, including encouraging colleagues to support with voluntary efforts.

We collaborated with our partners (including those in health and adult social care, councils and voluntary organisations) to provide a coordinated and effective response to the crisis. This included supporting foodbanks, delivering food parcels and medication to vulnerable customers and keeping in regular contact to reduce isolation and loneliness during lockdown.

In the future, as the first further education provider to approach social value in this way, we will be working to help other education providers to adopt their own social value strategies. CLES, the CBI and SVP have already expressed interest on a joint project to support additional education providers to engage with the National TOMs Framework and community wealth building.



Outcomes:

We measure social value by applying the national TOMs framework, then using the Housing Association Charitable Trust's Wellbeing Valuation Model to assign monetary values to outcomes. In 2019/2020, we generated £38 million of social value, including £22.4 million through our employment and training, financial and digital inclusion and health and wellbeing initiatives.

We:

- helped 1,274 customers improve their employability skills through training and one-to-one guidance
- supported 149 customers to gain paid employment
- helped 423 customers reduce their debts by a total of £307,000
- supported 2,190 customers through our Money Advice Service to access an extra £7.7 million
- helped 1,095 customers become more active through our family and schools programme
- provided information and advice to 560 customers with our pop-up community health sessions
- gave 714 customers digital and financial skills training through Black Country Click Start



- provided 418 customers with energy-saving advice through our Local Energy Action Partnership
- delivered 186 food hampers, plus clothes, school uniforms and toys to families on low incomes.

We supported Walsall Council with funding to improve enterprise and skills across the borough's wider community, including helping:

- 731 residents improve their employability skills
- 459 to secure employment
- 473 into training

This is all additional to our work providing quality affordable homes to meet local housing need.

We:

- saved £15.3 million in housing benefit claims by providing affordable rents
- spent £57.4 million building 446 new homes (298 for affordable rent and 148 for shared ownership)
- boosted the local economy by £201 million through our development spend
- improved warmth and energy efficiency at 789 homes by replacing boilers, heating and windows

Our Community Fund gave £11,600 of grants to projects ranging from a community allotment to a club aimed at reducing loneliness.

Our People's Fund granted £10,000 to help with travel and workwear costs for people starting employment.

whg is a partner in the Walsall Council-led programme Housing First, which aims to house and support 88 former rough sleepers over the next three years. Having committed 40 homes to the project, we housed and supported 16 people in the last year. During the pandemic we overcame various obstacles to house five vulnerable homeless people.

"whg's support helped me get the job I always wanted."

Mea Plected, employed by a contractor after completing our UPLIFT programme

"This was a great opportunity. whg supported me with my application and preparing for the interview. I'm really excited – this is my dream job!"

Charlie Winwood, who gained an electrical apprenticeship with a whg contractor

"whg's money advisor was friendly and easy to talk to. He's helped me with everything. I don't like being in debt and now I haven't got that worry nagging at me. I feel a lot better."

whg customer

"The Employment and Training team helped me gain a volunteering position at whg leading to paid employment, which was amazing! Thanks to whg, I have a new career and a bright future."

whg customer Valentina

Voluntary or Third Sector Leadership Award

GLL
better for everyone

HIGHLY COMMENDED

Greenwich Leisure Ltd

What the judges said:

“

Greenwich Leisure Ltd is the UK's largest leisure charitable social enterprise and in 2019 embedded Social Value outcomes for the first time with the clear understanding that SV raised was as important as turnover. While the not-for-profit had been raising SV as part of its healthy communities remit since it was created in 1993 (and measuring it since 2016), its inclusion as a specific point of strategy cemented its importance at the very heart of the organisation and those who work in it, and gave them a strong USP in a crowded marketplace.

”

GLL SOCIAL VALUE IMPACT 2019 (REGULAR PARTICIPATION IN ACTIVITIES & SPORT)

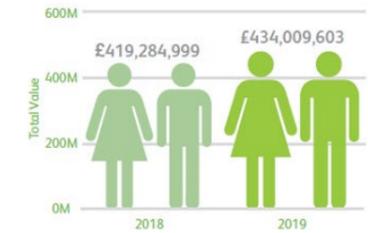
GLL SOCIAL VALUE BY SECTOR



GLL SOCIAL VALUE BY REGION



GLL SOCIAL VALUE IMPACT YEAR ON YEAR



GLL Social Value = £1 : £1.90
(For every £1 spent, GLL generates £1.90 in Social Value)

£430
GLL SOCIAL VALUE PER CUSTOMER*
*Customers using fee or more per month

GLL
better for everyone

The UK's largest leisure charitable social enterprise embeds social value outcomes for the first time

Greenwich Leisure Ltd (GLL) is the UK's largest leisure charitable social enterprise and in 2019 embedded social value (SV) outcomes for the first time with the clear understanding that SV raised was as important as turnover. While the not-for-profit had been raising SV as part of its healthy communities remit since it was created in 1993 (and measuring it since 2016), its inclusion as a specific point of strategy cemented its importance at the very heart of the organisation and those who work in it and gave us a strong USP in a crowded marketplace.

Maximising Impact on Local Communities' Health and Wellbeing by embedding social value into the Corporate Plan In 2017, as part of its 5 year Corporate Plan 'Towards 2022', GLL the UK's largest leisure charitable social enterprise, embedded social value outcomes for the first time with the clear understanding that SV raised was as important as turnover.

While the not-for-profit had been raising SV as part of its healthy communities remit since it was born in 1993 (and measuring it since 2016), its inclusion as a specific point of strategy cemented its importance at the very heart of the organisation and those who work in it and gave us a strong USP in a crowded marketplace.

With no shareholders to pay, GLL can concentrate on improving outcomes in some of the poorest postcodes in the UK though health and fitness, wellbeing, educational attainment and a reduction in crime. Our USP helps us recruit and retain staff who share our ethos.

In 2019 (before COVID-19 put a halt on leisure operations in the UK), SV raised reached a record £434m across our leisure business and for the first time, an additional £71m of SV was raised in library provision. For every £1 spent in our centres, £1.90 was yielded in SV for local communities.

Not only was this a significant achievement, it also provided a welcome fillip to other social enterprises in our supply chain – who benefitted from the £15m of annual spend on items from stationery and print services to coffee and chocolate bars.

GLL won The Market Builder Award at SEUK Awards in recognition of its support to other firms which themselves support thousands of jobs in local communities here and abroad.

[Reference Article](#)



Delivery:

GLL's ambitious 5 Year Corporate Plan 'Towards 2022' sought to put SV at the centre of the organisation, providing a USP that other competitors in a crowded market place could not match. Moreover, it also aimed to raise pride and levels of personal development amongst colleagues, recognising that they were not just working for an organisation that cared for the community but cared for its workers as well.

A new marketing approach was adopted to reflect the SV priority and which turned traditional thinking on its head. GLL sought to understand what socially-minded customers, including the media savvy experiential millennials, actually valued from their leisure provider. In doing so we reflected our customers' values in our marketing approach, developing the 'I Choose' campaign which 'played back' customers statements on why they chose our social brand over others.

The campaign won plaudits at the UK Active Awards, UK Business Awards, and Pioneers Post – who hosted a podcast from GLL's marketing guru David Lionetti (ex-McDonalds Corporation, Australia) (www.pioneerspost.com/podcasts/20190605/how-does-social-enterprise-compete-hugeprivate-sector-players)

Working with clients including the UK National Health Service, Local Authority Public Health Teams (Healthwise), Cancer Research UK and Alzheimer's Society and many more at hyper-local levels including disability charities and community food banks – GLL was able to cement its unique position at the heart of local communities as so much more than a leisure provider but as a community enabler/community champion.

Turnover through contracts with over 40 local authorities and national sporting bodies reached record levels of £296m in December 2019, allowing a further £1m to be invested in the GLL Sport Foundation. The largest independent athlete support programme in the UK has contributed £11m since 2008 in small grants and free memberships to support hundreds of elite athletes on their competition journey. GSF-supported athletes won 20 medals at the 2016 Rio Olympics.

GLL's SV raised reached £434m in December 2019.



Outcomes:

GLL's Social Value Report 2019 (see infographic), reported that the not-for-profit delivered £434m of SV in 2019, returning on average over £430 for every customer, hugely benefitting local communities.

Averaged across the business, £1.90 was raised in local communities for every £1 spent.

Sport and physical activity are widely recognised as adding additional SV in four key areas:

Physical Health (£58m)

One of the unhealthiest nations in Europe, the UK's Public Health leaders have struggled to make interventions over the years, with obesity rising worryingly and most quickly in the case of under 11s.

Getting physical activity into your lifestyle at an early age is known to make a successful habit for life with associated reduction in health referrals and also lowers the cost of interventions.

Good health allows people to do the things they want and live independently. (Ref Government programme 'Ten More Healthy Years').

Where GLL operates, communities are measurably healthier over a number of criteria. This is because the unique business model prioritises activity over profits.

Improved Life Satisfaction (£366m)

In recent years, more emphasis has been put on happiness because physical health on its own is not enough to achieve life satisfaction.

Taking part in physical and social activities with others reduces isolation and loneliness – a killer in UK society as it is often linked with alcoholism, drug dependency and low self-esteem.

Educational Attainment leading to employment opportunity (£9m)

In 2019, for the first time, GLL's Libraries Division was able to monetise the equivalent SV raised through its cultural and educational programmes.

Across 4 Library Partnerships (Bromley, Greenwich, Lincolnshire and Wandsworth), £71m of SV impact was generated in 2019 (with an additional £16m coming from computer use). This is in addition to the £9m headline figure reported from the Leisure side of the business. GLL Libraries not only provide traditional book loans and browsing areas but quiet areas for study and research with free Wifi and free access computer terminals, thus helping to bridge the UK's Digital Divide which has become a major concern in recent years (www.bbc.co.uk/news/av/technology-55582376).

Reduction in Crime (£0.246m)

Diversionary activities like sports, reading clubs, arts and crafts activities, keep vulnerable boys and young men in the 10-24 year age group - and who are at risk of being involved in gang violence - off the streets, which lowers crime.

GLL is active in high deprivation postcodes which traditionally exhibit high rates of youth crime including Lambeth (Brixton), Hackney (Homerton) and Islington (Archway).

GLL's community impact is clear from measurement and valuation of SV of collective impacts and interventions - across its Leisure and Libraries Divisions it generated over £434m in SV in 2019 – including in some of the UK's poorest postcodes.

GLL's Sport Foundation provided a welcome £1m boost for athletes preparing for the 2020 Olympic Games in Tokyo (now deferred to 2021) (www.gllsportfoundation.org/).

Meanwhile, £500,000 of match funding was paid into local projects to bring neighbourhoods together around shared activities through the GLL Community Foundation (about.spacehive.com/case-studies/the-gll-case-study/).

GLL has recognised that creating SV is as important as its turnover and has embedded it into its culture and processes as follows:

- ✔ Prioritising activity that is of clear benefit to community health and wellbeing e.g. Healthwise 'Activity on Prescription' service (www.gll.org/b2b/pages/health).
- ✔ Reporting SV raised to clients to support their public health and community resilience agendas enabling scarce resources to be targeted most effectively against health inequality and inactivity interventions
- ✔ Developing a £15m annual social enterprise supply chain (procurement) to raise social value more widely through jobs and societal benefits in the wider community in UK and abroad – including brands such as Café Direct, Belu Water, Divine Chocolate, Phone Co-Op and Wild Hearts
- ✔ Creating an internal culture that promotes 'for good' activities among staff – e.g. charity fundraising, volunteering
- ✔ Creating league tables between borough partnerships to inject a competitive drive to do better
- ✔ Reporting staff activities via the staff intranet and annual awards ceremonies

GLL has increased SV year-on-year since 2017. It uses SV data to inform decision making at the highest level via:

- ✔ Mandatory, regular reports to Senior Leadership Team and WorkerBoard
- ✔ Consideration of SV opportunity in bid writing and contract procurement. We now report SV as an additional metric in addition to quality and price in tenders (bid management and submission)
- ✔ Entered awards and offered staff to sit on the Boards of external agencies to share best practice and help senior figures with decision making
- ✔ Enabled centres and partnerships to target hard-to- reach groups and maximize their SV impact

GLL has a culture of listening and responding to the communities it serves to develop feedback loops through:

- ✔ 'Meet the Manager' sessions in leisure centres to seek feedback and respond to suggestions and complaints
- ✔ Customer care excellence goals – including annual customer satisfaction surveys
- ✔ Regular customer newsletters
- ✔ Monitoring and improving Google Reviews
- ✔ Progress reviews with local authority partners against SLAs to check and adjust interventions (contract management)
- ✔ Overcoming barriers to participation by offering concessions to less well-off communities and demographics

GLL is widely seen as the exemplar in the Leisure Sector for recording and verifying SV using National TOMs:

- ✔ GLL was first to market measuring SV impact via a ratified model backed by Sport England/ UKActive / Public Health England / Community Leisure UK / Chief Leisure Officers Association
- ✔ GLL's Business Intelligence Department worked closely with 4Global / Sheffield Hallam and Experian to develop both the UI experience of the SV Calculator and automate the data process
- ✔ Leisure Centres and Libraries can monetise SV impact

SV metrics presented in our Annual Reports and at our AGM and showcase best practice within our sector - including with SEUK – with the aim of strengthening the sector as a whole.

Jobs: Promote Local Skills and Employment - Educational Attainment leading to employment opportunity raised £9min SV. In addition, in 2019 GLL ran its own Academy which trained staff in valuable skills such as life saving.

Growth: Supporting Growth of Responsible Regional Business – our regional network spanning Belfast to Bromley and Carlisle to Cornwall works closely with local authorities to provide sustainable public services that support local supply chains with £15m of spend each year on social enterprises.

Social: Healthier, Safer and more Resilient Communities – we aim to get more people, more active, more often and combined SV across these categories exceeded £58m and pumped £1.5m into athlete and community support in 2019.

Environment: Decarbonising and Safeguarding our World – our SocEnt supply chain/procurement has environmental protections built in. In addition we are reducing our carbon footprint year-on-year with spend-to-save initiatives on lighting and heating.

Innovation: Promoting Social Innovation – we aim to target hard-to-reach groups - women, Over 60s, BAME, disabled and those from deprived areas and share best practice through awards and challenging ourselves through our Corporate Plan.

Framework Leadership Award



WINNER

SCAPE

SCAPE is a leading public sector owned procurement authority and believe that they have the responsibility to take a leadership role in the development of social value outcomes. As such, social value is embedded right at the heart of everything SCAPE does. Social value is generated both directly through the activities of SCAPE and their delivery partners, and indirectly by regulating supplier behaviour through framework procurement and thought leadership.

SCAPE explicitly evaluates social value when their frameworks are procured. Bidders must demonstrate their processes and methods of operation include social value delivery, and provide evidence of their past achievement, as well as their readiness to bring innovation and best practice to their projects.

What the judges said:

“*SCAPE has embedded social value into all of its processes ensuring it is core to their offer and are pioneering engagement with their partners and customers. The judges were impressed by their commitment to reporting social value and how they regularly review the appropriateness of the measures within their frameworks to ensure they meet client needs and deliver maximum impact. The judges were particularly impressed by their work-experience programme developed during the pandemic when they brought together 43 industry-leading organisations to create Learning in Lockdown. The STEM-inspired week-long work experience programme attracted 2,000 Year 10 and S4 pupils from 300 schools in England, Scotland and Wales. Creating £193,442 in social value, it has just been recognised by the Department for Education.*”

SCAPE frameworks

As a leading public sector owned procurement authority, we believe that we have the responsibility to take a leadership role in the development of social value outcomes. As such, social value is embedded right at the heart of everything SCAPE does.

Social value is generated both directly through the activities of SCAPE and our delivery partners, and indirectly by regulating supplier behaviour through framework procurement and thought leadership.

We have worked closely with the Social Value Portal since 2013, to implement the National TOMs, and other valuable KPIs, as the basis of social value delivery across all SCAPE and SCAPE Scotland Civil Engineering, Construction, and Consultancy frameworks for the public and private sectors. This gives our 1,000 clients the flexibility to set appropriate social value targets that align with their policies, targets, and local needs.

We explicitly evaluate social value when our frameworks are procured. Bidders must demonstrate their processes and methods of operation include social value delivery, and provide evidence of their past achievement, as well as their readiness to bring innovation and best practice to their projects. Because social value is included in our procurement process, the organisations that become SCAPE framework partners are those for whom delivering social value is “business as usual”.

Despite the logistical and operational challenges posed by the COVID-19 pandemic, our 19 framework delivery partners worked closely with clients to maximise community impact.

Together, we handed over 486 projects and delivered:

- + 98% Fair payment
- + 95% waste diversion
- + 91% SME engagement, with 87% SME spend
- + 53% local spend and 50% local labour within 20 miles
- + An average Considerate Constructors score of 40

To overcome the lack of work experience opportunities and engagement with local schools during the pandemic, we brought together 43 industry-leading organisations to create Learning in Lockdown. The STEM-inspired week-long work experience programme attracted 2,000 Year 10 and S4 pupils from 300 schools in England, Scotland and Wales. Creating £193,442 in social value, it has just been recognised by the Department for Education as the only virtual work experience programme to offer effective taster work experience, recognised within the new T-level syllabus.



Delivery:

Across all the SCAPE and SCAPE Scotland Construction, Civil Engineering and Consultancy frameworks, our robust framework management and governance processes are in place to ensure that social value outcomes are achieved at all stages of projects. Through the development of our comprehensive Social Value Policy, which SCAPE and all of our partners commit to, we have defined four main areas of impact where social value has significant influence; in setting objectives for delivery, in the specification of services, in performance management activity, and in reporting progress and celebrating success.

Our procurement process explicitly evaluates social value, including assessing a potential delivery partners’ ability to support the local supply chain and to offer training opportunities and apprenticeships. Our 19 framework delivery partners have been selected as they have consistently proven that they are able to demonstrate that social value and innovation is embedded within their business processes, policies and operations.

To guarantee that our frameworks are successfully delivering social value outcomes, our delivery partners report monthly on performance against the National TOMs, alongside other contractual KPIs. In addition, the SCAPE framework management team hold regular meetings with all partners to check progress against the targets set and, if there are early warning signs that a KPI may not be met, rectification plans are put in place to ensure the targets are achieved. SCAPE undertakes regular audits and engages Social Value Portal to provide data assurance.

Ensuring our public and private sector clients are invited to shape the focus of social value activity is pivotal to the successful outcomes achieved across the SCAPE frameworks.

During 2020, despite the logistical challenges posed by the pandemic, our delivery partners successfully handed over 486 projects and achieved:

- + 98% fair payment
- + 95% waste diversion
- + 91% SME engagement, with 87% SME spend
- + 53% local spend and 50% local labour within 20 miles
- + An average Considerate Constructors score of 40

Additionally, before lockdown, SCAPE projects helped 69 adults gain employment, created 13 work experience placements and 29 apprentice opportunities, hosted 32 school visits, and supported in 11 professional and academic qualifications.

We continue to explore further ways to add social value, improve outcomes and respond to the changing needs of local communities. We regularly review the appropriateness of the measures within our frameworks to ensure they meet client needs and deliver maximum impact. As a member of the National Social Value Taskforce, we provide feedback and assist in the development of the National TOMs.

“The SCAPE framework is good for local labour and is well thought out, carefully managed and delivers real value for money. Plus, you also get real support from the team, which is over and above other providers”

David Highfield, Programme Manager, Derby City Council



Outcomes:

Whether a SCAPE project is connecting communities with a new road, restoring weathered sea defences, building a new school or refurbishing a local landmark, our frameworks place social value at the core, every time.

SCAPE's challenging fair payment standards have driven improved standards throughout many of our partners' operations, not just for SCAPE projects. This has provided confidence in cash flow for small businesses for whom prompt payment is crucial. By taking a firm stance on this, we're encouraging our clients to improve their systems and processes to help the supply chain thrive, which in turn drives efficiencies in the market. Working collaboratively on all levels, we're guided by clients, focusing on their key drivers for projects and ensuring that local economic needs and aspirations are met. SCAPE brings together delivery partners to provide a collaborative response to challenges faced. These initiatives include our social enterprise working group which aims to increase opportunities for the sector, and our research and development group for sustainability, uniting as one voice to share best practice, innovations, and ambitions to meet the climate emergency challenge.

The processes embedded within our frameworks ensure that our partners are equipped to efficiently measure social value using the National TOMs, and to bring their own ideas of how optimum social value can be achieved. As well as apprenticeships and training, this includes fair payment, use of local social enterprises, support for charities, student engagement, and opportunities for NEETS, ex-armed forces, and ex-offenders.

Sharing best practice with SCAPE framework delivery partners has delivered greater innovation and impact. In 2020, 486 projects were handed over, including:

- + Balfour Beatty delivered the UK's first all-electric vehicle charging forecourt, marking a significant step towards the country's green aspirations, and recorded over 2 million hours worked without a Lost Time Incident (LTI) in 2020. This fantastic milestone was achieved in 11 months across 62 projects for 43 clients, worth a combined total of £631m.
- + Kier, through the Hwb Cyfle Flintshire Adult Day Care Centre project, created £3.7million in social value, five new jobs and six new apprentices.
- + Willmott Dixon, through the St Patrick's Church renovation project, teamed up with students on construction courses at Greater Brighton Metropolitan College. In eight weeks, they built 29 units that provided temporary accommodation for local homeless people, as well as giving students valuable 'hands-on' experience of building work.

SCAPE

- SCAPE is a public sector owned procurement authority.
- Social value is generated both directly through the activities of SCAPE and our delivery partners, and indirectly by regulating supplier behaviour through framework procurement and thought leadership.
- Because social value is included in our procurement process, the organisations that become SCAPE framework delivery partners are those for whom delivering social value is "business as usual".
- Our 19 framework delivery partners are supporting over 1,000 clients.
- Sharing best practice with SCAPE framework delivery partners has delivered greater innovation and impact, with partners driving improved standards throughout many of their operations, not just for SCAPE projects.
- Ensuring our public and private sector clients are invited to shape the focus of social value activity is pivotal to the successful outcomes achieved across the SCAPE frameworks.

In 2020, despite the challenges, here's what we delivered together as a team:



- + Wates partnered with Novus, a social enterprise delivering learning, employment, and rehabilitation support to offenders in prison and on release. Through the partnership, Wates provided a sector-based training day for 11 people preparing to leave prison to improve their employability skills, with certified sessions on Health and Safety and CSCS card training. The team have gone on to mentor and support the offenders, preparing them to secure work after release.
- + Lendlease launched their Single Use Plastics Ambassador Virtual Work Experience Programme using the same principals as Learning in Lockdown. They've successfully delivered a 30-hour programme, accredited by Engineering Development Trust, to two school groups so far, including a SEND school.

Framework Leadership Award



HIGHLY COMMENDED

North West Construction Hub (NWCH)

What the judges said:



NWCH has truly embedded social value into its delivery strategy and performance management systems which are aligned to TOMs. Their tendering processes require a minimum of 20% weighting for social value (SV).

NWCH have created a number of Special Interest Groups (SIGs) that play a critical role in delivering collaborative social value programmes and creating innovative solutions to cross sector challenges. Key SV SIG themes for 2021 include the zero carbon, and the delivery of collaborative virtual SV initiatives, enabling NWCH to support a wider audience.



Overview

NWCH has truly embedded social value within its values and delivery, through our performance management systems which are aligned to TOMs, our tendering processes require a minimum of 20% weighting for social value (SV), supporting Clients and our innovative approach to collaboration.

SV is at the heart of NWCH. Since our first project in 2010, we have consistently pioneered the delivery of SV within construction projects. Over time our approach has evolved and we have responded to Client needs through the use of the Social Value Portal (SVP) as the main performance tool for the Framework.

The success of embedding SV is evident from the breadth and scale of the achievements and outcomes delivered across NWCH projects and SIGs to date.

Committed to continuous improvement, we have used the SV Maturity Index to identify and inform future framework development. A key focus for the future includes targeted SV reporting and marketing.

Our Special Interest Groups (SIGs) play a critical role in delivering collaborative social value programmes and creating innovative solutions to cross sector challenges. Key SV SIG themes for 2021 include the zero carbon, and the delivery of collaborative virtual SV initiatives, enabling NWCH to support a wider audience.

Our Contractors work closely with us to offer creative and innovative solutions, developing unique approaches for Client engagement, communities and partners to maximise value against need.

Whether it is developing virtual support during a pandemic or partnering to support the refurbishment of a large homeless hostel, we do this through collaboration.



Delivery:

North West Construction Hub (NWCH) was established in 2009, in response to Central Government's drive to improve public sector procurement efficiencies. It is led by a Board comprising of representatives from public sector organisations across the North West. Since inception, 107 clients have procured 409 projects in excess of £2.045bn through NWCH. Our Frameworks are procured to a high ethical standard, with a streamlined process from start to finish, adopting government guidelines. Frameworks benefit from collective knowledge and experience of our Management Team and Constructor Partners and are known for being compliant and auditable.

We operate three construction Frameworks, covering a range of project values and based on a collaborative working ethos; providing bespoke solutions for Clients, tailoring to their requirements and social value priorities. Our framework partnering with contractors directly results in innovative social value benefits which positively influence the future of public sector procurement in the North West.



We believe strongly in the benefits derived from collaborative working, especially in relation to social value



Through 10 years of experience, the wealth of knowledge the Framework has accrued allows us to engage and educate Clients and Contractor Partners alike. We believe strongly in the benefits derived from collaborative working, especially in relation to social value. This collaborative culture combined with effective use of our core values has proven highly successful, producing consistently high quality projects and exceptional value for money.

Project benefits are tailored to each project, over and above the core TOMs which cover elements of social value/ sustainability. Contractor partners have demonstrated a commitment to delivering social, economic and environmental sustainability and are ready to work with clients to achieve added value tailored to local community needs.



Outcomes:

The maturity of our approach and delivery of SV has evolved over time and has been embedded within the framework through our performance management, tendering processes, support for Clients and innovative collaboration.

Performance

- + Advanced suite of minimum performance KPIs and target thresholds. Building on best practice delivery since 2009, aligning and embedding TOMs, UK Construction Industry Performance report (CIPR) and NACF benchmarked KPIs
- + Social Value Portal (SVP) used as Contractor Partner performance reporting system – enhancing our commitment to SV using SVP to monitor project outcomes aligned to TOMs. The use of SVP has resulted in an increase in Contractor Partner and Client awareness of TOMs and the Principles of SV.
- + We communicate to Clients how each project is performing against KPIs, how this compares regionally/ nationally and the socio/economic impact of performances. We have created flexibility within our KPIs to accommodate measurement of regional specific impacts
- + NWCH have a dedicated KPI and Performance Manager who acts as the custodian of KPI's, SV and community engagement. They also ensure all Contractor Partners receive training and even a 'Buddy Contractor' where needed
- + 6 monthly SV performance review sessions with Contractor Partners

Tendering process

- + Framework retender based on 70% Quality – with a minimum of 20% required for SV and sustainability (increasing to 30% in next Framework iteration). Contractors were also scored on innovation, demonstrating the importance of progressive approaches to SV delivery
- + NWCH strongly recommends Clients include a SV question within mini competition template, suggesting a 20% minimum of total quality marks available

Supporting clients

- + Support is provided to foster a progression in Client SV maturity, advising them on the phrasing of tender SV questions, as well as project specific SV outcomes, KPIs and targets
- + NWCH, Clients and Contractors collaborate in pre-construction to develop project specific SV plans
- + Client understanding of SV has evolved as a result of support from NWCH, with a greater emphasis on community level and longevity of outcomes, informed specifically by project performance and SVP insights
- + Facilitation of client SV training workshops – including Firefly, SVP

Collaboration and engagement

- + Contractor led SV SIG, active for 10 years – sharing best practice, identifying and delivering collaborative solutions with representation from 100% of Contractor Partners
- + Collaboration has been the key to achieving some incredible outcomes, delivering more resources and therefore maximising impact. Collaborative initiatives include, Styal Prison Employability Programme, supply chain conferences/workshops, St Barnabus Pocket Park, Longford Centre refurbishment, and have a go education/ skills event NWCH 'working groups' feed into the SIG, evidencing the commitment to developing collaborative solutions to shared challenges such as homelessness and offender employment

Framework Leadership Award



COMMENDED

hub West Scotland

What the judges said:



hub West Scotland has been working in partnership with public sector clients since 2012 and the judges were impressed with how they are focused on delivering community benefits (social value) within their frameworks.

One particular impressive initiative was the fact that at project initiation stage a Partnership Director sits with the client to custom design the outcomes for the local community. All tenders have Social Benefits clearly stipulated and this applies to the consultants as well as the contractor - all have the responsibility to participate in the delivery.



hub West Scotland: social value in the delivery of public sector community infrastructure

hub West Scotland has been working in partnership with our public sector clients since 2012. For this submission we have focused on a programme of development for East Dunbartonshire Council, who together have delivered over £80m of major investment in community infrastructure projects.

Our wider achievements have also been described over and above our work with East Dunbartonshire.

hub West Scotland are passionate about Social Benefits and we apply the same drive, commitment and professional best practice approach to the planning and delivery of outcomes, as part of our project delivery. Our prime objective our projects is that local communities benefit from the Public Sector investment in their areas.



hub West Scotland are passionate about Social Benefits and we apply the same drive, commitment and professional best practice approach to the planning and delivery of outcomes



Our approach is to work with the Clients to custom design the social value strategy at the outset of a project. The focus is on identifying the priority groups to target all Social Benefits to. We ensure that the agreed requirements are factored into the design team and contractor selection and are robustly addressed with the appointment terms and conditions. Offering a programme based approach enables our clients to achieve better opportunities for local businesses and higher quality employment outcomes. We use the design development and construction period of the projects to maximise the benefits we deliver with a focus on outcomes that deliver real impact through education, employability and working with local businesses.

We report our outcomes as part of our Key Performance Indicators and these are independently validated by the Scottish Futures Trust. We have recently transitioned to using Social Value Portal and the measuring of our outcomes against the TOMS criteria. Our projects currently on site will be the first projects that we will measure in this format.



Delivery:

hub West Scotland employ a Partnership Director who is responsible for initiating projects, setting up the delivery team, selection of contractor and agreeing the strategy for the delivery of social value on projects. At project initiation stage the Partnership Director sits with the client to custom design the outcomes for the local community.

hub also employ a Community Investment Manager who coordinates, manages and monitors the delivery of the social value agreed with clients on our projects. Our tenders all have the Social Benefits clearly stipulated and this applies to the consultants as well as the contractor - all have the responsibility to participate in the delivery. We ensure these are delivered contractually, however, due to the ongoing partnership with our supply chain this is something that everyone is passionate about and are happy to work together to achieve the best results.

As described in the previous question our strategy is to ensure local people and local companies benefit from the investment.

A particular example of this is the hub West Scotland Helping Hands Initiative. This initiative supports the clients chosen community group in the refurbishment of their premises (akin to DIY SOS). This initiative is particularly impressive as it is supported by hub West Scotland's whole supply chain, not just the contractors involved in the projects. Companies, who are normally competitors, get together in a week-long event to renovate the premises. A 'wish-list' is agreed with the community group. hub then breaks this down into work packages and issues this to the supply chain. Each company will then select a particular aspect they would like to deliver.

For East Dunbartonshire Council we supported Harestanes Community Centre in Kirkintilloch, home to the pensioner club, school clubs, toddler group and the Brownies, regarded by locals as the heart of the community. It had fallen into disrepair over the years and had a number of issues such as a rotting exterior, roof leaks and DDA access issues. The hub employees and supply chain repaired the external fabric and roof, installed new windows and painted the interior and exterior of the building. The rotting floors were repaired and new external doors installed along with new access stairs and ramps. A new dishwasher, cooker, sinks and sanitary ware were also installed. The overall value was £20k, however, the real value was demonstrated by the camaraderie of not only the different companies but the community groups who cooked and baked for the workers and came along every day to see the progress and cheer on everyone.



Hub West Scotland and our supply chain have not been defeated by the pandemic and have actively worked together to overcome (or replace) social value commitments that cannot be delivered due to restrictions.



Since the Harestanes project hub West Scotland and their supply chain have delivered another Helping Hands at Lamont City Farm in Renfrew, which achieved a whopping £40k value of upgrades. The next Helping Hands is being planned in Parkhead for 2021.



Outcomes:

hub West Scotland should be recognised, not only for their passion to deliver Social Benefits, but for their strategy to tailor the outcomes to the local community. This submission concentrates for the work we have done with East Dunbartonshire Council, which is only a fraction of what we have achieved to date.

Through public sector investment close to £500m, and working in partnership with hub West Scotland, we have achieved:

- ✓ 333 work placements
- ✓ 188 new jobs
- ✓ 12 new graduate positions
- ✓ 95 apprenticeships
- ✓ 93% work has been delivered by Scottish SMEs

Each year we support our charity partner PEEK (Possibilities for Each and Every Kid) along with our fantastic supply chain. This year, and despite COVID-19 restrictions, we were able to purchase over 1000 new warm winter jackets for children living in poverty in Glasgow, with over £14,000 raised through Just Giving and donations of jackets and warm winter boots. These were given to local school where the teachers knew which families needed them most.

Hub West Scotland and our supply chain have not been defeated by the pandemic and have actively worked together to overcome (or replace) social value commitments that cannot be delivered due to restrictions.



An example of this is our partnership with Glasgow Kelvin College where the design team and contractor are supporting the SQA level 4 Construction course. The students, selected from the local schools to the project in Parkhead to deliver a £60m new health and care centre, benefit from the design consultants working in partnership with the college every Tuesday. This allows the students to spend time and understand each of the design teams roles in design and construction.

Previously they would have spent time with the consultants in their offices, this year we have managed to deliver the course online, overcoming many technical issues. The plan is for the students to build a new seating and outdoor space for a real client - local assisted special needs school.

SME Leadership Award

This was a new category identified by the judges to showcase the contribution that small and medium size businesses are making to society.

BARKERS
COMMERCIAL CONSULTANCY

WINNER

Barkers Commercial Consultancy

Barkers is a procurement consultancy of 20 people and have placed social value at the core of what they are about.

Their strategy is built around 3 core initiatives:

- + Contributing to the creation of a fairer society through what they do and the advice they provide their customers
- + Supporting their staff in helping the communities in which they work to drive engagement and loyalty
- + Creating a future-proof business model by ensuring that social value at the heart of their values and culture

Their social value offer includes providing free procurement advisory work to charities and the support of many local charities delivering over £2m in social value.

What the judges said:

“

The winning submission demonstrated a remarkable commitment to the delivery of outcomes in their community with social value truly at the heart of their company's values and culture. Through considerable pro-bono advisory services for charities, as well as significant investment in development of a social enterprise dedicated to re-shaping the lives of the ex-offenders it employs, they have consistently and demonstrably met and exceeded their ambitious targets for social value impact in their community as well as forging a clear strategy to future proof their business to assure on-going delivery of social value.

”

Driving social value throughout communities and private sector organisations

At Barkers, we're all about delivery and it's an obsession for us. We work meticulously across all our procurement and commercial service lines to ensure our customers experience the best possible outcomes. Each year we've applied our delivery obsession to creating social value with remarkable planned and unplanned benefits. Making a public commitment in 2018, we started with a target in 2018 to deliver £1m in social value, we wanted to embed a change from the usual savings targets our clients are more familiar with us delivering.

Four months into the plan in 2018, we had already exceeded our target with £2m in social value created, which has been built upon year on year and has made Barkers a private sector organisation that uses social value data to inform decision making at the highest level, not only for our own business but that of our clients who we advise.

Aims and objectives: Simply stated our aim is to continuously deliver in social value, driving change within the Private Sector.

The objective for doing this is threefold:

1. Contributing to the creation of a fairer society: Creating social value alongside the procurement and commercial value we've been creating for years is essential to creating a fairer sustainable economy where the State, Business and the Third Sector work together to create a fairer more prosperous society.
2. Make Barkers an employer of choice: Staff expect their employers to act responsibly and demonstrably helping the communities in which we work drives engagement and loyalty.
3. Create a future proof business model: Companies that do not put social value at the heart of their values and culture will become increasingly irrelevant to their clients. Many big businesses already attribute 10% or more of the tender selection criteria to social value. Creating social value through our commercial expertise is critical to our business growth, our staff but most importantly the people of the communities we live in. As a business we employ 20 people delivering commercial services to our customers throughout the UK. Our turnover for the most recent full financial year was £2.6m.



Delivery:

Planning and execution

When we first set out planning to deliver £1m in social value the first thing we realised was that the Partners (senior staff) in our business could no longer bill their customers 5 days a week in fees. We'd need to sacrifice personal earnings in order to deliver our social value target. From April 2017 we moved from billing 5 days a week to an average of 3 days a week freeing up time to support social enterprises and charities. You don't just stop working for clients one day and start working for social good the next these things take time to plan and execute.

Planning Stage 1:

We decided to take a three-pronged approach:

1. Pro bono work for charities – primarily providing them with procurement and commercial advisory services.
2. Membership of advisory boards – providing commercial guidance to existing boards to help them maximise the social value of their activities.
3. Start a Social Enterprise – develop a business plan for a new social enterprise that can leverage our skills, experience, and network of relationships in 'big business'.

Execution Stage 2:

Making the offer and stating it publicly:

1. Press release – Public statement of intent to create £1m in social value, provide free advice to charities and set-up a social enterprise. Press Release: Social Value Commitment
2. Open offer to all our clients – provide pro bono commercial advice to their chosen charities.
3. Open offer at all BiTC and Social Enterprise UK events – provide pro bono advice and support to executive boards.

Execution Stage 3:

The resulting work:

1. Pro bono work for charities –

- a) Bolton at Home: Advice on Fleet Management, OJEU and Water Bills.
- b) Methodist Action Group: Advice on generating income, exiting contracts and Water Bills.
- c) Octagon Theatre: set-up procurement procedures, process and provide contractual advice on key service contracts.
- d) Urban Outreach: Coaching of CEO on leadership, values and influencing.

- e) Blackpool Carers: Financial and commercial review of accounts and supply chain strategy.
- f) Foxton Centre: Financial and commercial review.
- g) Blackpool Princes Trust programme helping 16 – 22 year olds who are unemployed and struggling to find work.
- h) Princes Trust, seeing is believing visits, support to Styal Prison inmates with business case and commercial planning to set-up new business post release.

2. Membership of advisory boards –

- a) Blackpool Pride of Place Board Responsibly Business Network. Appointed by Baroness Jo Valentine.
- b) Business in The Community (BiTC) appointment to North West Regional Advisory board, currently going through selection process for appointment as Chairman of the Board.

3. Start a Social Enterprise – Created Life-Scape, a landscaping business dedicate to reshaping the lives of the ex-offenders it employs (Life-Scape.co.uk).



Outcomes:

Best practice

As a business we're constantly investing our time in creating new sources of best practice guidance. We may be small, but we lead the way in setting examples to others as we try to push forward the reputation of our profession. Warren Kozera leads on developing this content for us and examples from Barkers Blogs include:

1. **Modern Slavery Whitepaper:** A free to download guide Modern Slavery
2. **Category Management 101:** A free to attend webinar Category Management 101
3. **Procurement what is and how it can benefit your business:** Blog promoting procurement Procurement Benefit To Business

As well as promoting our professional publicly we also implement best practice at our clients be that paid work or pro bono.



Organisational benefits achieved:

- ✓ **Soft Benefits:** As a values driven business (Barkers Values) we've seen clear evidence of benefits resulting from our investment in social value. Our pro bono work has promoted the value procurement and commercial services can add to organisations that cannot afford to employ dedicated resources or attract the best talent. We've won new billable work as a result of being more credible than our competitors when it comes to creating social value. Our employees will reference our commitment to social value as the reason they are most proud to work with us. If nothing else came of our investment in creating social value the equity Partners in our business have gained a renewed sense of purpose and a clear moral compass that guides all our client work.
- ✓ **Hard benefits:** Like any true procurement professional we like to count the savings or in this case the investment costs and social value created. Across our team we've invested the equivalent of 220 days of Partner time for which we'd typically charge clients £1,495 per day (evidence available upon request). This equates to an investment of £328,900 as tracked on the Trading for Good platform (Trading For Good). On top of this we paid for memberships of BiTC and Social Enterprise UK.

The start up costs for Life-Scape equate to £129,850 primarily for the capital cost of fitting out the office and billable time sacrificed to lead the business startup process. This has been a huge investment of goodwill and cash on behalf of Barkers and we've made it based on the genuine belief it's the right thing to do for society, for our employees and the long-term prospects of our business. The resulting benefits to charities and social enterprise have been impressive but we believe the very best is yet to come. As Life-Scape grows the social value it creates will grow with it and for us this represents an exciting opportunity to lead the way in reshaping business ethics in the UK market.

SME Leadership Award

MCP2
SUPPORT CHAIN EXPERTS

HIGHLY COMMENDED

MCP2

What the judges said:

“

The judges felt that MCP2's impressive dedication to social value delivery with only a handful of staff and resources truly shows what impact a small team can achieve when you think beyond the norm.

Innovative policies, published annual reporting by directors and applying a measurement framework across a range of themes meant a commendation had to be awarded to recognise this work. The integration of paid volunteering across the team, reaching a wide number of communities shows what can be achieved with thought and application. The judges are looking forward to seeing what further impact this team can achieve in future years.

”

Small business, large impact

Since its inception in 2015 MCP2 has been committed to the delivery of the Public Services (Social Value) Act and the requirement for those that commission public services to think about how they can also secure wider social, economic and environmental benefits. As a supply chain consultancy, we believe we are in a strong position to guide our customers to enhance the delivery of social value through their contracting, as part of our core procurement service and the advice we offer. We also believe that it is important that our employees are active contributors to the societies in which we live and work.

Some examples of where MCP2 are actively taking the initiative are demonstrated by:

- ✓ 10 days additional annual paid leave as part of our Corporate Social Responsibility is given to every employee to volunteer for the benefit of our local communities
- ✓ Signatory of the Armed Forces Covenant and received Bronze Employer Recognition Scheme in recognition for pledging our support and the work we do to promote the covenant
- ✓ Supporting our team as leaders in the reserve forces, providing emergency support to local communities
- ✓ Selecting a charity partner that we work closely with over a period. Our current partner is the Blind Veterans' Association who we sponsor and have recently donated to their COVID-19 helpline and support service

- ✓ Offering incentives to make electric cars affordable to our staff. 80% of eligible staff now drive fully electric cars for leisure and business travel
- ✓ Using local University students to support projects, both giving work experience and delivering savings to University customers
- ✓ Developing social value policies
- ✓ Incorporating Social Value into contracts for customers by providing clear guidance as to how to apply social value TOMS and weightings to procurement exercises. Management ensure social value is delivered when approving volunteering leave and social value is a regular agenda item at Directors' meetings. An annual impact report is produced to monitor and develop the social value delivered by the team personally, as a company and with and for our clients.



Delivery:

Embedding social value at the heart of MCP2 culture has been a central tenet to our growth and success over the past five years. Our belief is that, if we are to support our customers in delivering social value through their supply chain, we need to be able to 'walk the talk'. As a result, we set up "Project Blossom" in early 2019 in order to enhance our market position and brand through high quality, socially motivated staff. At the time MCP2 employed 3 members of staff, supported by trusted associates, and was delivering a number of small but strategic public sector procurement and supply chain projects in housing, education, utilities and central government.

MCP2 Philosophy and culture

To ensure that social value is at the heart of our culture we incorporated it into our policies, recruitment, induction and staff handbook. Our philosophy and culture is driven by our staff and what MCP2 Consultants have in common is their depth of experience, drive to solve clients' challenges and can-do attitudes. We believe our employees are our greatest asset and we recognise our responsibility to ensure they are afforded appropriate development throughout their employment and additional annual leave to volunteer for the benefit of their local community. Our aim is to support and develop employees in their role so that they feel confident to undertake the responsibilities placed upon them and ultimately are able to contribute to the success of the organisation.

By the end of 2020, our full-time staff had reached 14 in number and collectively we have delivered £59,863 of social value across a range of themes including over £3k in donations to charitable organisations and over 400 hours of voluntary work. All staff are entitled to 10 paid working days to participate in voluntary activities. The quality of our staff remains a constant, due to our stringent policy of recruiting people based on recommendation. All staff are required to demonstrate customer satisfaction and are actively encouraged to undertake social and local community activities.



Our aim is to support and develop employees in their role so that they feel confident to undertake the responsibilities placed upon them



Outcomes:

To date the project has delivered significant benefits in all aspects of social value including:

In jobs:

- ✦ We currently have 2 graduates working with us and recruited a procurement apprentice for a customer
- ✦ We delivered Supply Chain lectures for the University of Portsmouth, Warwick, Cranfield, and Dudley College and successfully trained 70 procurement professionals in the Chartered Institute of Procurement and Supply (CIPS) qualification
- ✦ Delivering introduction to procurement sessions for local schools.

In supporting the growth of local businesses:

- ✔ We use local SMEs wherever possible to provide business services, including our accountants, IT and marketing support
- ✔ Our CEO recently advised the Welsh Assembly on strategies to increase the success of local SMEs in public sector opportunities
- ✔ Sharing best practice with the National Assembly for Wales on 'Public Procurement and the Foundation Economy' to explain the challenges the public sector face in carrying out effective procurement and provide ideas for a new pan-Wales procurement strategy to increase local spend
- ✔ Appointed a lead to work with the West Midland RFCA and Defence Relationship Management (DRM) to support and publicise the Armed Forces Covenant amongst colleagues and clients alike.

In developing healthier, safer, more responsible communities:

- ✔ Our consultants have volunteered to benefit our local communities with contributions such as Macmillan coffee mornings, befriending a Blind Veteran, providing professional services to the RFU, volunteering at Compton Care hospice and running events for the Alzheimer's Society
- ✔ Three of our team are leaders in the Reserve Army, providing emergency support to local communities, training and developing soldiers. They have also supported reservists to find full time employment through local and national schemes

- ✔ We stepped up to the COVID-19 crisis using the time we would have used commuting to support our vulnerable neighbours. Team members have also joined the NHS volunteer team and led a Reserve company to construct a local Nightingale Hospital
- ✔ One of our team is a Trustee of a local Leisure Trust, improving the condition of life and advancing the education in health activities for vulnerable groups in one of our key customer geographies
- ✔ We have delivered training courses for local residents in Lewisham who then actively participated in the selection of contractors and influenced the design, build and management of properties in their community.

Environmentally:

- ✔ One of our team is the environmental lead on their local council, delivering benefits through improved access to high-speed internet services and electric and hybrid vehicles

Innovatively:

- ✔ We partnered with a local school's Design Centre to source the materials required to 3D print visors for the benefit of local healthcare workers in response to the COVID-19 pandemic
- ✔ We have utilised local University students to support projects, both giving work experience and delivering savings to University customers.

Social Value Innovation: Project Award

245
HAMMERSMITH
LONDON

WINNER

245 Hammersmith Road Ltd

It may seem strange to declare our winner to be a single building, but it is about the team and what this may lead to that is so exciting.

Throughout the life-cycle of a new building development, the construction process is only responsible for about 15% of the total social value created with the remainder being driven by how the building is being managed and how the occupier is engaging with the community. What is needed here is no less than a transformation of the traditional role of property management that embeds social value into all decision making; the team at 245 HR is showing us the way. The team has committed to developing a 'socially aware' mixed use scheme including embedding social value into all of their supplier procurements and how they are interacting with the local community. This includes working with local charities to deliver services, to provide the community access to internal meeting rooms and ensure the workforce is local. Activities that the team has been involved with include food and clothing donations, haircuts for homeless people and donations. What is even more important is that they have now also started working with some of the occupiers to engage on social value.

What the judges said:

“

This year we had 10 submissions for the Social Value Innovation Award and all of them were of extremely high quality which made deciding on a final winner very difficult. Unsurprisingly, the dominant theme of the year was COVID-19 with some amazing responses that literally brought tears to our eyes as we were reading them. Some of these highlights were Scape who galvanized their whole partner base to engage in a week-long online mentoring programme or People Plus who supported 25,000 families into key worker positions, or Community Integrated Care who developed an online play solution for disabled people. The ingenuity was inspiring. We also saw some ground-breaking practice being delivered by the public sector including Doncaster Council who have developed a Community wealth Building Hub and Flintshire Council who seem to have cracked the challenge in engaging the voluntary sector in procurement.

In the end our choice was based on not only the clear innovation within the property management sector, but also the impact that the team at 245 Hammersmith Road is likely to have in transforming the industry.

”



245 Hammersmith Road

245 Hammersmith Road Partnership Ltd has social value at its core. Legal and General Investment Management Real Assets, Mitsubishi Estate London, with the building contractor Lendlease, design team Sheppard Robson, Hoare Lea and Potter Raper have provided a mixed-use estate of Public Realm, Office, retail, and leisure to Hammersmith. 245 provides public access space in our Urban Park, Piazza and Coffee shop along with a library and roof terrace. Plans to develop a studio and treatment rooms are part of our commitment to help improve health and wellbeing at 245. The partnership made a commitment to the Hammersmith and Fulham to build a socially aware mixed-use scheme that added value and life within the borough. An in-depth case study was carried out in 2016 from BCO, L&G and SVP using 245 as an example of how social value can be achieved throughout a building's lifecycle. Following completion, the management team from BNP Paribas Real Estate have ensured that the commitments have been achieved and continue the journey in ensuring social values and integration with occupiers, residents, and neighbours, this is paramount to the estate's ethos and management of 245. This is demonstrated by social values built into the contract procurement process, and targets managed via SLAs and KPIs. BNPPRE previous contracts had not contained any social value requirements, at 245 only companies willing to join in with the estates vision and goals were considered for appointment.

The Social Value Portal enables the wider team to understand and focus on the vision, SVP, BNPPRE and associated service providers support one another to ensure a good understanding of our journey and how to achieve results against national TOMS's. More importantly how to keep our promises to the local community, who were thrilled to see the completion of 245. We constantly review developments in the area to see where we can assist businesses, support groups and charities with the tools and space we have at our disposal. We have gained some wonderful contacts who continue to help us spread the message that "We are here for the community, please come and visit 245".

A 2-year development with practical completion achieved in June 2019, the project team managed to deliver £28.8 million of additional social value, on a £100 million contract, this is 211% of our target and 28.2% value add. Notable project highlights are 51.3% local employment, £2.4million Environmental value, 61 hours mentoring, £26.1 million local economic value and 714 weeks training. The BNP Paribas Real Estate management team are building on this achievement by driving social values into every possible aspect of the day to day running of the estate. Their service partners have bought into the vision, accepted the challenge, and proactively assist in this endeavour. The team consist of four main contractors: Unitrust managing the estates security, Lexington for Front of House concierge, Not Just Cleaning for cleaning and Smart Managed Solutions for Engineering and Ground maintenance. The onsite team completed their first year of management and recording social value (June 2019 – July 2020) whilst mobilising the site, marketing the property, assisting occupier fit outs, and navigating a global pandemic.

The 245 Team provided £643,249 of social value add on a contract value of £2,150,349, achieving 119% of target and 29.91% value add. Notable highlights are Local economic value £388,738 (60%), social value £259,511 (40%) and 40% of the workforce is locally employed. The most important achievement so far is the relationships that have been developed and continue to do so, the team are committed to providing excellence in customer service and helping others. These values are being instilled in the staff who come and work in a property that is making its name as a fun, vibrant, kind, and loving environment for all to work in.



Delivery:

BNPPRE procurement stipulated all service partners were to agree social value targets, to achieve and deliver these targets they have woven local recruitment and spend into the fabric of their work at 245. The team reached out to the community via social media, this allowed the team to see who else in the borough is reaching out, or where a difference can be made. Instagram has allowed us to use innovate ways to still help the community during the pandemic, such as our virtual Christmas market and Carley Bright has been supporting staff and residents by providing free online Zumba classes. Having one or two occupiers has also made the task of large fundraising quite difficult, so we looked to see what we had at our disposal, which was space. Using our many spaces we host groups like The Purls who are a knitting circle creating clothes for the homeless and Mencap who required additional space with the introduction of COVID-19 measures. We hosted socially distanced tennis for the homeless and the graduation for LAMDA school who would not have had any celebration for their students. Some of the BNPPRE achievements and beneficiaries. Barons Court Project is a charity supporting people on low incomes, particularly those with mental health issues or who are homeless.

Throughout the first year, 3 of the Service partners and BNPPRE have supported this charity:

- + Donated clothing and food, as well as donating funds raised.
- + Volunteered cleaning services and fundraised through charity events.
- + Donated an engineer and Health and Safety Manager to carry out a Health & Safety survey of the premises, supported residents with advice on career choice / employment and has carried out engineering and repair work in support.
- + Cutting hair for the homeless

245 team delivered a strong response to the pandemic, including major initiatives such as:

- + Top-up of staff salary on furlough
- + Supporting self-isolating residents of Hammersmith & Fulham with their grocery shopping
- + COVID-19 training & employee survey to all their staff
- + NJC made donations to the Charing cross hospital in Fulham and hand sanitisers to the council supplies bank.
- + Supporting staff and residents by providing free online Zumba classes.

- + SMART raised £2,200 for COVID-19 relief fund for United in Hammersmith and Fulham by arranging a static bike ride. 245 looks within their team to see what skills can be nurtured and used to provide social value benefits.

These initiatives and activities have both improved staff wellbeing and helped people to build stronger community networks throughout lockdown.



Outcomes:

During the development of 245, Lendlease delivered skills and employment for 153 local people, 2 NEETs employed, 14 weeks work placements, 708 weeks training opportunities. Local contributions £1.46m Section 106 contributions to cycle hire, economic development, and highways £585k CIL contributions. Protecting & improving our environment 26,654t waste diverted from landfill 148t carbon emission savings. Stronger, healthier communities 440 hours community volunteering £600 donations to local community projects. BNP Paribas Real Estate have delivered Jobs and skills to a value of £464,201, Local economic value £362,788 (78%), social value £101,413 (22%), 9+ local people employed which is 40% of total workforce, 4 NEETs employed, 283 hrs supporting people into work and 107 weeks of apprenticeships, work experience & trainings opportunities.

Environment social value £1,444, 80k car miles saved through public transport, electric & hybrid vehicles. Growth total value £48,464, Local economic value £21,452 (44%), social value £27,012 (66%), £11,386 spent in the local supply chain 2.4% of which with MSMEs, £7,585 delivered social value supporting VCSEs and 199 hrs improving staff wellbeing. Community social value £13,053, £6,613 donated to initiatives to reduce crime, tackle homelessness, engage the community in wellbeing initiatives & supporting vulnerable people, £6,440 social value created by supporting local community projects. The 245 team have a social value mantra, proactively looking for new ways to deliver social value in everything we do. We reach out via our contacts in the community and via social media platforms. Actively looking for people to help, especially during these difficult times. Demonstrated by the refit of our 10th floor terrace, we ensured during the pandemic that these high-level contracts were put to local charities such as 'Hammersmith Community gardens' and 'Bee's and refugees' which will be reflected in our 2020/2021 figures. This interaction has created more business for Bee's and refugees following our request for a bespoke '245 Logo' insect hotel. It was noted from HCG that without the infusion of cash after the pandemic they would have been in an extremely difficult position.



Our work with Action on Disability from 2019/2020 has allowed 5 new intern opportunities in 2020/2021, these placements are invaluable to the students with learning difficulties who are trying to gain experience in the workplace to secure jobs upon graduation. During lockdown we are trying to produce virtual ways to interact including quizzes, classes and zoom calls. The relationship with 'The Purls' has opened new possibilities on projects we are looking to implement together in 2021. We are now trying to arrange online guitar lessons with our cleaning manager for staff to partake.

Our core values at 245 do not just serve the local community but also our own staff, as our highest priority. We believe charity starts at home, and developing, supporting, and creating a family ethos on site make the experience at 245 special. Our team would be thrilled to win a social value award, the time, commitment, drive and caring displayed at 245 we believe is unmeasurable.

“ These initiatives and activities have both improved staff wellbeing and helped people to build stronger community networks throughout lockdown. **”**

Social Value Innovation: Project Award

ISG

HIGHLY COMMENDED

ISG Ltd

What the judges said:

“

The team took a strategic approach to rapidly adapting an existing social value offer to support their stakeholders during COVID-19.

They started by speaking directly to those groups to identify need and then identified and implemented a series of novel and tailored activities to empower affected groups (including disadvantaged families and children, the unemployed). The team even organised digital skills sessions to support prison inmates at HMP Liverpool as well as donating 24 laptops and a £100k donation to a mental health charity.

”

Project overview

Social value in response to COVID-19 partners and clients, ISG responded to the challenge with a series of tailored initiatives, enabling educators, businesses and the voluntary community and social enterprise sector to continue to support the most disadvantaged and vulnerable in our society. We developed and adapted our social value offer to deliver creative virtual programmes, working in partnership with community providers to ensure their needs were met. At the core of our support we have provided advice, equipment, and training to empower stakeholders; enabling them to continue to learn new skills, maintain safe workplaces and schools and sustain the delivery of community programmes, to deliver long lasting outcomes.

We are ISG, a global construction specialist delivering places where people and businesses thrive. Our vision comes to life through partnership. We build relationships on trust, collaboration, and open communication, because it's the only way to create places as smart and resilient as the people who use them. We've come this far because we embrace change; we don't just talk about what our industry needs to shape its future, we're also working to make it happen. As part of this vision, we champion and support sustainable business which has a positive impact on existing, new, and evolving communities through added social value.

We aim to deliver a real difference to people's lives, by enhancing the social, environmental, and economic wellbeing of those communities in which we operate. Using Appreciative Enquiry techniques, we engage and consult the community in which a project is based, involving them in setting social value objectives and targets based on local needs at that time.

In spring 2020, as the cases of COVID-19 in the UK were rising, members of the Social Value team across ISG reflected on how the business could provide targeted support for communities and clients during the pandemic. We reached out to existing and new community partners and listened to their challenges. Schools and businesses told us that they needed early intelligence and support to keep their pupils and employees protected, pre-employment partners expressed the need to support people into work, and schools raised concerns about the ability to maintain provision for those learning from home. We set a goal as a business not only to safeguard and adapt the delivery of our existing social value activities, but to target additional support to those who were most affected due to COVID-19. Priority groups included disadvantaged families, children, home-schooling families and those who were long term unemployed or made redundant as a result of COVID-19.



Delivery:

Delivering support during a pandemic required a creative approach, providing novel solutions which could be delivered virtually whilst ensuring the safety of everyone involved. In response to the immediate demand for support, our offerings were progressed quickly, working with community partners and clients to develop a range of support options tailored to the needs of priority groups:

COVID-19 app and resource packs

ISG developed an app to enable construction site operatives to work safely through COVID-19, with access provided to the wider industry. Ahead of schools reopening in June 2020, ISG adapted the app for Vale of Glamorgan Council to support 60 schools. It offers general information and examples on how to introduce social distancing, highlighting good practice in a range of scenarios. We also provided social distancing resource packs, containing signage, templates, guidance, and Materials.

Virtual pre-employment and skills support

Valued site tours and work experience placements were restricted due to COVID-19 controls. ISG worked with Westminster City Council to deliver interactive virtual site tours, to continue to provide pre-employment support. Virtual tours were also offered to college pupils, supporting a total of 27 individuals. This approach has now been adopted as part of our virtual WOWEX programme. We supported 20 candidates as part of two sector-based work academies, delivered virtually in October/November 2020 by ISG partner Minstrell Recruitment; providing the long term unemployed and ex-offenders with entry level qualifications, CSCS and a pathway into employment. Extending our support to prison inmates unable to attend formal learning we are working with HMP Liverpool to trial 'in cell' virtual skills support, to roll this out with a number of prisons in spring 2021.

Virtual work experience

To ensure young people could still engage in a placement during COVID-19 restrictions, ISG partnered with Speakers for Schools (S4S) to support their 2020 summer VWEX (virtual work experience) programme (virtual work experience). We supported 26 enthusiastic applicants aged between 14-17 with a five-day placement, introducing them to the construction industry, roles, and entry via a range of interactive Sessions.

IT donation

One challenge many schools and disadvantaged families face is a lack of digital access to online learning during periods of isolation/lockdown. In response to this we donated 24 laptops and 18 Raspberry Pi Kits via high schools in deprived wards of Manchester, Liverpool, and Westminster.

Volunteering

The focus of our volunteering support was realigned to ensure we were supporting those most disadvantaged and underrepresented affected by COVID-19. Examples include:

- + Over £100k raised during our Move for Charity initiative in partnership with Mental Health UK
- + Funding for delivery of online community dance and fitness sessions for vulnerable adults
- + Widespread foodbank, PPE and cleaning product donations
- + Career advice programme for young black men in London



Outcomes:

Across the activities included within the previous section, and our wider volunteering and community activities during COVID-19 we have supported 1,548 individuals, directly donated £9,548 (not including the £100k Move for Charity initiative), contributed material to the value of £11,848, and volunteer time of £8,655. These activities complement our wider social value support and demonstrate the range of virtual and COVID-19 safe initiatives specifically developed in response to the pandemic.

We worked swiftly to provide targeted and creative support, in response to and informed by community partners. Much of the support, tools and equipment provided has empowered stakeholders, enabling them to continue to learn new skills, maintain safe workplaces and schools and sustain delivery of community programmes throughout the pandemic. Virtual pre-employment and skills support The two sector-based work academies delivered a range of positive outcomes: 20% of beneficiaries were ex-offenders, and 20% went straight into work following the two-week programme. 160 hours of training was completed, with 100% of candidates achieving the level 1 Health & Safety qualification and 95% passing their CSCS test.

"Without ISG, our learners would not receive the insight into the industry, or the practical interview experience."

Minstrell Training Academy



"I was really impressed with how you engaged with the learners, the quiz and virtual site tour prompted a lot of good discussions around careers into construction and got the learners to work in a collaborative manner."

Employer Relationship Manager, Westminster City Council

VWEX (virtual work experience)

Participants uploaded daily diary reflections on the lessons learnt and shared work with their peers. They also completed a mini project, with the opportunity for independent learning each day to apply to their end of week project. The number of participants who stated they are considering a future career in this industry tripled following the programme.

Feedback from participants:

"I can wholeheartedly say that this week has been such a fantastic experience for me! Growing up in a council estate in East London, to gain opportunities like this has always been difficult after living in a deprived area. This week's experience has taught me that professionals within the construction industry come from a range of different socioeconomic backgrounds and that nothing should get in the way of your dreams."

ISG is committed to measuring social value creation using the National Themes Outcomes and Measurement (TOM's) framework. We have used the Social Value Portal to evaluate the approximate 'Total Social Value' created from our virtual support during COVID-19 as £59,210 (not including the £100k Move for Charity initiative). We are soon to launch ISG's Virtual WOWEX programme, a week-long virtual work experience programme which will enable us to deliver programmes to 13 cohorts of 20 from across the UK. The programme is centred around a hypothetical construction project, with participants competing in groups as fictional companies, bidding against each other to win the contract. The programme gives experience of each stage of a project from bid development, design, estimation, risk assessment, and project management.

Social Value Innovation: Project Award



COMMENDED

Translink Belfast Transport Hub

What the judges said:



In partnership with Belfast City Council, BTH developed a bespoke employment agency designed to provide opportunities across post-conflict divide.

Northern Ireland at present has no equivalent to the Social Value Act and nor is it business as usual within procurement. Given this context and because BTH is specifically working with the council to evolve their procurement capability which will leave a legacy impact, the judges felt that the solution presented was highly innovative and deserved to be recognised.



Joint submission - Translink in partnership with Belfast City Council – Belfast Transport Hub

Construction Employment Academy – “Connecting People with Opportunity” The Belfast Transport Hub (BTH) is a NI Executive Flagship project. Translink in partnership with Belfast City Council (BCC) developed a bespoke employment academy to deliver social value through contractual social clauses during the BTH Enabling Works Contract (EWC). Belfast is a diverse, post-conflict city thus local communities adjoining the development site identify with separate cultural and political identities. An innovative approach to ensure equality of opportunity to employment and training was required.

The social clause delivery is a key tenant of the BTH Social Value objectives. Both communities have high unemployment and low education attainment rates. During consultation, residents voiced concerns that contractors may over-look local residents or that opportunities wouldn't be fairly distributed. The communities identified significant barriers to employment among local residents including confidence, technical and employability skills. Acknowledging this Translink choose to partner with Belfast City Council to develop a 'BTH-Construction Employment Academy' ("CEA") to deliver training and employability support to enable local communities to take up the opportunities within the BTH. This model was continually informed by local communities as a means of addressing the skills shortage within the Belfast's Construction sector.

Traditionally, the responsibility of social clause recruitment is delivered by the procured contractors in publicly procured construction contracts. This process is administered by the Buy Social Unit at the Strategic Investment Board (SIB). Buy Social is a way to maximise the benefits from public procurement in terms of well-being, social cohesion and inclusion, equal opportunities and sustainable development. This is achieved by delivery of mandatory working weeks aimed at targeted demographics. The BTH CEA evolved from the current status quo to provide a tailored social value intervention to generate greater empowerment for local communities.

Translink has maintained social value records of the BTH-CEA project utilising the National TOMS Framework. Records have been kept of the social value created by the BTH-CEA recruitment events, Community Leader readiness event, CEA outcomes including the employment opportunities realised by the participants. Qualitative surveys were also undertaken with the CEA participants to understand their experience of the employment academy to learn lessons for the next development phase.

Belfast Transport Hub (Enabling Works Contract) – Construction Employment Academy (“BTH-CEA”)

Partners Organisations

- CEA
- Department for Infrastructure (DfI) Sponsoring Department Strategic Investment Board (Buy Social Unit)
- Belfast City Council
- Juno Planning and Environmental Limited
- Workforce NI (Employability Provider)
- Grosvenor Road Community Development Group
- Sandy Row Community Forum
- Greater Village Regeneration Trust
- GRAHAM Construction

Contract value

Belfast Transport Hub Enabling Works Contract = estimated contract cost £11m status (still in delivery phase)

Social value added

Although no formal social value legislation exists in NI, Translink is committed to delivering social value to local communities through the strategic capital investment in the BTH. Improvements to public transport can help local areas to develop and thrive which is why Translink has made this long-term commitment to work closely with local people and key partners. Big thinking and an agile approach will allow Translink to deliver social, economic and environmental benefits to the region. This is evidenced by the BTH-CEA which has delivered the following social value benefits: The CEA project supports many of the priorities from the Programme for Government, filtering benefits through to the people and communities who need them most.

Using the TOMs framework the following social value has been added through the BTH-CEA project:

- + 448 hours (16 participants/ 28 hours) training to prepare participants (represented from both communities) for the CEA generating a gross social value of £56,000
- + Training including introduction to construction, health & safety including CSR card, first aid and interview technique training.

The EWC, which is being delivered by GRAHAM Construction has delivered the following employment opportunities as a result of the BTH CEA:

- + 3 CEA Participants (2 participants 'Not in Employment, Education, or Training "NEETs" and 1 participant who is an ex-offender) employed generating social value of £50,391.00
- + 3 CEA Participants offered paid work placements (3 work placements for 52 week timeframe) generating social value of £24,683.00
- + 3 CEA Participants secured employment beyond project
- + number of social clauses contractual target working weeks has already been exceeded through deliver of the EWC

Delivery:

Although the BTH CEA process was successfully delivered in the early 2020, it was planned over several years - following a series of community engagement and stakeholder capacity building interventions. The BTH CEA is an excellent example of Social Innovation in a post conflict society. It demonstrates an effective solution to a societal challenge, through the public procurement of this NI Executive flagship transport led regeneration project. The process involved activation of communities through information sessions, capacity building, and empowerment of local residents to ensure employment opportunities could be realised. This approach empowered local communities and stakeholders to access entry level jobs and to access information, training, and on-going support to potential apprentice and 'new entrant' participants.

The CEA focused on supporting and recruiting the long-term unemployed, school leavers and people working less than 16 hours a week, in response to the employment demands from the EWC. Additional beneficiaries included local community leaders, by facilitating local community leaders to engage in the creation of CEA, to access information about the opportunities created and to overcome barriers to accessing employment opportunities.

What was delivered and how

2015- March 2017 During 'Design Development and Planning Approval' phases of the BTH project, local communities requested access to project employment and education opportunities resulting in a full-time Community Engagement Manager being appointed by Translink in April 2017. September 2017- the Community Engagement Manager, with Belfast City Council, developed the 'BTH CEA' as part of the Generation BTH social value plan offering employment opportunities for unemployed local people garnering community buy-in for the project.

June 2019 to January 2020 following planning permission being granted in March targeted activities to promote awareness and interest in the employment opportunities and CEA notably:

- + A Community Leaders Readiness Event- 'Building a Skilled Workforce'(June 2019) and;
- + A series of Pre-Promotion information sessions and stakeholder engagement events Sign-Up Events, (January 2020)

January 2020 to February 2020 BTH CEA recruitment events took place across Belfast in February 2020 comprising 6 sign up events including 2 dedicated events neighbouring communities to promote the opportunities to the communities. 431 participants attended from across Belfast and 101 individuals signed up to BTH CEA (Pre-Qualifying Employment Academy)

- ✓ 37 individuals met 'Buy Social' criteria (Employment Academy Interview Process) (64 unsuccessful candidates redirected to other BCC Sectoral Employment Academies)
- ✓ 16 were selected for the BTH CEA February 2020 to March 2020 The BTH CEA provided;
- ✓ 448 hours (16 participants/ 28 hours) training to prepare participants for construction employment
- ✓ Training including an introduction to construction, health & safety including CSR card, first aid and interview technique training
- ✓ Each participant who successfully completed the full CEA training was guaranteed an interview by the Enabling Works Contractor the following week

Outcomes:

Northern Ireland has moved into a post conflict society and is working towards the normalisation of two diverse communities living peacefully together. The location (pivoting between two residential communities, one identifying as Nationalist and one as Unionist) of this project allows it to contribute to this important societal shift. While these communities are rich in history and heritage, they are categorised as areas of 'high deprivation' and requiring 'special action'. The BTH CEA is an innovative example of delivering on social value commitments for local communities. Social value legislation has not been enacted in NI, however Translink and BCC are committed to ensuring that social value is embedded within the BTH project. This is evidenced by the delivery of the BTH-CEA, which is a unique model to effectively deliver mandatory social clauses in bespoke circumstances.

2015 to March 2017

During 'Design Development and Planning Approval' phases of the Belfast Transport Hub project, local communities communicated that they wanted access to employment and education opportunities arising from the project. They also requested that a full-time Community Engagement Manager be appointed. The Community Engagement Manager was appointed by the Translink Belfast Transport Hub Team in April 2017.

September 2017 – November 2018

From September 2017 to February 2020, the Community Engagement Manager, in partnership with Belfast City Council, developed a 'Belfast Transport Hub Construction Employment Academy' to offer employment opportunities for local people, who had been out of employment. Continued engagement and collaboration on community projects generated community buy-in for the flagship Belfast Transport Hub project.

March 2019

In March 2019, the Department of Infrastructure Strategic Projects Planning Team granted planning permission for the Belfast Transport Hub project- signalling the green light for the project and the associated employment opportunities.

June 2019 to January 2020

The BCC & Translink Belfast Transport Hub Construction Employment Academy sought to maximise participation and inclusion for employment opportunities through targeted activities to promote awareness and interest of the Employment Academy, notably:

- A Community Leaders Readiness Event- Building a Skilled Workforce(June 2019) and;
- A Pre-Promotion Sign-Up Event (January 2020).



Strategic Context Delivery Checker

Employment, Training & Education is delivering for:	
Draft Programme for Government Outcomes	1. We prosper through a strong, competitive regionally balanced economy 6. We have more people working in better jobs
Belfast Agenda 2025 Outcomes	1. Everyone in Belfast benefits from a thriving and prosperous economy 3. Everyone in Belfast fulfills their potential
UN Sustainable Development Goals	SDG 1- No Poverty SDG 4- Quality Education SDG 8- Decent Work & Economic Growth SDG 9- Industry, Innovation, and Infrastructure
Translink Goals	Go Safe Go Together

The BTH CEA has delivered on pre-application community consultations agreements by embedding social value for local communities throughout the construction process. It navigated challenging local circumstances to ensure that two politically and culturally distinct communities had equality of access to employment opportunities. The BTH CEA needed to innovate, take the lead to solve these challenges and to find an inclusive approach welcoming both sides of the community. The solution was to formally partner with BCC who share many of Translink's strategic objectives while availing of combined resources and expertise. This innovative partnership enabled BTH to deliver on its community commitments.

Outcomes achieved:

- ✓ 448 hours (16 participants/ 28 hours) training
- ✓ Training including introduction to construction, health & safety including CSR card, first aid and interview technique training.
- ✓ The cost for intervention from council was £1,269 per participant just over £20k
- ✓ 3 CEA Participants (2 participants 'Not in Employment, Education, or Training "NEETs" and 1 participant who is an ex-offender) gained employment
- ✓ 3 CEA Participants offered paid work placements (3 work placements for 52 week timeframe)
- ✓ 3 CEA Participants secured employment beyond project
- ✓ Contractual targeted working weeks (social clauses) has already been exceeded
- ✓ Relationships with local communities was key - 57% of BTH Construction Academy participants were encouraged to become involved by 'Community Group or Representative.'
- ✓ 92% of Participants responded they would recommend a similar Construction Employment Academy to Friends & Family Members

Graham Construction commented:

"As an employer, we were delighted to participate in the Construction Employment Academy. Throughout the process, the candidates demonstrated a genuine commitment, and a preparedness for interview, which reflected the strong support they had received. We were impressed by the candidates who articulated the importance of the First Aid and CSR training they had received through the Academy, and related it to the positions they were applying for."

The CEA has served as an excellent pilot, which will inform the approach for the delivery of the BTH Mains Work Contract and other construction projects within Belfast, including the aims of the Belfast Agenda (creating 50,00 new jobs in the city), This model has developed a template for how local communities can access employment opportunities.

Embedding Social Value in Procurement Processes: Project Award

STAR
PROCUREMENT

WINNER

STAR Procurement

In 2019 STAR launched their 'Social Value is Everyone's Business' campaign which was aimed at ensuring that social value was fully embedded into all their procurement activity from market engagement and specification development, all the way through to contract management.

We were impressed with STAR's strategy and action plan that ensured a 'multi-pronged attack' that enabled improvement at a considerable pace, with proactive communications, specific targets and deliverables, and accountability throughout the team. STAR delivered some £31m in social value back to the communities they support and continue to push the boundaries to ensure social value is achieved from every possible procurement process.

What the judges said:

“

We had seven award submissions from across the public and private sector for this award and were very impressed with how all the organisations we judged had continued to champion social value through their procurement processes even during a time when most of us were working very differently with different priorities due to the pandemic. It was a difficult decision, but we agreed that STAR's far-reaching campaign and focus on delivering additional social value as well as their willingness to share their lessons learned will see them move from strength to strength in the future.

”

Social value is everyone's business

STAR is a public sector shared procurement service. Established in 2014 we have grown to a six-partner organisation that works collaboratively with Councils and Clinical Commissioning Groups, as well as providing services across the wider UK public sector, including Greater Manchester Combined Authority.

We are focussed on the improvement of economic growth through procurement by embracing social value and increasing the local spend within our four key partners Borough's as well as bringing spend back into Greater Manchester, with particular attention on local businesses, SMEs, and VCSE organisations.

We have always worked to include social value in our procurement activity, however, we felt this could be done better, and in 2019 launched our 'Social Value is Everyone's Business' campaign. This was aimed at ensuring that social value was fully embedded into all our procurement activity from market engagement and specification development, all the way through to contract management. Through this work we have learnt that to fully embed social value into procurement, social value needs to be embedded throughout the organisation from top level decision making through to on the ground delivery of public sector services. As such we have expanded the remit of the campaign to include a 'Council-wide approach' and we have set the platform for having a whole organisational approach to social value, supported by commissioners and buyers and the wider Council workforce. This includes ourselves as a shared service and assessing the social value we bring to our communities and looking for ways procurement can deliver even more social value. Work on this campaign has not stopped as a result of COVID-19. In fact, COVID-19 has helped highlight the importance of social value. We supported the development of the COVID-19 Plug-In and were one of the first organisations to implement this as part of our 10-point Plan to help support local businesses and SME's during and post COVID-19.

The campaign had a strategy and action plan that ensured a 'multi-pronged attack' to enable improvement at a considerable pace, with proactive communications, specific targets and deliverables, and accountability throughout the team. The project name is our campaign 'Social Value is Everyone's Business'. The campaign has been led by STAR Procurement which is a shared service for Stockport, Trafford, Rochdale and Tameside Councils and Trafford and Tameside CCG's. Although the campaign has been led by STAR, we very much brought along our Partners and their commissioners to ensure an organisation-wide approach to embed social value. The campaign was launched in 2019/20 but has continued to evolve and expand to ensure we continue to deliver even more social value and identify new and innovative approaches to ensure the best possible outcomes for our communities. Our Campaign was also expanded in response to the COVID-19 crisis. STAR established a 10-point Plan to help support local businesses and SME's during and post COVID-19. As part of this work the Social Value COVID-19 Plug-In was developed & adopted to help businesses support the COVID-19 response and also allowed them to update their social value commitments to ones that were more relevant and deliverable during the pandemic.

Our campaign deliverables included:

- ✓ Innovator status on Social Value Maturity Index
- ✓ Delivered over £1m social value ourselves as a shared service
- ✓ Developed and implemented Social Value COVID-19 Plug-In
- ✓ Organisation-wide approach to embed social value
- ✓ Mapped TOMs to Corporate Objectives
- ✓ 10 Point Plan to support local businesses and SME's during and post-COVID-19
- ✓ Social Value Charter & Responsible Procurement Strategy
- ✓ Proactive market engagement and support
- ✓ Use of performance data to drive continuous improvement

Social value added in 19/20 include:

- ✓ 25% return on secured on total contract value awarded
- ✓ This equates to £31m delivered back to local communities through social value
- ✓ 20% average social value weighting across all STAR Procurement
- ✓ 57% of winning bidders are based in Greater Manchester
- ✓ 126 trainee and employment opportunities created

Delivery:

STAR has a dedicated 'squad' involving a range of officers within STAR, to continue to embed and deliver to the 'Social Value is Everyone's Business' campaign. Our approach is fully endorsed by the STAR Board & Joint Committee, as well as Senior Officers and Leaders from our Partner organisations. This allowed a mandated approach to be embedded into practice quickly and effectively. The campaign had clear roles and responsibilities and enabled the team to all have ownership of the work stream and accountability for delivery and impact.

Key deliverables were:

1. Launched our Responsible Procurement Strategy that fully embeds social value in our procurement activity
2. Development of a new STAR Business Plan 21-2024 which has social value as a golden thread throughout
3. Social Value Charters developed for each Partner organisation to ensure full ownership of social value, including mapping their Corporate Priorities to TOMs to capture local impact and demonstrate the difference social value was making to their objectives and outcomes
4. Assessing ourselves against the National Social Value Maturity index to identify our strengths and opportunities to further develop our approach
5. Ensure social value is in all procurement above £50K contract value and utilise the Social Value Portal (SVP) and included in all our template documents
6. Evaluation criteria has minimum of 20% social value below OJEU thresholds and 15% above
7. Full adoption of the National TOMs embedded into all procurement, and mapped to Corporate Priorities
8. Market engagement including:
 - External training sessions 'Match Fit' for businesses and VCSEs
 - Targeted our Market Engagement Protocol into all procurement to allow the SME/VCSE communities to mobilise
 - Pipeline planning and category focussed 'meet the buyer' sessions

9. Quarterly performance management reporting as STAR and reporting to the individual partners, and working with the SVP to capture enhanced new reporting requirements
10. Use the locality data to develop a targeted approach of TOMs
11. Internal improvement 'back to basics' training to support commissioners with social value and ensuring ownership throughout our Partner organisations, and providing detailed support, guidance and case studies through our STAR website
12. Engaging and promoting our work at a Regional and National level to help inspire others to embed social value fully into their procurement and organisations

The beneficiaries are very much our local communities and businesses. Our targeted approach means that social value is delivering to the Council's Corporate objectives, and therefore having the biggest impact on those most in need. Our support for local businesses and SME's means that they are able to successful bid for our contracts, and give back to their communities through their social value commitments.

Outcomes:

STAR's campaign 'Social Value is Everyone's Business' has ensured that social value is fully embedded into all our procurement activity. We have worked hard to implement this and also to inspire others to do the same, which has resulted in an organisation-wide approach to social value. We have embraced social value as an organisation and ensure that we 'walk the talk'. We have developed a methodology to assess the social value we deliver ourselves as an organisation and through the use of SVP and TOM's we have been able to demonstrate that STAR as an organisation has delivered over £1m of social value itself.

We have also assessed ourselves against the social value Maturity Index and achieved 'Innovator' status. This is mainly due to the way we have fully embedded social value into procurement but also into our wider strategic approach, and by adopting innovative ways of working. Undertaking the assessment also helped us to identify new actions for our campaign ensuring we continuously improve and deliver even more social value. Capturing data to evidence our improvement and our impact has been a crucial element of our campaign. Before we commenced this project, our focus was about embedding social value through procurement activity. We are now able to capture social value commitments in a meaningful and consistent way, and contract manage on the deliverable and assign a value to what has been delivered.



STAR PROCUREMENT

Social Value Is Everyone's Business

19/20 Social Value Outputs:

- £7m+ of in-year savings
- 25% return secured on total contract value awarded
- That's £31m to be delivered back to local communities through social value
- 20% Average Social Value Weighting Achieved
- 363 employment opportunities
- 126 trainees and apprenticeships
- 57% Of all winning bidders are GM businesses

- ★ **Innovator** status on Social Value Maturity Index
- ★ Delivered over **£1m** Social Value ourselves as a shared service
- ★ Developed and implemented Social Value **COVID Plug-In**
- ★ **Organisation-wide** approach to embed Social Value
- ★ Mapped TOMs to **Corporate Objectives**
- ★ **10 Point Plan** to support local businesses and SME's during and post-COVID
- ★ **Social Value Charter** & Responsible Procurement Strategy
- ★ **Proactive** market engagement and support
- ★ Use of performance **data** to drive continuous improvement

In 2019/20 we achieved:

- ✓ 25% return on secured on total contract value awarded
- ✓ This equates to £31m delivered back to local communities through social value
- ✓ 20% average social value weighting across all STAR procurement
- ✓ 57% of winning bidders are based in Greater Manchester
- ✓ 126 trainee and employment opportunities created

Our key achievements include:

- ✓ Responsible Procurement Strategy in place
- ✓ Social Value Charters in place with Joint Committee approval and adopted by each of the four partner Councils
- ✓ Mandated approach to social value from STAR Joint Committee
- ✓ Support from our four partner Councils to a collaborative approach
- ✓ Social value embedded in all procurement above £50K and via the SVP.
- ✓ COVID-19 Plug-in adopted and utilised through COVID-19 response
- ✓ Development and adoption of the 10 point plan to support local business and SME during and post-COVID-19
- ✓ Market Engagement Protocol continued to be delivered throughout the pandemic via online platforms
- ✓ Achieved Social Value Innovator status when assessed using social value maturity Index

In terms of the COVID-19 Plug-In we have achieved:

- ✓ £162k additional social value recorded on the portal
- ✓ Most supplier reported 100% staff retained on contracts
- ✓ Enable £60k of virtual safe spaces for staff
- ✓ £7.8k of initiatives to support staff delivering essential work
- ✓ £12.3k to support staff from vulnerable groups
- ✓ £39k to support LA's or VCSE's
- ✓ £2.5k to help SME's/VCSE's to help respond to the crisis and maintain business operations.

Embedding Social Value in Procurement Processes: Project Award



HIGHLY COMMENDED

North East Procurement Organisation

What the judges said:



NEPO saw an opportunity to consider social value in the Water and Sewerage service market which has recently gone through significant change, opening up the market to wider competition for commercial and non-household customers.

In 2020 NEPO went to procurement for these services on behalf of their 12 member authorities with the clear objective on including environmental, economic and social benefits to the North East region equating to a commitment from the winning bidder of £300k in additional social value. The judges felt that in leading the way in this relatively immature market NEPO have opened up the possibilities of achieving social value through the supply of these services.



NEPO311 Water Retail Services

Established in 1976, the North East Procurement Organisation (NEPO) undertakes high-value procurement in major strategic areas of spend in conjunction with North East local authorities and a range of associate members. NEPO has embedded social value across all procurement activity using the LGA National TOMs Framework, which works in conjunction with our Social Value Policy to help maximise every pound of public sector funds spent through procurement solutions.

NEPO has a dedicated Energy Team with a wealth of experience in providing energy related solutions, including electricity, gas and water.

In 2017, the retail services market for the supply of water and sewerage services in England went through significant change designed to open up competition. Previously, the appointment of a supplier was limited on a regional basis, dependent on location and proximity to the water wholesaler. The Water Act 2014 introduced changes that enabled commercial and non-household customers to choose their supplier of water and wastewater retail services by appointing a water retailer. This change affected only the retail element of water, which includes services such as billing and customer services.

NEPO undertook a review of the market and initially agreed to delay the procurement exercise after a number of risks were identified due to a lack of stability due to market immaturity. After continually reviewing the market, NEPO decided to commence the procurement exercise in 2020, with the following objectives:

- + Improved service levels
- + Develop a partnership approach with a supplier that provided a sound basis for managing and reducing water costs
- + Deliver environmental, economic and social benefits to the North East region
- + Access to water efficiency measures

After an options appraisal was carried out by NEPO, which analysed all available options for the most suitable route to market, it was recommended and agreed by the NEPO governance structure that NEPO would lead the procurement exercise on behalf of the twelve North East local authorities and Associate Members.

The initial design of the project was co-created with months of engagement upfront to establish measures meaningful to NEPO and its customers. This assisted with the development of the specification and requirements, covering all supplier services from core operational requirements through to strategic ambitions, including social value. A dedicated cross-functional procurement working group was formed, with technical representatives from local authorities. Market intelligence sessions were held including an overview of NEPO's objectives, including how this project was to be more innovative to reflect changes to the market and the environment.

Social value is more important than ever before, and it was therefore agreed that NEPO would utilise the national LGA TOMS framework as part of this project, despite the market being in its infancy. As this is relatively new to the water market, extra engagement sessions were held with the market to ensure they were aware of the objectives this framework was to achieve. Suppliers were also encouraged to attend social value events provided by the NEPO Business Club, which covered the principles of the National TOMS and how to develop social value within a business.

NEPO311 Water Retail Services, was advertised to the market in August 2019. The specification included billing, customer service, management of the water wholesaler relationship and water meter reading; alongside provisions for assisting customers to reduce consumption to support their water efficiency aims and social value requirements. NEPO customers spend approximately £15m per annum on water, 6% of which is the retail services element. Using lessons learnt from previous procurement exercises, where measures had been offered with no clear delivery method, three questions were included within the tender documentation covering:

- + Compliance with the specification
- + Quantitative delivery – value offered via TOMs calculator
- + Qualitative delivery – supplier method statements, including their delivery, engagement and improvement plans

Delivery:

Expertise and guidance from industry experts was sought throughout the market engagement and the procurement design was significantly influenced and informed by the response. This led to a greater number of bids being received than initially anticipated, including a bid from an SME and a local supplier.

A thorough evaluation process was undertaken by NEPO and the working group which resulted in the appointment of a sole supplier, Wave. The national solution is due to commence on 1st April 2021, and NEPO is currently managing the implementation on behalf of its customers. As the solution has 20+ customers responsible for 3,700+ sites, with a diverse set of requirements, it is imperative that the implementation process is robust and closely monitored. Specific resource has been allocated from NEPO to ensure all tasks are delivered within deadlines, according to requirements detailed within the specification.

The questions asked in the procurement process provided an opportunity for tenderers to detail how they intend to deliver their social value commitments, referencing their specific proposals offered within the TOMs procurement calculator. As the question covered different aspects of delivery, NEPO was able to evaluate the social value offerings in a more meaningful manner. Within the tender suite of documents, NEPO also provided their social value policy, alongside social value guidance and the offer of support from NEPO's Social Value Development Specialist. In addition to monetary savings, a robust SLA and ambitious water efficiency measures, the award of NEPO311 Water Retail Services has resulted in several far-reaching commitments to deliver real social value within the North East. These commitments are measurable against TOMs, ensuring that tangible additional value is brought to the region as a result of the contract award.

Included within Wave's bid were a number of social, ethical and environmental aspects; such as:

- + Local people employed on the contract
- + Hours dedicated to supporting unemployed people into work
- + Local school/college visits to deliver career talks
- + Hours dedicated to supporting young people into work
- + Initiatives aimed at reducing crime
- + Volunteering time to support local community projects
- + CO² emission reduction

Wave have also committed to deliver a 10% reduction to NEPO customers' water consumption, equating to 3.5m litres. A water strategy has been developed to detail how and where this is achievable.

Outcomes

Thanks to the extensive market engagement that took place at the initial stages of the procurement process, which covered social value in-depth, this project has achieved a £300k commitment of social value delivery. This will make a tangible impact on the North East in terms of:

- + Local people employed on the contract
- + Hours dedicated to supporting unemployed people into work
- + Local school/college visits to deliver career talks
- + Hours dedicated to supporting young people into work
- + Initiatives aimed at reducing crime
- + Volunteering time to support local community projects
- + CO² emission reduction

Embedding social value in procurement processes NEPO311 Water Retail Services



In 2019, NEPO procured NEPO311 Water Retail Services covering aspects such as billing and customer services. The solution also supports water efficiency aims.

- NEPO utilised the National LGA TOMS framework
- In recognition of the immature market, supplier development sessions were provided to support understanding of social value
- Industry expertise shaped specification, ensuring it was inclusive to SMEs
- Contract management plan to ensure collaborative working to meet social value objectives

NEPO appointed Wave to provide water supply and sewerage services to eligible non-household customers in accordance with the Water Act 2014. The solution commences 1 April 2021.



Social value commitments totalling £300k:

- Local people employed on the contract
- Supporting unemployed people into work
- Local school visits to deliver career talks
- Supporting young people into work
- Initiatives aimed at reducing crime
- Volunteering time for local community projects
- CO² emission reduction

“From day one of the competitive process, NEPO clearly set out their social value objectives. NEPO's use of the National TOMs framework helped us understand how to structure and quantify our response, underpinned by impartial insight from NEPO's Social Value Specialist.”

Tony March
Director of Public Sector & Industrial Customers at Wave

The successful supplier, Wave, attended all available market engagement sessions and ensured they engaged with NEPO's Social Value Specialist to broaden their understanding and to ensure they hadn't missed any potential areas of opportunities. Wave have praised NEPO for this offering, which has helped them on their social value journey – not just for NEPO, but for other opportunities they are in the process of bidding for.

Working in partnership, both NEPO and Wave are committed to delivering social value to the customers and communities in which we work. Wave have committed to promoting local skills and employment within the region. They are a North East based supplier and will be employing five local people on the contract, for its full duration. Their approach ensures that they will utilise the skills of local people and keep the local pound within the local area. To ensure they deliver their commitments to NEPO, alongside offering continuous improvement, Wave have created dedicated in-house resource which will oversee delivery. NEPO intend to work closely with this resource to ensure the social value is delivered in the most needed areas.

“From day one of the competitive process, NEPO clearly set out their social value objectives. NEPO's use of the National TOMs framework helped us understand how to structure and quantify our response, underpinned by impartial insight from NEPO's Social Value Specialist. We were delighted to have been appointed to deliver NEPO311 Water Retail Services and will work closely with NEPO and its members throughout the contract duration to maximise the impact of our partnership.”

Tony March, Director of Public Sector & Industrial Customers at Wave.

Embedding Social Value into Contract Management: Project Award



WINNER

Solihull Metropolitan Borough Council

Solihull MBC have developed a progressive approach to social value and implemented policy and practice including building it in to their Council Plan priorities.

The judges felt that this approach has been particularly successful due to the implementation to a dedicated social value programme manager to work throughout the whole procurement cycle and supported by proactive supplier engagement.

All project participants are held to account by independently verified robust measurement and reporting and the Council's strong whole view approach to social value and strong contract management has ensured benefits are realised.

What the judges said:

“

This was a strongly contested award with some really good entries, with Sodexo and WSP presenting two very innovative examples of contract management approaches to meet the needs of customers in different ways.

The judges were particularly impressed with the Winner Solihull's entry where they evidenced a full procurement cycle approach to contract management as well as robust measurement supported by a senior social value contract management resource to drive the benefits.

”

Embedding social value in contract management at Solihull MBC

Social value has become a prominent part of the procurement process within Solihull MBC during the last two years. The Social Value Policy was updated and approved by cabinet in 2019 and as a result this has helped shape the way Solihull MBC has embedded social value into their processes. In 2020, social value has been placed at the heart of the Council's Priorities having been included as one of the five Building Blocks to inclusive growth in the Council Plan. The building blocks are essential to achieving the Council's aims and objectives, and to create the golden thread between strategy and the delivery of our processes.

Solihull MBC was innovative in its approach to social value, by creating a role to embed social value into its processes and procedures. The Social Value Programme Manager (SVPM) spends 100% of their time on social value which is still very rare in the public sector, and has been very successful in not only creating internal procurement procedures but also being involved in the contract management stage of projects as they are implemented and delivered by engaging with suppliers to help them achieve their social value targets.

“

Social value is included in every stage of this toolkit reinforcing its importance

”

Solihull MBC has also committed time and resources into improving the corporate approach to contract management, developing a toolkit for each stage of the process to help colleagues achieve their objectives and key performance indicators. Social value is included in every stage of this toolkit reinforcing its importance in the pre-tender, procurement, and contract management processes.

Armac Demolition Group were appointed by Solihull MBC to deliver the Bacon's End Demolition works contract. The contract spanned two months, with a contract value of £108,231, and was completed in May 2020. Despite the challenges posed by the COVID-19 pandemic, Armac Demolition have exceeded their Social and Local Economic Value (SLEV) delivery targets of £42,762, delivering a total of £47,158 added value for the local community, equating to 43.57% of added Social and Local Economic Value against the contract value and 110.28% of target social value set at the time of tender.

The project description from Contracts Finder was outlined as "Demolition of all properties including erection of site boundary fencing and removal of all trees."

Bacon's End is a relatively small neighbourhood which occupies a central location at a key gateway to North Solihull. Whilst a high proportion of its residents have few qualifications and there is no school within the boundary of the neighbourhood itself, the special landscape setting provides a number of opportunities for regeneration. Bacon's End Adult Training Centre was therefore being demolished and the services would be incorporated into a new local community hub which will be used for a wider scope of activities for the residents. At the time of tender in January 2020, Armac Demolition committed to deliver £42,762 of social value by using the TOMs through the Social Value Portal. The contract was due to start in February 2020 and was to last for around 2 months until the end of April.



Delivery:

The SVPM's first efforts were concentrated on getting internal procurement processes and procedures embedded. As a result, the contract management stage was neglected, assuming that if a supplier had chosen to deliver those measures, then they would make it happen and targets would be met with little intervention. However, during 2019, as understanding developed, it became clear that social value would never be delivered if we did not engage with suppliers by encouraging and assisting them in achieving their targets.

The Bacon's End project was one of the first adopting a proactive approach to social value contract management. Upon award of the contract, the SVPM engaged with the supplier to discuss if any assistance was required from the Council to achieve their targets. Most of the commitments made by the supplier were based around their existing arrangements for employment, school visits, apprenticeship schemes and supply chain spend, and therefore minimal assistance was required.

However, the contractor was reassured that social value would be chased, measured, and felt confident that they knew who to contact for any future queries. Unfortunately, the contract was now being delivered during the first National Lockdown. Due to the nature of the work being conducted, they were able to proceed as planned, but this had a detrimental effect on their ability to achieve the targets set. They could not visit schools as they were closed, and the local fencing company with whom they had committed to spending over £13,000 had closed for lockdown.

The contractor was concerned as the spend target was critical to meeting their targets and the nearest alternative within his supply chain that could deliver what he needed, to the quality he wanted, and within timescale was 100 miles away in Preston. Without the appropriate fencing he could not secure the site and complete the contract. Discussions maintained that delivery of the contract is the fundamental priority and social value should in no way delay or impact the completion of the contract itself, BUT social value is contractualised and they should do all they can to achieve the targets set.

Measurement of social value using the TOMS gave structure to the measurement and meant the contractor could easily see what else they could achieve; so if they could not deliver certain targets, alternative measures could be considered which were relevant, proportionate and could be delivered within the timeframe. Marston Green Football Club is 2 miles away from the site within the borough of Solihull and a member of staff at the contractor had an existing connection with the club. They therefore utilised this relationship to provide Health and Safety training, materials and time to resurface the car park at the club.



Outcomes:

The following outcomes were achieved:

Jobs:

🎯 *Target:* £23,373.02

✅ *Delivered:* £23,304.75

➕ *Progress:* 99.71%

72% of the contractor's staff were local on this contract. The contractor used apprentices to conduct plant repairs on site, meaning the target of 2 weeks increased to 3 weeks. Armac could not undertake their intended work with schools or support unemployed people into work due to lockdown restrictions, so the overall result for this theme was acceptable.

Growth:

🎯 *Target:* £17,086.89

✅ *Delivered:* £20,904.12

➕ *Progress:* 122.34%

The supplier had intended to use their existing connection with Marston Green Football Club to provide expert Health and Safety training to staff at the club. The contractor also agreed to resurface the car park. They provided advice and materials to conduct this work and as a result, exceeded their target. The SVPM reached out to Armac to ask if they could assist with a request from a local community group for a portacabin. They provided and installed the necessary equipment very quickly, which is now being used as a teaching space. They also employed a local SME to remove trees from site as an alternative to their intended contractor which helped balance out the shortfall from the fencing contractor.

Social:

🎯 *Target:* £2,296.03

✅ *Delivered:* £2,944.05

➕ *Progress:* 128.22%

In addition to the requirements of the contract specification, the contractor employed a local private security firm to help reduce crime in and around the site whilst work was being carried out. They also included the voluntary hours it took to resurface the football club's car park in this Section.

Environmental:

🎯 *Target:* £6.20

✅ *Delivered:* £4.69

➕ *Progress:* 75.65%

Social Value Breakdown by Theme

Theme	SV	Target SV	LEV	Target LEV	Delivered SLEV	Target SLEV	Progress against Targets (RAG)
JOBS	£776.79	£845.06	£22,527.96	£22,527.96	£23,304.75	£23,373.02	99.71%
GROWTH	£14,452.92	£3,406.89	£6,451.2	£13,680	£20,904.12	£17,086.89	122.34%
SOCIAL	£2,944.05	£2,296.03	£0	£0	£2,944.05	£2,296.03	128.22%
ENVIRONMENT	£4.69	£6.20	£0	£0	£4.69	£6.20	75.65%
INNOVATION	£0	£0	£0	£0	£0	£0	No Target Set
TOTALS	£18,178.45	£6,554.18	£28,979.16	£36,207.96	£47,157.61	£42,762.14	110.28%

Although these targets were not high, they did prompt the contractor to consider hiring energy efficient machinery and plant under contracts. Unfortunately, the electric vehicle they intended to use was unavailable to hire, however, a fuel saving was achieved by using an excavator that had been modified.

At first, Solihull MBC overlooked the importance of Contract Management in the delivery of social value, and as a result few outcomes were recorded by the council and its suppliers. However, in the last 12 months, whilst trying to improve our overall contract management procedures, it has emphasised what work was needed. Consequently, we have implemented various changes to our social value implementation:

Social value applies to all stages of procurement including the implementation and management of the ongoing contract – our contract management toolkit now reflects this. Once a contract is awarded, the SVPM contacts each supplier to discuss the commitments made – meaning there is a point of contact when they need it. Delivery of social value should be a partnership between the contracting authority, the supplier and the community they wish to serve – so communication is key.

We utilise internal and external partners to assist suppliers in achieving their objectives – our Employment and Skills team assist with employment opportunities, apprenticeships and schools visits, whereas our external business consultants and voluntary sector co-ordinators also provide expertise.

Contract Managers are now asked to add social value as an agenda item to relevant performance meetings with suppliers – ensuring social value is regularly discussed.

We now firmly believe that if a supplier has committed to deliver social value and help our residents, then we also have an obligation to help them achieve those targets through building a relationship and working together. This contract fully demonstrates how social value targets can be achieved even in the toughest of times if the contract is managed carefully.

Embedding Social Value into Contract Management: Project Award



HIGHLY COMMENDED

Sodexo

What the judges said:



Sodexo are recognised for their overall commitment to social value and sustainable improvement, but the judges were particularly impressed at the approach taken in contract management in their facilities management solution at Northumbria University.

In addition to their contractual commitment during the pandemic Sodexo offered a digital concierge service to students to assist in communication and the provision of any needed food or hygiene supplies or general assistance. Working with local suppliers and a local market in the city they delivered a fast and innovative solution and made special efforts to offer students who were unable to return home during the Christmas period a 4-day Christmas pack as well as any required assistance.



Above and beyond: responding to a global pandemic in student accommodation

Student Living by Sodexo were awarded the Northumbria university contract through a competitive tender in 2014 to manage its flagship student accommodation of 993 beds. In 2016 the university outsourced the remainder of their accommodation taking the portfolio to 3126 beds under Sodexo's management.

Student Living by Sodexo were awarded the Northumbria university contract through a competitive tender in 2014 to manage its flagship student accommodation of 993 beds. In 2016 the university outsourced the remainder of their accommodation taking the portfolio to 3126 beds under Sodexo's management.

Our core remit is to deliver an integrated facilities management solution alongside creating a meaningful, positive life experience for students throughout their time at university. Quality of Life Services forms part of our DNA since 1966; in the educational setting, this translates into a commitment to sustainable improvement in the overall well-being, safety, cohesion, mobility and health of the students we serve.

The way we design, plan and deliver our services considers the wider environmental and societal benefits by creating 'social value add' activities and support for students, not contractually required. We address causal factors, lasting impact and change for our students and tangible social return on investment for the communities where we operate. This illustrated no more so than in recent months where it's reaction to the pandemic has insured students remain safe, happy and supported during these uncertain times.

During the national pandemic it was essential that Student Living by Sodexo evolved an innovative solution for its clients and students in order to support them during their time in Accommodation. In September 2020 students were welcomed back to their 'homes' in University Accommodation unknown of what to expect and how the ever-changing COVID-19 would impede on the experience and services students would receive from academia to accommodation. Student Living created an offer to its students alongside its client at Northumbria University outside its contractual obligations but a focus on support and value add. Delivering a wealth of support functions this submission aims to outline the work of a dedicated team who has the students' wellbeing and welfare at the heart of everything it does.

A new set of challenges presented itself during the first semester of term which the team were committed to not just solve but embrace. Mobilising a new free of charge digital concierge service for our residents ensuring they had 24/7 contact details to arrange much needed supplies. The team aligned this process to work with the client at the University to establish processes to contact every student in accommodation ensuring they were ok and had any issues or concerns raised and resolved quickly and efficiently.

Through the partnership with Northumbria University our key objective was to deliver a home from home service, a safe and secure environment that supports students in developing and thriving as individuals and making lifelong connections. We did this by weaving pastoral services into our facilities management services as our standard way of working creating our Sodexo Student Journey. At Sodexo, our FM delivery is more than managing buildings: our integrated services create communities where students can thrive and grow. Our aim was to ensure that we alleviate any anxiety, worries, or concerns that students may have when leaving home for the first time and embarking on their journey into university life and independent living. In 2020 in the wake of the previous months of lockdown students arrived at University expecting an altered experience but one which would ensure they still received the 'best bits' of going to University.

Often seen as a 'right of passage' we knew students needed our team more than ever and put in place new initiative and campaigns to ensure students whether in lock down, quarantining, tested positive or shielding received an exceptional service by the team on site. In August the team quickly mobilised a digital concierge offer which is believed to be one of the first to be launched in this setting in the UK. This offer allowed students a traditional concierge service 24/7 available online, on the phone or portal with site teams working closely with the concierge team to deliver in person requests.

In October as the number of COVID-19 cases were increasing at Northumbria a new offer was developed alongside the concierge solution to provide those students who were isolating with essential food and hygiene packs. These packs contained enough fresh food for two weeks and gave students the choice between Vegetarian, Vegan, Gluten Free and Meat. Any student in the accommodation was given the option to opt in to this offer and would be delivered within 48 hours of their isolation. Soon it was realised that this option was 'essential' and could be offered to all students at the university (26,000) whether living on campus or in the wider community.



Delivery:

This project relied heavily on a robust infrastructure whereby students could notify our partner at the University they were experiencing symptoms of COVID-19 or had tested positive for COVID-19 on which the University would let the team know at Sodexo who would manage the project from this point. The team at Sodexo created Northumbria University Concierge portal where students would receive an online link where they can log in and select their box and which hygiene pack they wanted to be delivered. The concierge team would contact the students checking the order and raising any concerns they had whilst placing the order for delivery 48 hours later. The food boxes contained enough food for two weeks and was hand delivered to the flat door by the wonderful dedicated team on site.

Throughout the first semester over 2,000 boxes were delivered to students all over the country ensuring they had essential support and the infrastructure to adhere to the regulations with the aim of restricting the spread of COVID-19. Moving to university is never easy and is certainly one of the pivotal times in a person's life. In the past 6 months this has been magnified by the global pandemic. Not knowing who you are living with, what your accommodation looks like, being financially independent and thriving in accommodation.

This project excelled itself in December as we learnt from the UK Government that Christmas was essentially cancelled and any plans to leave the accommodation for the festive break to reconnect with family and friends were jeopardized. This action by the government meant that a percentage of our students were left on site over Christmas often isolated and away from key support at such an important time of year. We reviewed the offer as explored above and worked with local vendors to create a Christmas Hamper which would offer students food, games and festivities to add value to their Christmas even if they couldn't be where they wanted to be. Working with a local Market in Newcastle City Centre Sodexo created a four day meal offer which would be delivered to student on Christmas Eve and give them a traditional Christmas feast with all

of the trimmings including Christmas Crackers, board games and a Christmas card. This Christmas card was specially designed by our partners at the university and looked to provide all the contact details for any support and help students may need over the Christmas period.



Outcomes:

The team at Sodexo and the University were clear in what they wanted to achieve and furthermore established key relationships with local vendors in order to provide exceptional service to students but also the local community. Through the newly formed concierge offer the team were able to use vendors close to site to further add value to the overall Christmas Hamper experience.

As Michael Fieldes (Managing Director, Circles) comments:

"Sodexo's concierge service, Circles, are incredibly proud to support the local community with organising the food hampers for students at Northumbria University with our colleagues at Student Living by Sodexo. Circles champions small business where possible, it's in our DNA as a Sodexo company. Working with Grainger Market, was an obvious choice and a very welcome relief to the local traders at a time when they were hit incredibly hard by local restrictions, a business that solely relies on walk through trade. It was moving to hear all the stall holders contributing to create the perfect hamper for the students who were on site over the festive period - a true Christmas Carol"

The students from across the accommodation portfolio have been really pleased with the offer that was created for them and many have returned to the shops to purchase additional products. The partnership continues to grow with Student Living by Sodexo now establishing a portal for students to order local food from local vendors.

"It was great. Specially with Christmas hampers given by our accommodation, I didn't feel like I was alone here without my family."

Northumbria Student

"I enjoyed it a lot more due to the local sourcing and representation"

Northumbria Student



We were delighted to reach out to the vendors at Grainger Market to ask for feedback on the work that we have done with them over the past few months and as you will see below the feedback has been positive.

"We were really happy to be asked to provide fresh fruit -veg -and salad items for the students who could not make it home. Hopefully they might use us in a regular basis as we offer great value for money, and always fresh"

Trader: Hector Hall fruit and veg
Mr Michael Keen: Proprietor

"We were very happy and proud to provide hand made dumplings and buns, for our students who had to stay in Newcastle for Christmas."

Trader: Dumpling Bun | Mrs Hon Li: Proprietor

"Thank you so much for using locally made products. It made a huge difference to our sales that week, in these difficult times helping small businesses such as ours was greatly appreciated."

Trader: Readheads Mac n'Cheese |
Mr Jamie Rothwell: Proprietor

"It was thoughtful that provide. Not only from the food ordered but the additional Hours and wages received by the many local staff involved in the production and delivery of the parcels many thanks hope we can help again."

Trader: French Oven/Grainger Delivery |
Emma-Claude Phillips: Proprietor

"This was a very welcome additional income during a difficult time for small independent businesses. A huge thank you."

Trader: Lowrie Foods Ltd

"Many of our independent Traders buy their supplies locally, which means more of the money remains in our local economy and communities, rather than a faceless corporation. Together we can achieve, on behalf of Grainger Market and Grainger Delivery, we are delighted to have been given the opportunity to supply our Students during this crisis and hope that we can have the opportunity to support again"

"In total over 3,000 students have received food boxes through this initiative with over 300 students receiving a Christmas Hamper on Christmas Eve. Social Impact Measurement – Sodexo applies the National TOMs framework via the Social Value Portal. Sodexo has developed an additional bespoke set of measures that address societal, environmental, and economic themes. We feel this project has delivered key themes through the National TOMs framework including Jobs and Skills, Promoting Local businesses, and Healthy Communities"

Trader: Market Choice/Grainger Delivery |
John Phillips: Chairman of Newcastle Market Traders Federation.

Embedding Social Value into Contract Management: Project Award



HIGHLY COMMENDED

WSP

What the judges said:



Social value is integral to projects at WSP and the judges were particularly impressed at the collaborative approach taken during the contract management phase of a grant funded scheme to deliver daily mile running tracks at 15 schools for Shropshire Council.

Working together with Kier and their supply they designed and delivered a solution by using recycled materials from old roads to ensure the project was delivered to budget and also offered a better outcome for the schools. This innovative approach in the contract management phase has resulted in facilities for 4,000 children to run or walk daily and as well as a 150% cost reduction being achieved on the project, significant environmental benefits have been achieved.



Daily mile tracks for Shropshire schools

Client Name: Shropshire Council

Partner Organisations: Kier Highways, Tarmac, L&R Roadlines

Date: 2019 - Ongoing

Contract value: £105,000.00

At WSP, delivering real social value is integral to our work – we innovate for a better society through our Future Ready advice, and are committed to playing a positive and active part for the communities we serve, going beyond technical expertise to build a strong legacy. Our impact is ongoing as part of our work with Shropshire Council, and we are proud to have led the 'Daily Mile' tracks project.

When the creation of the Healthy Pupils Capital Fund (HPCF) was launched in 2017 (funded by the Soft Drinks Levy 'Sugar Tax'), local authorities received their first capital allocations in 2018-19, intended to support young people with facilities for physical activity. Shropshire Council's Learning & Skills Group received a HPCF grant of £226,572, and 15 schools submitted bids for funding. The schools' ambition was to install an all-weather track for pupils to undertake the 'Daily Mile' challenge – encouraging children to go outdoors and run or jog for 15 minutes each day. Of the total grant, £105,000 had been set aside for 'Daily Mile' tracks, equating to only £7,000 per track. The option of part-funding every bid or funding a limited number of bids was not a desirable outcome, so Shropshire Council engaged with WSP, to develop an alternative low-cost approach.

Our team (together with Kier and our supply chain) developed an innovative approach, linking the construction of the school tracks to the existing Shropshire Highway Maintenance programme, effectively using old roads to build new tracks. This provided the majority of material at no additional cost. Through collaboration, we were able to provide significant savings to deliver maximum social value for minimal financial investment.

This scheme delivered:

- ✓ 15 running tracks at a cost of £7,000 per track.
- ✓ 4000 children being able to walk or run a total of 177 miles in each academic year
- ✓ A cost of just £1.30 per pupil/per year.
- ✓ The cost of constructing these in a traditional method would have equated to an average cost per track of £24,000. This project provided a 150% reduction in cost.

Additional social value was provided at several schools within the programme.

Social value added:

The most significant short-term social value of the project was the environmental benefits that resulted from re-using and recycling waste material from the construction industry to help combat global climate change. This was achieved by:

- ✓ Reducing 2900 tonnes of virgin material usage and waste to landfill.
- ✓ A 4750km reduction in vehicle movements. Equating to a CO² saving of 4250kg.
- ✓ Zero waste generated by using innovative ideas for the use of excavated material within the school grounds.
- ✓ Collaboration with tarmac specialists to produce a surface course specification that utilised higher percentages of recycled material.
- ✓ Sourced timber from sustainable forests near Shropshire.

However, it is within the wider and longer-term social sustainability context that the project truly excels. The project innovatively delivers on the Government's Healthy Pupils Initiative, to combat the increasing trend of obesity and long-term health issues in children, by changing attitudes to healthier living.

- ✓ Over 4000 children being able to undertake a daily mile
- ✓ Physical exercise supporting children's concentration levels and wellbeing
- ✓ Accessible route – enabling use all-weather use
- ✓ Inclusive tracks – supporting wheelchair users
- ✓ Tracks provide space for distancing (during COVID-19 re-opening)

WSP also identified and discussed with school representatives, areas within the grounds that would benefit from the creation of 'Forest Schools'. WSP identified opportunities to plant in excess of 900 trees in and around the running tracks, which will not only provide educational benefit for children but will also result in the removal of carbon from the atmosphere. WSP are currently working with Shropshire Councils Community Tree Scheme project and local tree nurseries to provide and install these trees.

Delivery:

WSP managed the delivery of the overall programme and undertook technical design work, including the development of a standardised specification for the tracks for 15 schools across Shropshire. WSP worked closely with Kier, the successful bidder of the Shropshire Term Maintenance Contract and sub-contractors Tarmac and L & R Roadlines Ltd to maximise the social value of this project by linking construction of the tracks to the recycling of materials generated from the highway maintenance programme.

This took meticulous planning and programming as the two programmes were intrinsically linked. Comprehensive material testing of the carriageway sites that were generating the tracks was also undertaken to rule out contaminating schools with AWCCT (Asphalt Waste Containing Coal Tar), a hazardous, carcinogenic material.

A key element of governance, and one that was instrumental to project success, was to ensure that at all stages, the schools themselves were engaged, ideas exchanged, and individual needs were explored and incorporated where possible. The result of this engagement with each school was that not only were the team able to deliver on their original social value commitments but were able to add further value, based on the data collected from the schools.

One such additional benefit was to review the existing exit and egress points at each school. With a proposed all-weather track being installed around the periphery of the school playing fields. Where appropriate, WSP were able to propose the creation of new and safer access into the school grounds, preventing children from travelling next to busy main roads where many of the existing school entrances were located.

Many of the schools had requested a 1.2m wide track however; WSP recommended increasing this to 1.8m, allowing larger machinery to be used, increasing outputs and reducing labour costs. The resulting increase had a negligible effect on cost as the materials were being generated from the highway schemes at no additional cost.

Engaging early with the supply chain provided additional social value benefits. The wider supply chain included Tarmac and L & R Roadlines Ltd, with whom we negotiated to offer their services and materials at cost. L & R were also able to provide playground markings, such as sports pitches, to an additional 8 schools outside of the running tracks programme. Local Authority term contracts can be rigid in their approach to planning and delivery and as such, the team had to learn how to adapt existing methodologies to a new way of working. A collaborative approach, intricate planning and financial astuteness were all vital to solution development, and the long-term success and legacy of the programme.

Outcomes:

In total, 15 running tracks were constructed and with a minimum design life of 20 years, this project has left a legacy for the communities of Shropshire. Over 4000 children have access to the tracks, allowing them to walk or run a total of 177 miles in each academic year - helping to improve physical and mental wellbeing for our next generation at the cost of £1.30 per pupil per year. The tracks have also improved access to fields during severe weather. Children are benefitting from exercise during break times, as opposed to being confined to small playgrounds - especially at present where social distancing has become part of daily school routines. Teachers have also provided feedback that children are burning excess energy, which has led to an improvement in concentration levels in their classrooms. The wider tracks have also enabled usage for wheelchair users and cyclists, making the tracks fully inclusive.

"The track for us is much more than something to run around. It provides us with a resource which can be accessed all year... somewhere to walk when the playground gets too busy and hopefully a place where the community can get some exercise when the weather is bad."

Mandy Jones, Headteacher, Criftins and Cockshutt CE Primary Schools



Schools have also allowed access, when safe to do so, as a protected outdoor space for adults to exercise. Many of the schools are situated in rural areas and adults were previously running in unsafe lanes. Parents have taken the opportunity to exercise on the tracks after they have dropped children at school in the morning. The wider WSP team provided their time for free through WSP's Employee Volunteering Scheme, which allows staff two days of leave to volunteer each year. The team spent a total of 734 hours supporting the Daily Mile scheme, totalling £10,865 in social value add (verified by Social Value Portal).

Early contractor involvement in the design process, complimented by 'walk and build', were both vital to achieving the project outcomes within the budget. The cost of constructing the tracks traditionally would have equated to an average cost per track of £24,000. This project provided a 150% reduction in cost of £7,000.

The project innovatively delivers on the scope of the Government's Healthy Pupils Initiative and beyond. The shared vision of our stakeholders eager to work as effectively as possible, meant that the project was able to make the most of opportunities, save on cost and deliver maximum social value. The lasting social value benefits that this project will provide for local communities is a key example of the benefits our industry can provide for the communities that we work in, innovating for a better society.

"...WSP took an innovative and imaginative approach from day one...to rationalise the programme to drive out costs and recycle building materials, freeing up grant funding to enable another 30 schools to benefit from the funding for other projects related to pupil health and well-being."

Phil Wilson, Service Manager, Shropshire Council

Social Value Through Decent Work: Project Award



WINNER

Knight Dragon (the lead Developer for Greenwich Peninsula)

Knight Dragon (the lead Developer for Greenwich Peninsula) joined forces with The Hour, a local wellness business to develop a free health and wellbeing program for the Greenwich Peninsula community during the current pandemic.

The program is an excellent example of good engagement with the local community, whilst also maximising the investment in the service. Delivering an innovative comprehensive program, it met the needs of a diverse local community. By investing in community wellbeing on this scale, this pioneering program aims to go above and beyond the requirement of a developer and placing wellbeing at the heart of the community.

What the judges said:

“

The applications received for this award covered a broad range of approaches and demonstrated really good practice regarding how social value is being embedded into the workplace and supporting communities. Our successful applications this year really impressed the judges by their innovation, proactivity and ability to create and deliver programs during the pandemic period. During a time of such significant change and challenges for both staff and communities they demonstrated how to engage, listen and adapt services to directly meet need whilst prioritising the wellbeing of people in their communities.

”

Thrive - health and wellbeing series

Client Name: Knight Dragon

Partner Organisations: The Hour

Date: April 2020-Feb 2021. The programme will be rolled into 2021/22.

Contract value: £30,000

Social value: £48964.5 based on Q2 & Q3 analysis. We are however still updating the value.

At the beginning of the COVID-19 pandemic, Knight Dragon (the lead Developer for Greenwich Peninsula) joined forces with The Hour, a local wellness business to develop a free health and wellbeing programme for the Greenwich Peninsula community.

The aim was to support the community in four main areas:

1. Delivering workshops that supported the mind and mental resilience.
2. Physical activities including HIIT, yoga and Pilates to support the body.
3. Supporting nutrition and developing better eating habits for people of all ages.
4. Workshops to improve sleeping patterns.

Initially a two-week virtual festival, Thrive was developed into a 6 weeks summer programme and 12 weeks winter series. Since April 2020, 236 health and wellbeing events have been delivered which were accessible to everyone who lived, worked and visited the Peninsula. All activities were gradually opened to the wider Greenwich community including local schools, parents, NHS staff and key workers. 1000+ sessions were booked and over 720 took part in the programme. To fulfil the needs of a diverse community a range of workshops were delivered including managing stress, posture and working from home. In addition, virtual social integration was promoted through community cookalongs, choirs, mindfulness, and family yoga.

The flexibility of switching between outdoor and virtual sessions depending on the COVID-19 guidelines helped truly embed wellbeing into the lives of the Greenwich Peninsula community. A calculated effort was made to ensure that the workshops were accessible to people from all socio-economic backgrounds and the activities were used as a mechanism to promote social integration and build the social capital of the local community. This was especially important for new residents who settled on the Peninsula. The activities were delivered by local self-employed trainers who had suffered financially because of the pandemic.

By investing in community wellbeing on this scale, this pioneering programme aims to go above and beyond the requirement of a developer and places wellbeing at the heart of the community. The 2021 Thrive series includes a 12 month programme focusing on key global wellbeing initiatives alongside the bespoke needs of the Greenwich Peninsula community.



Delivery:

Thrive Festival included 236+ free health and wellbeing online and in person workshops and events for the local community. The programme was specifically designed to support the community during the pandemic and included surveys to ensure that the activities met the needs of the local community. The partnership with Knight Dragon and The Hour has resulted in the engagement of 700+ individuals, many of whom felt the physical, emotional and financial distress of the pandemic.

The programme was in three stages:

May 2020

Health & Wellbeing Festival which was an online two-week festival which included 40+ activities. Experts led talks on:

- + Becoming your own mental health champion
- + Managing stress and anxiety
- + Managing the negative effects of technology through a digital health talk
- + Parental mental health and dealing with children with chronic illness

As majority of residents live in high rise buildings, we also offered edible balcony workshops to encourage people to grow their own herbs and understand the benefits of engaging with the nature. Music and storytelling were utilised to offer entertainment to children and families. Furthermore, a myriad of fitness classes were offered including Pilates, HIIT, family yoga, pre/post natal exercise as well as mindfulness talks.

August – September 2020

Six weeks ongoing wellness programme which was delivered in small sized groups that met in person. In addition, further expert mental health talks were delivered on the topics of:

- + Easing lockdown anxiety
- + Nutrition 101 – eating well on a budget.
- + Art of managing busy minds (focussing on young people)

A charitable initiative was included to help build a sense of community through Thrive. This included providing food packages to the local school. Local residents donated non-perishable food which was collated by the Knight Dragon concierge team and delivered by the local vicar to the school. Collectively we were able to support 50+ families and raise over £2,000.

November 2020 – Feb 2021

For the winter Thrive series, the delivery team analysed the needs of the community through a survey and focussed on providing a longer-term programme comprising of activities delivered in the past. This is currently being delivered digitally by the Hour. The beneficiaries included residents across the Peninsula, Knight Dragon staff and consultants, local schools (including teachers, parents and students), local businesses, NHS Staff and key workers.



Outcomes:

The Thrive programme is pioneering how a property developer views community development. By investing the wellness of those who live, work or visit the Peninsula this project is going above and beyond the requirements traditionally associated with a property a developer by embedding wellbeing in our Peninsula environment.

The programme takes a methodological approach to understanding the needs of the community and to evaluate the success of the programme. During a pre-consultation, out of 100 resident who responded to a question about community priorities, 43% prioritised health and wellbeing initiatives. We are currently conducting a resident satisfaction survey which will be delivered after the 12 months of Thrive has been completed. This survey will be used to develop future health and wellbeing activities that will be delivered as part of Thrive.

A summary of the outcomes is as follows:

- + 236+ free health and wellbeing session delivered.
- + £30,000 invested in a MSME business.
- + 15 full time Knight Dragon staff accessed this multidimensional wellbeing programme
- + £2,000+ raised for the local school and 50+ families supported
- + 20+ local employment opportunities created.

Thrive Health and Wellbeing programme for the residents

16 weeks • 236+ activities delivered
1411+ sessions • 728 attendees



The delivery team Community feedback:

"I just wanted to say that the sessions run as part of the Thrive Festival this summer have been some of the best I have ever attended - I have particularly enjoyed the outdoor yoga and the stretch and flow sessions. As someone who doesn't have access to a gym on the peninsula these classes were just what I wanted and more than a workout provided an opportunity to see and get to know fellow residents on the Peninsula. I think this initiative has been one of the best for building a sense of community and creating an area where wellbeing and health are valued. This is what it should be to live on Greenwich Peninsula. Congratulations to all involved and I am looking forward to the next one!"

Social Housing resident

"I started the workshop thinking I didn't really need stress and anxiety management but I'd give it a go anyway, by the time it finished I was blown away by how much I had benefited in learning about this! The theory behind it, looking at stressors, physical & mental reactions etc was invaluable. I suddenly realised the many different guises stress and anxiety takes in my life and also the many different ways it is possible to do something about it."

Private Housing resident

Social Value Through Decent Work: Project Award



HIGHLY COMMENDED

Sodexo

What the judges said:

“

Involved from the early stages of the outbreak, Sodexo healthcare teams have been working at hospitals and COVID-19 testing centres across the UK to deliver essential services.

In response to the identified need of their staff, they have delivered a comprehensive counselling service to help frontline keyworkers, predominantly based at acute hospitals, to deal with the pressures of working through the COVID-19 pandemic. Whilst working under the pressures of delivering essential services during the pandemic Sodexo demonstrated their commitment to wellbeing and mental health of their staff and the benefits to their families and the wider community.

”

Counselling boosts the wellbeing of Sodexo healthcare's frontline team during COVID-19 and beyond

Sodexo healthcare teams have been on the frontline, working in partnership with the wider industry and sharing their expertise to help the NHS fight the threat posed by COVID-19. Involved from the early stages of the outbreak, our team mobilised to provide bespoke catering, concierge and security services for the first British coronavirus evacuees returning from Wuhan, China within 48 hours. Since then, colleagues have been working tirelessly at hospitals and COVID-19 testing centres across the UK to deliver essential services and to keep our colleagues, patients, resident and clients safe.

At Sodexo, we recognise the vital importance of supporting mental health and wellbeing in the workplace. In June, we launched a new face to face counselling service to help Sodexo frontline keyworkers, predominantly based at acute hospitals to deal with the pressures of working through the COVID-19 pandemic. Since then, dedicated counsellors have delivered over 800 face to face counselling sessions. The impact of this programme has the potential to be life changing for individuals and their families and can also help to reduce pressure for increasingly in-demand and stretched health and social care services. Our teams have shared their experience with us and explained how these sessions are helping to improve their mental health and wellbeing. Initially launched as a three-month trial, the service has been extended until April 2021 so that more of our people can engage with and benefit from this fantastic initiative.

A new on-site counselling service was launched to improve the quality of life of the 6,000+ strong Sodexo Healthcare team. The service was designed to support frontline key workers, predominantly based at acute hospitals to deal with the additional pressure and stress caused by the Coronavirus (COVID-19) pandemic.

Sodexo's on-site HR & Learning & Development (L&D) teams recognised the negative impact COVID-19 was having on the psychological and emotional health of Sodexo healthcare's employees and managers during the initial stages of the pandemic. The HR and L&D teams are acutely aware that having a mental health problem can have far reaching implications for every individual; with the ability to impact relationships, jobs, physical health and much more. The programme supports with current mental health conditions, but also helps to detect any problems early and ideally helps to prevent mental health problem from occurring – the benefit and impact of this has the potential to be life changing for individuals and their families and can also help to reduce pressure for increasingly in-demand and stretched health and social care services.

This new service was launched in June at our Central Manchester contract by an experienced counsellor and psychotherapist who now leads a team of 11 dedicated counsellors, all of whom are available for face-to-face sessions at ten Healthcare sites. Keen to extend the reach of the service, counselling sessions are also available for teams working at 31 Nuffield Health sites to book. Whilst our 8,000+ testing centre colleagues are now benefitting from Mental Health awareness team sessions, which are facilitated remotely by our dedicated team of counsellors.



Delivery:

The counselling approach was developed following a review of Sodexo's pandemic response, which took learnings from our global Healthcare business. It was designed to respond to the needs of Sodexo's frontline, supervisory and management colleagues and is based on four pillars that deliver:

- 1. Presence:** Provide proactive, visible, and in-person support options for frontline team members working tirelessly and on the frontline during the pandemic to demonstrate Sodexo's ongoing commitment to improving the wellbeing and quality of life of its team at such a challenging time.
- 2. Engagement:** Ongoing analysis of anonymised counselling session output helps the team to identify key themes affecting employees' mental health and wellbeing. This insight equips individual sites with information to develop on-site well-being and mental health initiatives that target specific issues such as dealing with COVID-19 grief, that are emerging as a result of the pandemic. This helps to identify further ways to help the team to cope and build their resilience.
- 3. Education:** Helping team leaders & managers to spot the signs of problems, as well as, improve their ability to tackle issues among colleagues, clients and patients. Regular, bitesize, virtual training sessions called 'Tool-box talks' are delivered covering a range of topics such as "Listening", "Questions", "Signposting" and "Recognising Signs" to better equip them to have supportive, understanding conversations that are constructive and promote wellbeing.
- 4. A variety of support options:** It was important to recognise and respond to the different needs of individuals and teams by offering a range of solutions including 1:1 and group counselling services, including pre-bookable and drop-in clinics for anyone experiencing emotional and psychological distress. The counselling service is part of a range of mental health and wellbeing tools available, such as Talk, Sodexo's employee assistance programme, which offers benefits including a professional, independent telephone line for any issues and an online wellbeing media zone, offering help and advice on hundreds of topics. The variety of tools available to Sodexo employees provides an all-round employee wellbeing solution that recognises that we are all individuals and different situations require distinct levels of support.



Outcomes:

Initially launched on a three-month trial, the service has been extended to April 2021 following its success. Since launch:

- ✓ 291 individuals have attended one or more counselling session
- ✓ 841 counselling sessions have been delivered
- ✓ 374 toolbox talks with managers have been delivered
- ✓ 113 group counselling sessions have been held

Employees have used the sessions to discuss issues across their work and personal lives, with feedback including:

- ✦ "It's helped me to take back control"
- ✦ "I feel understood"
- ✦ "I can just be myself"
- ✦ "I can express my emotions"
- ✦ "It has enabled me to remain at work and not resign"

The HR and L&D teams regularly review how the service is delivered and will continue to innovate to ensure it best suits the needs of the team. One early innovation to the counselling service was delivered when those colleagues who were initially shielding through illness or disability received a letter from the NHS in July advising them that they could go back to work. As a more vulnerable group, they had concerns about returning to work with COVID-19 still present. As a result, this group were given the opportunity to use the on-site counselling service to support their transition and discuss their anxieties about returning to work.

"What greater thing can we do for the wellbeing of staff? I am wholly supportive of the service. For staff on the frontline to be able to speak to someone who is trained who can listen to them and support them is a phenomenal success."

Tracy Bullock, Chief Executive, University Hospitals of North Midlands NHS Trust

At Sodexo, we believe ensuring mental health and wellbeing is core to all that we do, as an employer and as a service provider. We are passionate about enabling people to better understand this as they go about their daily lives, at work and at home. By partnering with experienced counsellors and psychotherapists to deliver training in addition to the core counselling service, we are equipping our team with valuable knowledge that can benefit them in their careers and their personal lives and helping to create a healthier and more resilient community.

"Our team has consistently performed their jobs at the highest level. We recognise the importance of supporting our healthcare workforce and helping to alleviate some of the pressure of working through a global pandemic."

Stuart Winters, Sodexo Healthcare UK & Ireland CEO

Social Value Through Decent Work: Project Award

AECOM

HIGHLY COMMENDED

AECOM

What the judges said:

“

AECOM has embedded social value into their workplace supporting and encouraging their staff to volunteer and support their local communities.

Their network of social value champions and local STEM and community engagement representatives, is driving social value among individual employees. Every employee is given 16 annual paid hours to use for social

value activities. The success of their social value focus is demonstrated by the fact that more than 400 of their 5,000 staff are STEM Ambassadors. In 2020 AECOM was recognised for the sixth consecutive year by Fortune magazine as one of the world's most admired companies, based on nine criteria that range from investment value through to social value.

”

AECOM and social value

At AECOM, our common purpose is to deliver a better world. With more than 5,000 employees across the UK and Ireland, we're building a culture that enables people everywhere to thrive – promoting equity, diversity, inclusion, and wellbeing for our employees while encouraging them to engage with their communities. In 2019 we partnered with Social Value Portal (SVP) to help understand, develop and structure our social value priorities, and to introduce social value across our business – see Project Details. This approach underpinned our response to the pandemic's extraordinary personal and societal challenges – see Project Description and Outcomes. In this section, we summarise our social value activities prior to 2019.

Our well-established culture of mental health and wellbeing care is promoted by senior managers and enabled by a network of 48 office-based mental health allies. As well as campaigns and webinars each year, AECOM's intranet provides a one-stop shop for a wide array of wellbeing related resource, while our online learning platform provides a mental health and emotional wellbeing pathway.

We have a range of employee programmes that look after our employees and help to create a decent working environment. For example, our Employee Assistance Programme is a free and confidential service, available 24/7 for employees and household family members on a range of issues, including confidential counselling, and financial and legal support. After inviting feedback from staff, we also established an equality, diversity, and inclusion team, reflecting our commitment to engaging our employees with inclusion and diversity opportunities, building leadership accountability, and ensuring our workforce reflects our communities.

The company supports part-time working, with one in ten of our UK and Ireland employees working part time. AECOM is focused on work-life balance for parents of young children, including a network for working parents. Our Returners programme also supports people coming back after a career break of two years or more. We have deployed a wide variety of tools to engage and communicate with our employees. Prior to 2020, our CEO and COO alternated in providing weekly messages to employees on health and business initiatives; a weekly AECOM newsletter also provides colleagues with people-related developments.

AECOM's strategic partnership with the Social Value Portal (SVP) in 2019 committed us to not only embedding social value into our operations but also measuring, managing and reporting on our delivery of social value across the UK and Ireland. We worked with SVP to adapt its themes, outcomes and measures (TOMs) framework for social value into an 'AECOM Social Value Toolkit'. This toolkit clearly sets out a range of social value measures that volunteers can pursue – from speaking at schools and universities, right through to leading projects and initiatives in our communities. We agreed a social value standard operating model and published a policy. The executive sponsor of social value at AECOM is the company's chief operating officer and our social value steering group report direct to the chief executive.

We've identified and appointed social value champions across all of our offices. This network, together with our local STEM and community engagement representatives, is driving social value among individual employees. Colleagues in these roles have a passion for community and society. The company gives them additional time to research community social needs then explore social value opportunities that respond to these needs and link to our social value toolkit. In this way, we're developing more rounded, responsible individuals while also advancing their personal and professional development.

We're committed to our people and the communities in which they work. We actively encourage people to carry out volunteer and pro bono work, with every employee given 16 annual paid hours to use for social value activities. The success of our social value focus is demonstrated by the fact that more than 400 of our 5,000 staff are STEM Ambassadors. Volunteering also has proven mental and wellbeing benefits that help our people live healthier lives. We also support colleagues in taking on trustee roles to help social enterprises develop their own social value strategy and operations. For example, one of our employees is a trustee of the Jericho Foundation in Birmingham.

 **Delivery:**

AECOM responded to the pandemic with a wide range of social value initiatives throughout 2020 and into 2021. Key to keeping people connected while remote working was our 2020 roll out of Microsoft Teams with its virtual meeting functions, as well as the launch of Yammer to enable colleagues to make connections beyond their established network. 'Safeguard' is a key value for AECOM and the company was quick to respond to the pandemic with robust health and wellbeing policies to enable remote working and to protect its employees, their co-workers and the wider community during essential work on site. We had launched a flexible working programme for employees in 2018. Called Freedom to Grow, it enables all employees to balance their work and home commitments. So, the company had guidelines, support, and resources in place to enable a smooth transition to remote working.

We created guidance on remote working, including tips on staying connected, and financial support for office equipment to be used from home. We also provided detailed guidance on the UK's furlough and Ireland's temporary lay-off schemes, together with support on maintaining mental wellbeing while off work. We also identified a special need to support apprentices and graduates who had gone straight to remote working on joining the company. So, we launched an early careers network to support individual wellbeing and build strong relationships with others at the start of their AECOM careers. At the beginning of the first UK lockdown we began a series of fortnightly, and from October monthly, webinars on subjects important to graduates and apprentices. Each webinar attracted more than 300 participants, with one on 'building relationships' rated as good or excellent by 100 per cent of feedback respondents. In addition, we developed interactive learning modules for graduates and apprentices which had previously been delivered face to face, including instructor led training sessions for small groups so learners could input and interact with one another.

During the pandemic, we also provided a COVID-19 webinar series with wide range of guidance on mental health and wellbeing. Topics included: coping with uncertainty about the coronavirus; how emotions impact eating during a crisis; managing worry and anxiety during coronavirus; tools to handle coronavirus-related stress; and, self-isolating together during the pandemic. All company meetings begin with a 'safety moment' that raises a topical issue; however, since the pandemic began the focus of these safety moments has been on maintaining positive wellbeing while working at home. AECOM is also trialling an online support platform. Called Positive Occupational & Wellbeing Resource, it uses easy-to-answer questionnaires on six key themes – mind, life, active, food, sleep, and work – to deliver individual results and personalised plans to improve everyone's wellbeing.

 **Outcomes:**

During 2020 we captured and measured our social value activities in the UK and Ireland using the AECOM Social Value Toolkit, delivering social value worth more than £0.5million to the communities in which we work. Despite the pandemic's many impacts, our approach enabled people to continue their support of local communities through volunteering as well as expert support for charities, community groups and social enterprises. AECOM also extended its volunteering policy to enable support for other activities, such as local shopping and prescription deliveries, and NHS responders. Faced with lockdowns and COVID-19 restrictions, our people were encouraged to explore innovative alternatives to face-to-face volunteering work. They developed new skills and ways of connecting with communities and schools, such as creating STEM-related videos and giving virtual careers talks. For example, during the first national lockdown our employees produced 10 short videos to engage and entertain school children stuck at home. Another example is acoustician Matt Muirhead's coordination of an acoustics home study guide – a first for the acoustics industry; in November, Matt also championed a 15-day virtual festival to encourage young people to consider STEM careers.



Regular and reassuring communications to colleagues working from home in 2020 and into 2021 were essential, especially during the first national lockdown. Our chief operating officer collated COVID-19 updates, particularly around working on site, to provide weekly updates to all employees. A weekly digest of key AECOM developments was also sent to furloughed staff. Other recent social value initiatives include increasing employees' cycle-to-work allowance and piloting a 'guaranteed ride home' scheme – so anyone who has walked or cycled to work but needs to return home quickly in an emergency is reimbursed for the cost of a taxi. The company has also launched a Drive Electric scheme so employees can choose from more than 130 options when leasing ultra-low emission vehicles.

Looking to the future of the workplace, mental health and wellbeing, during 2020 we promoted a competition called Fast Forward. It challenged people to come up with new ideas on: how workspaces can support health, collaboration and camaraderie; how technology and tools can be leveraged so people are connected and productive anywhere; and what people need to be well and engaged. At the beginning of 2021 we also launched an Ethnic Diversity Network where colleagues can discuss topics relating to our ethnic communities, as well as educating each other.

In 2020 AECOM was recognised for the sixth consecutive year by Fortune magazine as one of the world's most admired companies, based on nine criteria that range from investment value through to social value. As AECOM's record in this annual survey demonstrates, our focus on social value is not new; nor has it stood still. AECOM has not just built on its culture of social value in the UK and Ireland but has taken it to an industry-leading level through our partnership with the Social Value Portal in 2019 and our response to the 2020-2021 pandemic.

Embedding Social Value into Development: Project Award



WINNER

Keepmoat Homes and the Hull City Wide Developer Partnership (CWDP)

The Preston Road area of Hull is a shining example of how community, Council and private sector partners can work together to deliver transformational change.

Arising out of several years of community consultation the Citywide Developer Partnership (CWDP) is delivering an ambitious Area Action Plan which sets clear priorities for change in a challenging environment. The regeneration programme is delivered by a consortium that includes Keepmoat, Strata, Home Group and Priority Space.

A dedicated Social & Economic Impact Manager ensures progress and each partner reports quarterly against their own annual strategy. Anticipated outcomes have been created against five development themes: Tackling Worklessness; Investing and Empowering Communities; Youth Engagement; Community Cohesion; and Creating lasting Environmental Value. To date over £15m social value has been generated and the partnership's work has led to outcomes including 672 jobs; 98 New Apprentices and 65% local labour; a 41% reduction in unemployment; and 22% reduction in ASB – to list a few.

What the judges said:



All of the submissions in this category had unique and special qualities in their approach to achieving social value. They ranged significantly in scale with a number of large projects delivering huge outcomes over several years and other smaller projects focusing on developing specific community relationships and support for local causes. The final decision was a difficult one but the judges agreed that the Hull CWDP really demonstrates best in show as an integrated and multi-partner delivery model with joined up programmes across private, public and third sector partners. By the time it's completed, the project will achieve over £30m social value but the long-lasting skills, connections and relationships it has created will undoubtedly continue to generate benefits for years to come.



Hull City Wide Developer Partnership

In 2011 the Holderness Road Corridor Area Action Plan (AAP) was adopted. This was a culmination of over three years of extensive public consultation. The AAP set out a strategic vision for a key priority area of Hull. Preston Road is in one of the lowest 1% of deprived areas nationally, the level of deprivation is correlated with low levels of skills (nearly half the population have no qualifications) and wages, high levels of unemployment and benefit reliance, poor health, and high levels of crime (bottom 1% nationally for crime and disorder).

The Preston Road area is a true example of how the local community, the Council and private sector can come together and deliver truly transformational change. Stemming from extensive community engagement to establish an ambitious (AAP) that set the priorities for change in a turbulent and challenging environment, informing the Councils housing led regeneration programme and stimulating private investment Hull Citywide Developer Partnership (HCDDP), a consortium of developers that includes Keepmoat, Strata, Home Group and Priority Space, were appointed as the Councils lead developer partner to undertake the regeneration of the Preston Road area.

To date over 600 new homes have been built (41% affordable housing) and over 300 existing homes have benefited from measures to improve thermal efficiency and reduce fuel poverty. Hull Citywide Developer Partnership is a unique collaboration of three national developers, a Housing Association and a local authority. Hull City Council appointed the partners as Lead developer in 2015 to deliver Hull's largest, most widespread and longest housing regeneration program.

The program will bring private investment of over £500 million to the area over a 13-year period and includes:

- + High quality affordable homes aimed at first time buyers, Shared ownership and social rented
- + Commercial units for sale or rent
- + Support the creation of new schools and Nursery provision through section 106 and other investments

The Contract with the council set out ambitious regeneration targets that were based on housing but also Training, Education, Skills Growth, use of Local Labour and Contracting. The Contract also made provision for a dedicated social & economic impact manager to ensure that economic and social outcomes are achieved for the city. A robust social & economic impact strategy has been set for the program and progress against this is monitored through quarterly reports, showcasing the achievements to date. Each partner has their own annual strategy that sets out activities and anticipated outcomes for the year.

The program has very ambitious targets with:

- ⊙ 300 new trainees, apprentices, or graduates (FTE) to be created through the lifetime of the program
- ⊙ Delivering 85% local labour through its partners and supply chain

These targets aim to leave a regeneration legacy not only for the area but for the city and region creating sustained employment, economic stability and clear employment pathways for future generations. It is anticipated that from this innovative program over £30,000,000.00 of social value can be generated.



Delivery:

The CWDP social & economic impact strategy sets out five clear development themes for the partnership. These are:

Tackling Worklessness

To date it has delivered 98 apprentices (FTE), 44 traineeships, 50 work experience opportunities with 11 of these progressing onto either a traineeship or apprenticeship. 34 people have undertaken training to enter the construction sector (including Health & safety level1 and gaining a CSCS card). We have secured 673 jobs (FTE)

Investing and Empowering Communities

We have worked in partnership with the local community groups, council neighbourhood teams, resident and tenant associations to identify and develop local initiatives that included: investing £6,000 into a local community centre to refurbish an outdoor play/ education area to be used by mother and toddler groups. The refurbishment was undertaken by local residents on a get into construction training program. Through lockdown we sponsored the Christmas light competition, first prize going to a group of residents for a community effort display, providing much needed distraction to the pandemic.

Youth Engagement

We are a cornerstone employer working with the LEP developing effective career advice and guidance opportunities on how young people can access information on different sectors. We have two Enterprise Advisors providing strategic business focus on careers with local schools and are part of the Humber construction training group delivering roots to roof education in primary schools in the Humber.

Creating a lasting Environmental Value

We are creating effective green spaces that not only allow families and residents areas to play, relax and enjoy, but have bio-diversity elements integrated to enable local wildlife to cohabitate with our developments. Due to the area being at flood risk we have created natural features to mitigate flood risk for residents whilst creating natural wetland habitations. We are monitoring how our staff and supply chain travel to and from home and are introduced incentives to reduce our carbon foot print. We monitor and report on site waste with as little as 3% waste going to landfill.

Community Cohesion

We sponsor major events in the city such as the Freedom Festival a culmination and celebration of activities throughout the year that promotes freedom, inclusion and equality within society. This year the event went Virtual with artists, events and participants from around the world getting involved. We are Business Angels and work with other local businesses and organisations that continue the legacy of the city of culture movement identifying, developing and supporting events that make Hull an inclusive place to live work and play, and these include theatre experiences for deprived groups and the Street Sesh Music Festival (postponed in 2020).



Outcomes:

Through the power of partnership working, we have been able to rapidly expand and increase the impact of our collective parts, generating more local opportunities, working at national regional and local level to identify and support residents from all backgrounds to come together and achieve their individual and collective goals. Through our bid to CITB and DFE we secured over £1,000,000.00 for a new construction Hub to be created next to our site that will provide a career training/ employment pathway for the next 10 years.

We have a clear strategic focus that is regularly reviewed and challenged by our local authority partners, Housing Association neighbours, resident groups, and local businesses. We are transforming neighbourhoods that had suffered due to industrial decline in the area and had felt forgotten with much needed high quality affordable homes. We track where residents move from when they move to our estates to understand the social and economic impact both on our developments, but also on the ones they have left. We do this to ensure that we are not disproportionately disadvantaging other areas.

To date we have generated over £15 million of social value through our tackling worklessness strategy and our other community investments/ projects. This has only been possible through the collaboration of the public and private partnership model.



Through our S&EI lead we have been able to proactively represent the needs of the communities we are working in at regional level via the LEP and local levels through the council, ward members and neighbourhood teams. We have also been able to engage with and support significantly more local residents than one developer could have achieved. Enabling the focus and outcomes to be tailored to the needs of local residents and the most deprived groups in the city. The program has completed a number of estates within the program and at each point we undertake extensive consultation to identify what worked and what didn't, so that we continue to develop communities that are inclusive and more importantly sustainable for the future.

Key outcomes:

- ✓ Over £15,000,000 social value generated
- ✓ 41% reduction in unemployment
- ✓ 22% reduction in ASB
- ✓ Demolition of 780 properties – completed
- ✓ Refurbishment and thermal efficiency works to 365 existing homes – completed
- ✓ Delivery of over 1200 new homes - 680 Completed
- ✓ New state of the art Secondary School – Completed in 2025
- ✓ 672 Jobs created/safeguarded (FTE) to deliver new housing
- ✓ 98 New Apprentices (FTE) to deliver new housing
- ✓ 65% local labour to deliver new housing

Embedding Social Value into Development: Project Award



HIGHLY COMMENDED

Translink: Belfast Transportation Hub

What the judges said:



The Translink project team consulted extensively with the local community and constructive responses to all stakeholder concerns were incorporated into the scheme's design and 'Social Value Plan'.

A full-time Community Engagement Manager now works to achieve outcomes across a range of key themes and there has been a focus on social value from conception and through all stages delivery. This is reflected in the 'Construction Employment Academy'(CEA) and the 'Arts & Heritage Strategy,' which both represent significant innovation in Northern Ireland for a strategic infrastructure project and really made the project stand out as one designed to maximise social value for local communities.



Belfast Transport Hub- Integrated Transport Interchange

Client Name: Translink

Partner Organisations:

- Department for Infrastructure NI (project sponsor),
- Design Team- John McAslan Architects, JUNO Planning, ARUP
- Belfast City Council
- Workforce NI (Employability Provider)
- Grosvenor Road Community Development Group
- Sandy Row Community Forum
- Greater Village Regeneration Trust
- GRAHAM Construction

Contract Value: Belfast Transport Hub Enabling Works Contract- estimated contract cost £11m (still in delivery phase)

Multimodal transport hub with 26 bus stands, 8 railway platforms, cycle and taxi provision, accessible civic space (Saltwater Square) that will cater for 20 million passenger journeys each year (currently supports approximately 8 million).

Department for Infrastructure granted planning permission for the NI Executive Flagship Project, 'Belfast Transport Hub' (BTH), in March 2019. Construction on the 'Enabling Works Contract' ("EWC") commenced in March 2020 and remains ongoing. From the project inception, Translink and the project team consulted extensively with the local community and stakeholders, over a 3-year period prior to the submission of the planning application while the project design evolved. The 'Pre-Application Community Consultation' report recorded all consultations with a 'You Said - We Listened' summary setting out stakeholder concerns and project responses which were addressed and/or incorporated into the scheme design.

Local communities requested ongoing community engagement throughout the project and improved access to project employment and education opportunities. In response Translink employed a full-time Community Engagement Manager from April 2017 and the project has ensured local needs and priorities are accounted for through:

- + Additional public realm improvements in local communities (Sandy Row & Grosvenor Rd) improving the quality of local environments;

- + Construction Employment Academy- Delivered in partnership with Belfast City Council to deliver social clauses and provide community access to construction job opportunities;
- + Arts & Heritage Strategy- Translink are working local communities and stakeholders to deliver a strategy which respects the rich cultural heritage in the area.

Social value opportunities were identified as local community priorities throughout the planning process and Translink worked to ensure that local communities were aware of how their priorities were being delivered.

Translink developed a 'Social Value Plan' ("SVP") for the EWC. The SVP reviews social value delivery across themes; 'Employment', 'Training & Education', 'Diversity & Inclusion' and 'Health, Well-being & Environment', using the TOMs Framework. The EWC focused upon social value delivery through the 'Construction Employment Academy'(CEA) and 'Arts & Heritage Strategy.' Additionally, the BTH team/EWC have supported environmental improvement schemes working in partnership with local community and schools.

BTH embedded community priorities within scheme design, continuing to deliver social value during construction through the EWC. In particular the CEA and Arts & Heritage Strategy represent significant innovation in NI for a strategic infrastructure project, designed to ensure delivery of social value for local communities

Social value added:

Since project inception, Translink has engaged with local stakeholders to ensure they have opportunities to benefit from the flagship transport infrastructure project.

- ✓ At an early stage Translink embedded social value in the project by including capital investment of approx. £12 million for public realm proposals which benefit the local communities. Translink worked with partners (Belfast City Council, Graham Construction) to develop the 'BTH Construction Employment Academy' ("CEA") which has delivered the following EWC social value outputs.
- ✓ 448 hours (16 participants/ 28 hours) training to prepare participants (represented from both communities) for the CEA, generating a gross social value of £56,000. Training including introduction to construction, health & safety including CSR card, first aid and interview technique training.

- ✓ 3 CEA Participants (2 "NEETs" /1 ex-offender) employed-generating social value of £50,391
- ✓ 3 CEA Participants offered paid work placements (3 work placements for 52-week timeframe) generating social value of approximately £24,683

The positive community relations, developed from the pre-application project stage resulted in a successful CEA which delivered job opportunities for local people. In association with Haller Clarke, Translink are in the process of delivering an Arts & Heritage placemaking programme to ensure inclusive public realm spaces. Social value has been added through the Arts & Heritage community engagement programme that employed the 'Respectfully Remembering' process to gather & record stories. Consultation outputs (within COVID-19 restrictions) included:

- ✓ 56 individual consultations & 5 online focus groups
- ✓ Digital engagement & Online Surveys
- ✓ 2,000 community activity packs distributed to locally

A Community Committee was constituted to enable communities participate in the programme. The inter-generational, cross sectoral and cross community committee is a key qualitative social value output from the Arts & Heritage programme- an integral part of the BTH project.

Delivery:

The Department for Infrastructure granted planning permission for the Northern Ireland Executive Flagship Project, the Belfast Transport Hub, in March 2019. Construction on the 'Enabling Works Contract' ("EWC") commenced in March 2020 and remains ongoing. Translink undertook significant pre-planning application community consultation, well beyond statutory requirements, with evidence of the consultations recorded in the 'Pre-application Community Consultation' report submitted in support of the planning application. The design team, in association with Translink, reviewed the community consultation and prepared a 'You Said, We Listened' document which detailed how community priorities and social value had been embedded in the project and how community obligations would be delivered through the project.

Translink employed a 'Community Engagement' officer to liaise with local communities and provide equality of access to opportunities arising from the development. Stakeholders involved in the planning application process, i.e., Department for Infrastructure, Councillors and local community groups, were aware of the local community social value priorities that could be addressed by the development.

Translink developed a 'Social Value Plan' ("SVP") for the EWC to ensure delivery of the community/Translink agreements and to identify additional social value which could be delivered through the project. The SVP was tailored across key themes, informed by community consultations, local needs analysis and a strategic review of projects/ programmes operational in the local area. The SVP used the TOM's Measurement Framework to record the social value created by the EWC, with the key measurements directly related to the pre-application community consultations and the stakeholder feedback.

Social value has been delivered through the construction process to date by:

- ✓ The BTH CEA delivered training and employability support to enable local communities to take up the opportunities within the BTH EWC. As a result of the CEA, local people have gained project employment opportunities with the contractor, and Translink has delivered for local community objectives.
- ✓ The Arts & Heritage place-making project is ongoing throughout the EWC. Haller Clarke are working with stakeholders, including the cross sectoral and intergenerational Community Committee to deliver inclusive environments. The beneficiaries of the Arts & Heritage programme are local communities, wider Belfast city population and wider NI population who will use the BTH and enjoy the public realm in the locality.
- ✓ The contractor and integrated design team have provided volunteer hours, project equipment and donations to work with local schools, community groups, social enterprises and businesses across a range of projects covering environmental improvement, education, green infrastructure, small scale construction and COVID-19 resilience projects to provide social value contributions. Translink's commitment to delivering social value and inclusive growth for local communities arising from the BTH project exceeds the statutory requirements of the planning approval process for the development and indeed comparative projects in Northern Ireland.



Outcomes:

BTH has embedded social value in the development from project inception, including Capital expenditure (approx. £12m) for the provision of high quality public spaces, both within the development (Saltwater Sq) and along community connections (inc Sandy Row/Grosvenor Rd) thus improving access to/ from neighbouring communities.

As requested by local communities in pre-application community consultations, Translink has sought to ensure that local communities have access to employment opportunities arising from the BTH project with BTH CEA delivering educational and employment opportunities for local communities:

- ✓ 448 hours (16 participants from Belfast area/ 28 hours) training to prepare participants (from both communities) for the CEA, generating a gross social value of £56,000. Training including introduction to construction, health & safety including CSR card, first aid and interview training. The EWC, (GRAHAM Construction) has delivered the following employment opportunities as a result of the BTH CEA;
- ✓ 3 CEA Participants (2 "NEETs" and 1 ex-offender) were employed generating social value of £50,391.00
- ✓ 3 CEA Participants offered paid work placements (3 work placements for 52-week timeframe) generating social value of approximately £24,683.00
- ✓ 3 CEA Participants secured employment beyond project. The BTH CEA model will be used for the Main Works Contract. This commitment to ensuring that local communities have access to employment opportunities, exceeds statutory requirements.

The Translink Arts & Heritage, public realm place-making programme, embedded local stakeholder and community's feedback in a strategy for animation of public realm. The Arts & Heritage Strategy is being delivered as a direct consequence of local communities requesting that BTH and associated public realm respects the rich cultural heritage in the area. The commitment to local communities' involvement in the animation of the public realm exceeds the statutory planning requirements for the project. To date during the BTH EWC the project team (contractor, Translink and integrated design team) have supported over six community led projects through volunteer hours, project equipment and donations.

The projects comprised:

- ✓ Educational curriculum support
- ✓ Community group allotment improvement schemes
- ✓ Supporting social enterprises through donation of equipment and expertise
- ✓ Environmental Improvement schemes
- ✓ COVID-19 Resilience Webinars with local Businesses & Community Groups

The social value created by the community led projects is in excess of £10,000 taking account of the volunteer hours and donations in-kind. The Award should be given to the BTH project in recognition of the embedding of social value and community priorities from the inception of the project through the early design and planning stages.

Translink has commenced the delivery of community social value priorities through the construction process. Social value priorities identified during the pre-planning application community consultation process are being delivered during construction and the initial EWC. The BTH approach to social value and social delivery goes over and above any formal planning or statutory requirements and represents a best practice model in Northern Ireland. This is particularly notable as there is no existing social value legislation in Northern Ireland. The social value delivery will continue during the Main Works contract, due to run until 2025.

Supply Chain Leadership: Project Award



WINNER

Mulalley & Co

Across a five-year £67m General Building Works framework for Croydon, Mulalley worked extensively with their supply chain and in particular Price Kitchen and WC Evens to deliver social value commitments, maximising the benefits, investments and positive impact they have delivered across the Borough calculated as £12.4m.

What the judges said:



Mulalley & Co Ltd were the stand out application received for this award. Working in partnership with their supply chain they embedded social value into the contracts with good practice regarding the reporting and measurement of social value. They focused on engaging and supporting local suppliers, partnering with them to deliver the works and helping them improve their capabilities, increasing the job opportunities for local residents.



Croydon General Building Works framework - Price Kitchen & WC Evens

Client Name: Croydon Council

Partner Organisations: Price Kitchen & WC Evens

Date: January 2016

Contract Value: £75m

Social Value Added: £12,400,000

Across our five-year GBW framework for Croydon, we have worked extensively with our supply chain to deliver our social value commitments, maximising the benefits, investments and positive impact we have been able to deliver across the Borough.

As our ethos has always been to create local opportunities for local people - an approach which ultimately boosts the local economy - our focus throughout has been on engaging and supporting local suppliers, partnering with them to deliver the works and helping them improve their capabilities.

Two key partners in this have been:

- + Price Kitchens, a family run company based in Croydon who have provided beautiful kitchens to the general public and contract kitchens to the trade for over 40 years.
- + W.C. Evans and Sons, also a local family-owned business, who specialise in providing residential and commercial general builders works and steel fabrication.

With our support and the increased revenue generated from their works for us, both suppliers have been able to create new full-time opportunities for local residents, provide work experience placements for students and NEETs and support local apprentices - many of whom went on to secure full-time employment. Across the contract, we have been able to create 24 full-time positions through our supply chain, many of them filled by Croydon residents. Adopting the National TOMs and registering the project on the Social Value Portal, has also played a key role in the success of our work. In addition to focussing on our approach, it provided clear targets, reporting requirements and monitoring arrangements and a firm demonstration to our suppliers of the benefits their activities bring to the community.

We believe our successes in Croydon has both inspired other Mulalley projects to adopt the national TOMs and Portal to capture, monitor and manage SV delivery and clearly demonstrates the benefits of full supply chain involvement.

Background:

Over the first four years of the contract, we have successfully delivered over £67,000,000 of projects across the borough of Croydon ranging from planned programmes of work including; a fast-track sprinkler installation programme to 26 high rise blocks, kitchen, and bathroom replacements, window and door renewals, roof replacements, MAU adaptations/improvements, school programme FRA works and major external refurbishment works. Our supply chain partners have played a key role in the success of our contract to date. Engaging our Suppliers in Social Value Delivery: From the outset our aim was to secure the full involvement of our suppliers in the delivery of our social value commitments, knowing it would enable us to increase benefits and opportunities for the local community.

We included commitments in supply chain contracts (adjusting targets according to capability, duration etc.) and created a social value data capture form for suppliers to provide clear, consistent information on what they have achieved under specific measurements monthly. Throughout, our delivery team and in-house social value team worked closely with suppliers to identify the benefits they could bring and provided advice and support in creating quality employment and training opportunities and working with our existing partners to source suitable candidates.

By working in partnership, we have been able to increase the number of employment & training opportunities offered, support to school/college engagement programmes and provide financial, material and volunteering support to jointly identified community projects i.e. the Brigstock Hotel and Community Connect Food Stop Programme.

A Local Approach: We have additionally worked to maximise engagement with local suppliers, focussing on SME involvement. We have held 'Meet the Buyer Days', provided smaller works packages and reduced payment terms to identify potential partners and assist them in joining our supply chain. To date, Mulalley has spent an impressive £15,700,000 in local Supply Chain spend. This amount is growing regularly and continuing to make a significant impact on the local economy.



Delivery:

Our collaboration with our Supply Chain has meant we have been able to provide greater services and provide more opportunities for residents including those from disadvantaged groups, whilst making a positive contribution to boost the local economy; we can confidently say Mulalley are supporting the growth of local businesses through this contract.

Adapting our Process:

In light of COVID-19, Mulalley and our Supply Chain put employment and training support for those hit hardest at the centre of our approach. We focussed on offering sustainable employment and training opportunities to NEETs, long-term unemployed and school Leavers.

Promoting Local Skills and Employment:

Working with our suppliers, we have been able to create 24 full-time job opportunities and a further 28 jobs through our activities, targeted towards NEETs. We have also been able to engage 6 apprenticeship placements and 152 hours of work experience for residents, increasing the range of experience for candidates. Collectively, we successfully placed 42 people into employment from disadvantaged groups. As part of our school/college engagement commitments, we have encouraged delegates from our supply chain to attend career events held at Coulsdon Sixth Form College and The Pegasus Academy Trust. Collectively we have invested 569 hours to employment support for young people.

Local Growth:

We have spent £15,700,000 with local suppliers, encouraged our supplier's registration with the CCS and Supply Chain Sustainability School and provided training opportunities throughout for our suppliers and residents to increase future capabilities. We have delivered 100+ Health & Safety Workshops and provided 50 people with financial support to obtain CSCS Cards.

Healthier, Safer, More Resilient Communities:

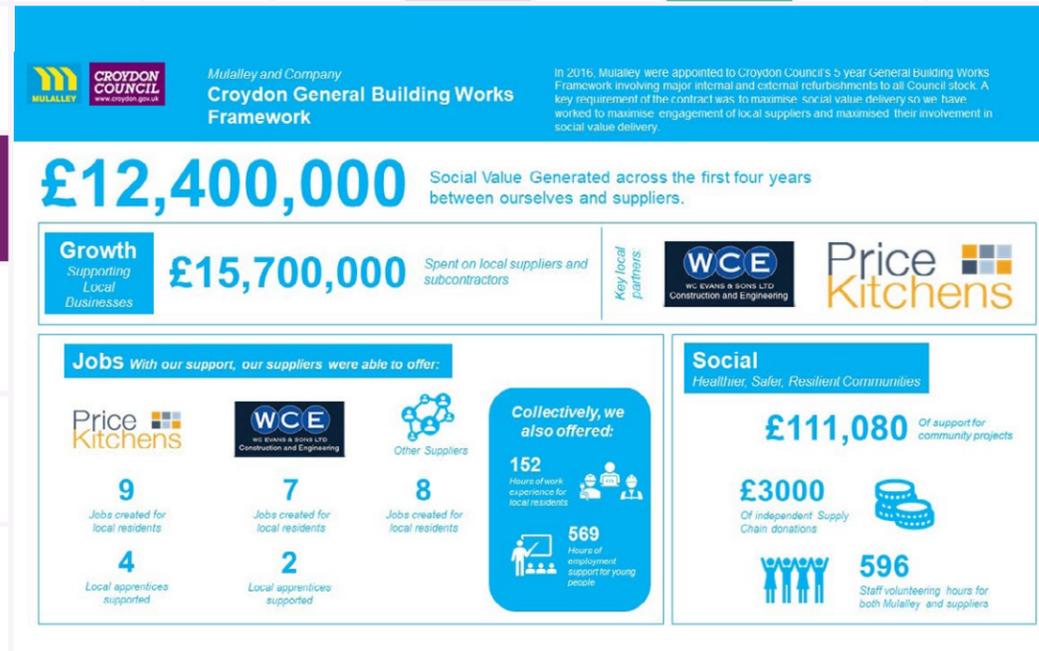
We have actively encouraged our supplier's support of community events / projects, providing dedicated volunteering days, and facilitating the donation of unused materials to community projects and groups. In response to the COVID-19 pandemic, we worked with our suppliers to support the Community Connect Food Stop with donations and by volunteering staff hours as we believe, our support was even more required during the pandemic. The impact of our support to the Food Stop includes:

- ✓ Eliminated residents in rent arrears from 22% to 9%
- ✓ Helped reduce poverty in Croydon from 45% to 34%
- ✓ Assisted residents in greater financial risk reduced from 45% to 21%
- ✓ Supported into work from 14% to 32%

We helped forge links between our suppliers and our local partners within the borough, encouraging them to engage directly with these groups to deliver further benefits.

These include:

- + Croydon College
- + Disability Croydon
- + Croydon Works
- + Women into Construction



Safeguarding the Environment:

Mulalley are immensely proud to be one of the top 5% of companies to have achieved compliance with the new ESOS (Energy Savings Opportunity Scheme) which could not have been achieved without the full support and involvement of our supply chain.



Outcomes:

To date, Mulalley's local Supply Chain spend in Croydon is £15,700,000 and together we have generated £12,400,000 of social value by delivering the Croydon contract. In addition, our financial contribution to community projects and voluntary community sector organisation is £111,080. This demonstrates that the money being spent on the project has a far greater impact on the local economic growth and contributes significantly to improving the quality of life and standard of living for Croydon residents. We believe these factors contribute to a social value of £12,400,000 achieved as a result of the Croydon General Building Work Framework.

To date, Mulalley and its Supply Chain have achieved the following employment and training outcomes:

Local Labour

- + Price Kitchen – 9 jobs created; secured by 9 Croydon residents
- + WC Evans – 7 jobs created; 2 secured by local Croydon residents
- + Mulalley – 28 jobs
- + Other suppliers – 8 jobs

Work experience

- + 4 Croydon residents secured work experience placements – 152 hours Apprenticeships
- + Mulalley – 7 apprenticeships secured by Croydon residents
- + WC Evans – 2 apprenticeship secured by Croydon residents
- + Price Kitchen – 4 apprenticeship secured by Croydon residents

Over the first four years we created 21 apprenticeship in total for Croydon to date. This equates to £561,000 of social value generated through apprenticeships. Both Suppliers have actively supported careers events and job fairs to promote employment opportunities in Croydon.

172 Jobs created for Croydon Residents. Collectively we have offered 38 work experience placements, totalling to 160 days for Croydon Residents. Mulalley strongly feels that both Price Kitchen and WC Evens are highly deserving of this award as they have helped Mulalley capture a high level of social value. Collectively we have demonstrated our passion for investing in communities and have successfully achieved impressive social value targets and values in Croydon.

Whilst delivering the Croydon GBW Framework Mulalley have secured a strong, reliable and committed Supply Chain, whom have helped us achieve our social value targets for Croydon. Our Supply Chain demonstrated even more enthusiasm when COVID-19 pandemic began, their keenness to help and support Croydon residents was even more apparent, by continuing to take on local labourers and retaining staff. Mulalley achieved 99% resident satisfaction.

