



# **SOCIAL VALUE:** MORE THAN METRICS

A roadmap for improving social value outcomes to truly change lives and enrich communities





“

Construction can and should be a vehicle for positive change. Creating positive, lasting, sustainable social value outcomes is just one of the ways this can be achieved.”

Mark Robinson,  
group chief executive, SCAPE

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# WELCOME



**Mark Robinson**  
group chief executive, SCAPE

**The potential for the construction industry to deliver social value that will create real impact on people's lives and prove transformational in providing opportunity across the UK is enormous.**

It's our aim in this report to shine a light on the public's understanding and perceptions of social value and explore what best-in-class looks like, to understand how we can deliver more together.

The UK is standing at the precipice of radical change, driven by the deep concerns of the population about their future. Tackling economic and racial inequality, alongside the climate emergency, all whilst ensuring society's wellbeing make up the public's 21st century agenda. And all these factors are influenced by the places people live, work, learn and play. The places that we, as local government representatives, are committed to creating. Places and spaces that are vibrant, healthy and resilient, and which improve peoples' lives and life chances.

The disruption caused by the coronavirus pandemic has also increased the public's demand for change. Understandably, they want to know that local and central government bodies leading the recovery are doing so responsibly and proactively, with the needs of their community as a key focus. That means spending well to deliver more and create a better future.



**This is something we have an opportunity to help shape, through construction projects that provide opportunities for local people, communities and businesses.”**

In the seven years since the Social Value Act was passed, the new duties required in procurement have played a valuable role in giving focus to the issue and guiding public bodies and their contractors to consider the wider impact of public investment on society.

We have moved from Corporate Social Responsibility being an initiative that some businesses do, to social value becoming a compliance duty and a point of differentiation between suppliers. Now, the next step is to elevate the design of social value and continue to bring together clients, contractors and community as part of the process; so, outcomes are not only required but specifically sought.

This position has been strengthened by the recent publication of government procurement policy requiring the explicit evaluation of social value in the award of government contracts. For the first time, the requirement to evaluate social value, which we at SCAPE have been doing for many years, has been translated into government policy, requiring social value to be applied consistently as part of the selection criteria.

With public mood also changing at pace, it's time now to cast a critical eye over how we create social value through public sector procurement, ensuring that with the support of our delivery partners, we're truly helping everyone in our communities.

Construction projects deliver tangible results in the shape of the physical infrastructure of society that we use every day. However, the social value outcomes, and especially the long-term benefits, are harder to identify at first glance and even harder to quantify in pounds and pence. For example, what is the life-time economic value gained from one person completing an apprenticeship and applying their skills to hundreds of projects as part of the local supply chain?

As both a differentiator for contractors in winning business and a selection criterion used by clients in procurement decision making, social value has become monetised, with a variety of statistics and metrics dominating how a project's social worth is assessed.

There are robust, independent measures – not least the National TOMs (Themes, Outcomes and Measures) developed by the National Social Value Taskforce of which SCAPE is a member, in association with the Social Value Portal. The National TOMs are used to rigorously measure and report on performance to evidence the impact of projects. However, these are not universally applied. With an array of different methods, measurements and models being used across the industry, it's impossible to draw accurate comparisons from project to project and understand the true and full impact being achieved.



The monetisation of social value is important, as it helps us to understand the relative benefit of different approaches, but we must also remember that for the general public and the communities in which we're generating social value, the numbers alone might not be enough to really understand the impact. In many ways, the more important thing is the short and long-term value that one action can set in motion within a community and how these actions are perceived and received.

To help shine a light on this, we commissioned a first of its kind nationwide study that asked 2,000 adults across the UK what impact they think construction projects have on their communities, and what could be improved.

We also engaged a selection of our delivery partners, some of the UK's leading construction businesses, to better understand how they're delivering social value.

This analysis helped us to shape a set of recommendations, that we hope will act as a roadmap for contractors and public sector organisations to follow as they seek to improve the way social value is planned, implemented and measured - ensuring it really does change lives and enrich communities.

**I'd like to take this opportunity to thank all those who contributed their valuable insights to this report, particularly our delivery partners, G F Tomlinson, Kier, Lindum Group, Wates Group, and Willmott Dixon. These organisations share our values and our commitment to creating real community impact, and together we're redefining what good looks like.**

**I'd also like to invite readers to continue the conversation with us on social media by using the hashtag #MoreThanMetrics, so that we can continue to explore this topic together.**



**The next step is to elevate the design of social value and continue to bring together clients, contractors and the community as part of the process.”**



## GIVING PEOPLE A VOICE

Social value forms a key part of the commitments of many framework providers, contractors and supply chain partners. Whilst case studies and associated large-scale monetised benefits demonstrate how social value has been delivered to date, we need to consider other dimensions to give a truly reflective picture of the value of social value.

That's why we've proactively sought the views of the general public.

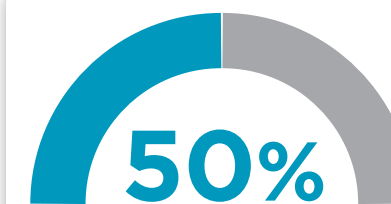
Spanning a representative sample of 2,000 adults from across the UK, we undertook research that aims to provide insight into the public's priorities, perceptions and understanding of what benefits and value construction projects have brought to their local area.

We also undertook a social listening exercise, during which we monitored social media activity across Twitter, online blogs and forums for 13 of our recent construction projects to understand the sentiment, frequency and themes of conversation. The monitoring ran from September 2018 to October 2020.

The results of this research have informed our recommendations, which we believe can help the industry as a collective to develop new ways of engaging communities, inspiring individuals and improving lives.

## RECALLING THE BENEFITS OF CONSTRUCTION PROJECTS

One of the most notable findings in our report suggests that the visibility of social value being delivered by UK construction still has significant scope for improvement.



Exactly half of respondents couldn't recall any benefits delivered by construction projects at any time in their area.

### 23%

Of those that could recall benefits, almost a quarter (23%) referenced **job opportunities for local people**.

### 44%

In the conversations taking place online, **jobs, training and careers** were the most talked about benefits (44%)

### 14%

One in ten (14%) of the posts referred specifically to apprenticeships, while **STEM (Science, Technology, English and Maths) education and careers** were significant drivers of positive sentiment in conversation.

The creation of new job opportunities and skills is a mainstay of social value measurement, and our findings highlight how important job creation and career progression are in demonstrating it. In many ways, these are very tangible outcomes for communities, that people can see and feel, which makes them easy topics of conversation. However, it does raise the question of whether we need to expand the conversation and find better ways to deliver and communicate more.

Student engagement is one of many examples of hidden social value. Our delivery partners work with schools and colleges across the UK to raise the profile of construction careers and inspire young people about the opportunities available, through assemblies, workshops and site visits. However, the results of these interactions aren't visible until many years down the line, when the children are older and making their career choices.

Our research did find some areas where the benefits were felt slightly more highly after construction than during. However, the numbers were small; only one in ten were able to recall **improvements to green spaces** (10%) and **stimulation of the local economy** (11%), and even fewer could recall improvements in **environmental sustainability** (8%).

The lack of recall or awareness that social value continues to be delivered once the hoardings have come down perhaps explains the sense of public cynicism that came through in the findings too.

### 52%

Over half of the respondents (52%) stated they don't believe the claims developers make about how their construction projects improve the local area.

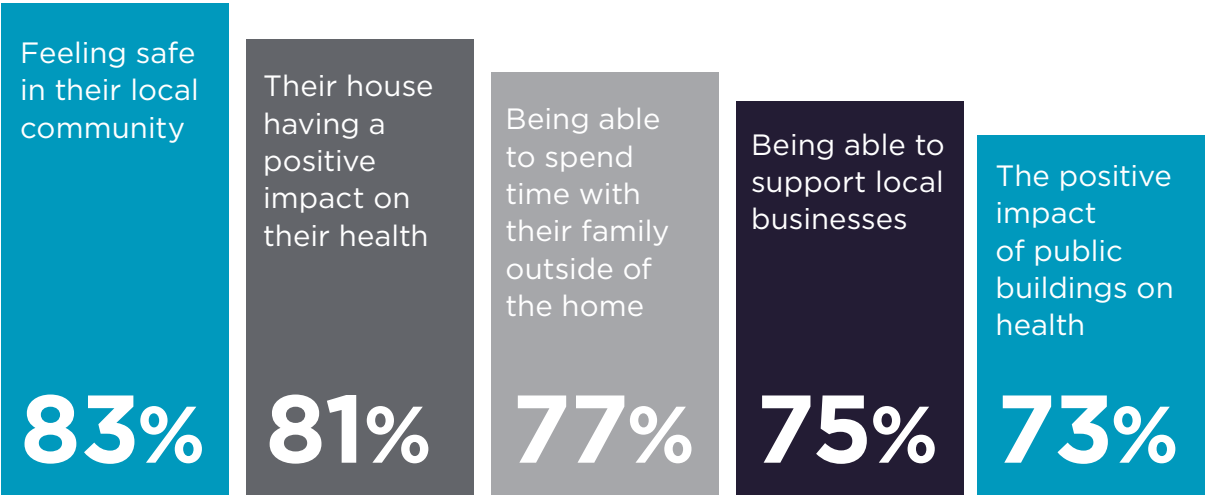
Not only is there a need to improve long-term communication with communities, there's also a need to engage them, listen to their views and enable them to input into the design and delivery of the project. Working together from the outset helps to develop an understanding of the aims of a project.

The London Olympics legacy, for example, is an excellent demonstration of how early engagement, collaborative programme design and consistent communication can deliver outcomes that are felt for generations.

# COMMUNITY PRIORITIES

Understanding the needs of local communities is key to successfully engaging with them. Each community is unique, but our research did uncover several common themes and priorities that were consistent across the UK.

When asked to think about where they live, the most important factors to people were:



In relation to where they live, the factors that people considered the most important are shown above.

Good design and construction of the built environment influences all these desired outcomes. Where appropriate, they need to be front of mind for anyone commissioning and delivering new construction projects, if we want to successfully meet community needs through social value.

Interestingly, when asked about what would improve their local area, the public's responses were more tangible, with more job opportunities (44%) and **more affordable housing** (41%) the top priorities.

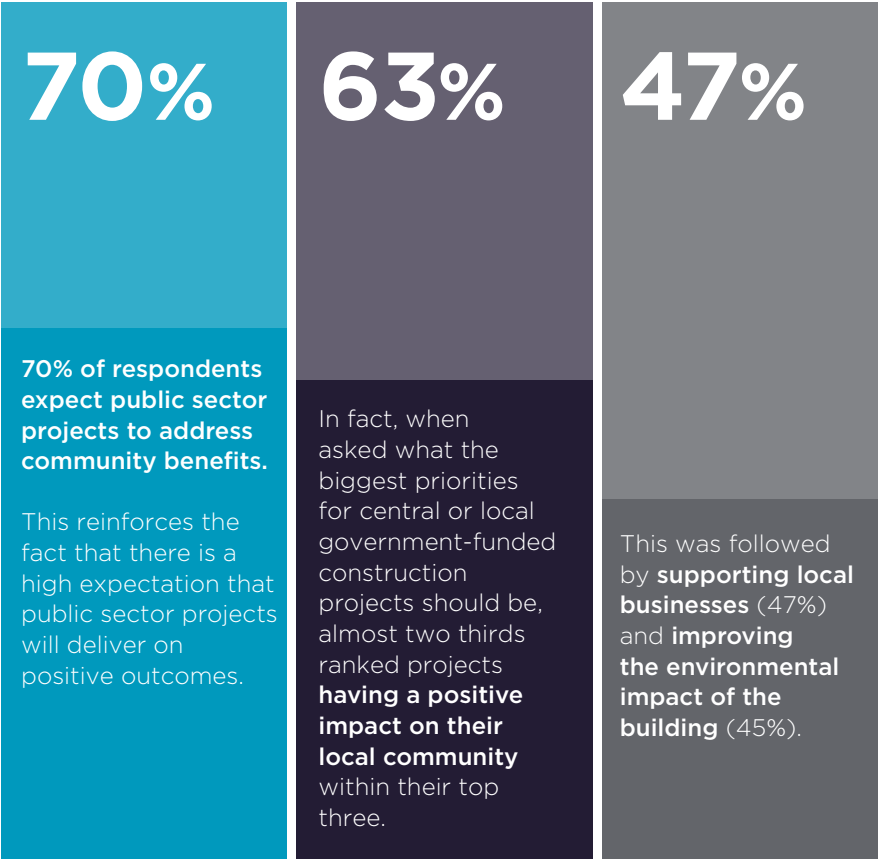
Looking at a regional level, this need for job opportunities was highest in the North East (56%) and lowest in Yorkshire (37%).

While just a snapshot, this shows that every community has its own individual requirements. It also highlights the opportunity that exists for working more closely with local authorities, contractors and supply chains to agree strategies and outcomes at a local level, that deliver the real long-term benefits each community needs.

# THE DESIRED BENEFITS OF PUBLIC SPENDING

If we want to uncover new areas for innovation, it's important that we understand what's important to people locally, beyond areas where we can seek to deliver enhanced benefits and improve more people's lives.

As taxpayers, our survey respondents understandably want to see expenditure that creates benefits beyond the project itself, and they have strong views on what's important to them.



People were also overwhelmingly in favour of **investing taxpayer money in the construction of public facilities** on the basis that they will have a positive impact on the surrounding area. This was the case for:



With the pandemic continuing to place increased pressure on public budgets and the taxation system, quite rightly, the public are even more interested in seeing the community benefits their taxes are helping to create.

Our findings here suggest that it would be short-sighted to cut corners on generating social returns, because, as we look to **build back better**, this crucially means creating better community impact.





# THE GROWING IMPORTANCE OF ENVIRONMENTAL SUSTAINABILITY

The design, construction and use throughout its lifecycle are key elements in determining the social value of a building or piece of infrastructure.

It's rightly become one of the highest priorities for both the public sector and businesses across the industry's supply chain, with many adopting a circular economy approach and focusing efforts on reducing carbon emissions, improving energy efficiency and choosing more sustainable materials.

More recently, the focus on sustainability and natural capital - the elements of the environment that benefit people, has grown, following the government's ongoing response to the climate emergency and their commitment to the UK becoming carbon neutral by 2050. With the built environment responsible for 40% of the UK's total carbon emissions, it's an urgent and important issue for the industry, and society, to tackle, but also a huge opportunity for reform.

Sustainability is also a significant agenda for the public, with almost two-thirds (63%) agreeing it's important to live **an eco-friendlier lifestyle**. Some people also have clear expectations of what construction projects should deliver. Over a quarter (27%) want environmental impact to be considered through sustainable initiatives such as using **re-usable materials and energy and water efficiency**, whilst almost a third (30%) say that construction should **minimise its impact** on the wider community and climate.

On the surface, it seems that both industry and public focus are aligned. However, with just **8% of people recalling projects that have delivered improvements in environmental sustainability**, there's quite clearly a disconnect between what's being delivered and what's resonating with communities. The reasons for this are unknown, but it could be due to a breakdown in communication between stakeholders or that together we don't celebrate the successes of projects enough, once they've been completed.

The need for public sector organisations and individual businesses to demonstrate their impact on sustainability is only set to increase, with pressure from multiple sources, including the government, the public and from within businesses themselves. It's vital that those leading projects, both clients and contractors, not only continue prioritising their sustainability strategies, but that they share the impact and outcomes for the community in a simple, consistent way, that everyone can understand.

## Our sustainability promise

Aligned to the aspirations of many public sector organisations, we're committed to helping clients exceed their environmental and sustainability ambitions through green design, sustainable buildings and smarter procurement.

Read More

## OUR RECOMMENDATIONS

Social value isn't just about compliance, it's integral to our approach at SCAPE, no matter the size or complexity of the project. We truly believe that public sector construction can and should be a force for good, and act as a vehicle for real, positive change.

We're proud and humbled to have improved the lives of and life chances for thousands of people across the UK through our projects. For us, community enrichment, SME involvement and leaving a positive legacy are just as important as time, cost and quality. Our clients, delivery partners and their supply chains share this commitment to creating spaces and places that leave a strong legacy, whilst supporting the creation of a more sustainable, lower carbon environment.

But standing still isn't an option and our research shows that work still needs to be done to improve public perception; to deepen their understanding of social value and the benefits being created through construction projects.

Together with some of our partners, and through the learnings from our research, we've put together a series of recommendations, which we believe will help to improve the generation, benchmarking and reporting of social value, making it more tangible and more meaningful to the wider public.



## BUILD BUSINESS CASES WHICH CONSIDER SOCIAL RETURNS THROUGH COMMUNITY ENGAGEMENT

**Giving social value returns equal, if not greater prominence than the classic time, cost and quality drivers will ensure business case decisions are made on the holistic and long-term benefits of a project.**

Whilst the introduction of the Social Value Act encouraged the shifting of focus towards social value outcomes, it's an approach that needs to be adopted more widely and consistently across all levels of the construction supply chain and the public sector.

While doing so, it should also be applied within the context of the specific communities a project is affecting, rather than being used as a cookie cutter template every time. This is something that's reflected in the government's Procurement Policy Note (PPN) which sets out its policy outcomes with a range of delivery objectives that can be tailored to each procurement, to maximise the benefits for communities.

Clients and contractors will be required to work together to engage with communities to help define the right mix of social returns. Building relationships with community stakeholders can help to both shape the objectives, but also support long-term buy-in and recognition of the achievements.

**Josh Steiner**  
social value and sustainability  
manager at Wates Group:

Wates



“

Increasingly, we are seeing clients build business cases around social returns rather than capital cost, but sadly that's not yet the case for everyone – even in the public sector. There's a big job to do in bringing those clients with us and convincing them of the benefits of investing in social value.”

**Sheryl Moore**  
group social sustainability manager  
at Kier:

KIER



“

To deliver the best outcomes, it's important to take a sensible approach based on the demographics and particular requirements of the area in which you are working.

For example, creating opportunities for young people is – rightly – given a lot of emphasis in the National TOMs. However, some projects are carried out in areas where young people only make up a very small proportion of the population, so it's important in those instances to be able to adapt the approach and provide the support that people need.

One of the fundamental points around social value is that project teams need to take a wider view than just the footprint of the site. Doing that well means working closely with schools, community groups, social enterprises and other stakeholders to determine where the biggest need lies. It's an absolutely crucial part of the process.”

## Putting it into practice



### Hwb Cyfle Flintshire Adult Day Care Centre – Success of a collaborative ethos

When Flintshire County Council wanted to urgently replace an old, outdated adult day care facility that had become very expensive to run and maintain, Kier adopted a collaborative approach that not only delivered an outstanding new facility with significant savings, but one that truly meets the needs of the community using it.

Early and inclusive engagement with the client, community and local businesses in the wider project supply chain was crucial to developing a collaborative ethos, effective design and efficient construction process, with outcomes that exceeded all expectations.

Hwb Cyfle is a beautiful, practical and comfortable facility, at the heart of a vibrant and caring community. The total social, economic and environmental benefit generated by the project was £3.7million and **five new jobs were created, alongside six new apprentices.**

“

Successes achieved to date have been founded upon a clear strategic direction from the client and a commitment to true collaboration across the full team, working together to a common goal. Kier has been instrumental during the pre-construction phase to simultaneously design and value engineer the scheme to an extremely tight timetable whilst maintaining cost certainty and the original design ethos.”

**Ian Edwards**  
Flintshire County Council

The total social, economic and environmental benefit generated by the project was

**£3.7m**

Hwb Cyfle



## MAKE QUALITY AS IMPORTANT AS QUANTITY

**To guarantee lasting positive impact that resonates in communities, social value measurement can't just be quantitative, but it needs to be qualitative too. It should tell the story of the people it's helped and the communities it's enriched.**

Delivering true value is about more than being able to quote the number of site visits, local amenities installed or jobs created. It's about building a fuller understanding of the genuine, real-life human impact that a project has created, which can only result from having tailored the mix of outcomes to suit a community's needs.

Capturing the stories behind the numbers will often resonate more with the community than the figures themselves and leave a longer-lasting impact when retold effectively.

Incorporating qualitative feedback procedures, such as interviews with community stakeholders and focus groups, into measurement processes is key to unlocking those personal stories that bring to life the real impact that's being achieved.

### Sarah Fraser

head of the Willmott Dixon Foundation at Willmott Dixon:



You might be able to say you created 25 apprenticeships through a particular project. But, if they are low in quality, and all of those apprentices leave the industry or fall into unemployment when the project is over, the real value is very limited.

On the other hand, if you provide one or two high-quality apprenticeships that offer genuine opportunities for ongoing development and you bring onboard a young person that goes on to have a successful career, the value is much higher. Any metrics that don't take quality into account are clearly never going to give an honest picture, and they're also open to be gamed by less scrupulous businesses. ”



## PUTTING IT INTO PRACTICE



### St Patrick's Church renovation, Brighton – Engaging the community to support vulnerable residents

It was while undertaking work in Hove during the start of the Covid-19 pandemic that Willmott Dixon saw an opportunity to engage the local community and create a safe environment for some of town's most vulnerable people.

Teaming up with students from Greater Brighton Metropolitan College (GB MET), in just eight weeks they built 29 units that provided temporary accommodation for homeless people at St Patrick's Church in Hove.

As well as creating a welcoming place for people to stay, the project gave students who were studying construction and trades courses at the college valuable 'hands-on' experience of building work.

The team were assisted by generous donations of materials from Willmott Dixon's supply chain partners, who also helped students with some of the more technical elements of the project.

St Patrick's Church is run by YMCA DownsLink Group and the Churches Night Shelter Project.

Chas Walker, CEO of YMCA Downslink Group said:



This project will directly impact the lives of some of the most vulnerable in our community. I was delighted that students from GB MET were involved alongside Willmott Dixon, as it demonstrates just how much the whole community cares about homelessness in our city. ”



## REFINE AND INNOVATE METRICS

**The needs of communities and society are constantly evolving, and social value initiatives must keep pace with this change to ensure they continue to positively impact peoples' lives and create opportunities.**

Alongside embedding qualitative measures, quantitative metrics will always be an essential tool for guaranteeing that clients and contractors commit to - and deliver on - social value.

Quantitative measurement also enables social value initiatives to be compared for their relative value to society. The National TOMs, for example, provides contractors with an excellent way to embed addressing local priorities and needs into their operations.

Importantly, the TOMs framework isn't just a static set of metrics, it's regularly updated and developed to reflect the changing priorities of communities across the UK. Without this, there would be a very real risk that the sincere aims to improve communities would be reduced to form filling and box ticking exercises, without a drive for delivering continuous improvement.

Instead, a critical assessment of KPIs and metrics can open opportunities to achieve more by revealing gaps that may not currently be being addressed. It also highlights barriers that may need to be overcome and encourages everyone involved to think more creatively about finding better solutions to improve peoples' lives and life chances.



**Deane Hudson**

framework director at Kier Construction:



“

Setting social value targets has had an enormous impact on the way we operate. We've implemented a wide array of KPIs, and these have resulted in genuine change.

Commitment to things like maximising environmental performance and always following considerate construction best-practice on-site are now baked into the way we approach every single job, and our approach continues to evolve.

If you go back 10 years, before the Social Value Act, we still had strong commitments in these areas as a business, but they weren't as formalised, and as consistently followed across the whole organisation. I believe the benefits have been significant, not just for the communities in which we work, but for our business and the way it is perceived too.”



## STANDARDISE SUSTAINABILITY MEASUREMENT

**As commitment to addressing the climate emergency increases, so too does the need for action.**

The public and private sectors need to demonstrate the tangible actions they're taking to reduce their impact on the environment and create environmentally sustainable businesses, as well as how this benefits the communities in which they operate.

The construction sector already has an abundance of sustainability expertise, led by the UK Green Building Council, and a very real appetite for change. Now the challenge is to be more proactive in using measurement to deliver long-term value throughout the lifecycle of a building and embrace circular economy approaches.

Aligning policies with international targets such as the **United Nations Sustainable Development Goals (SDGs)** not only ensures a contribution to the collective, global sustainability effort, but also provides a framework to measure, establish and communicate achievements more easily with the general population.

### United Nations - The 17 Sustainable Development Goals



**Freddie Chambers,**  
executive board director  
at Lindum Group:



“

Across our whole business we have strict environmental performance targets that govern things like the energy and waste performance of our operation. But our social value work contributes as well, by aiming to deliver wider sustainability improvements.”

**Sarah Fraser**  
head of the Willmott Dixon  
Foundation at Willmott Dixon:



“

There's a growing understanding that operating in a sustainable way isn't just about reducing environmental impact, but it's often just a good way of doing business too. It means lower energy costs, less waste and often a cleaner and more efficient operation on site.”



## BUILD A LEGACY AND KEEP THE STORY MOVING

**There's a strong argument that the true measure of a project's social impact isn't in the effect it has during the construction phase, but in the benefits it delivers in the long-term.**

Legacy is something that's often talked about for largescale projects. For example, as discussed earlier, people still refer to the London Olympics legacy and the area continues to receive investment eight years on.

Not only was legacy a cornerstone of the city's successful bid, it's continued to be delivered and evidenced for years after. There's always another chapter in the story that reminds people of what this corner of East London looked like 20 years ago, before its transformation that we can see today.

Legacy is no less important for smaller schemes and there is a risk is that we move on to the next project without continuing to check in on those that have been completed.

Here, strong communication in the months and years that follow is critical. It ensures that the value of the initial project investment is seen and felt by those in the local area for years to come.

Building lasting relationships with local stakeholders that go far beyond completion will be an invaluable asset in telling these stories whilst also creating new opportunities to stay involved.

At SCAPE, our local relationship managers take an active role in maintaining regular dialogue long after a project's been handed over, to continue to support clients in meeting their desired outcomes. This approach allows us to work more closely together on a strategic level and ensure any longer-term ambitions, such as widescale regeneration, are being addressed consistently through each individual project.

**Sarah Fraser**

head of the Willmott Dixon Foundation  
at Willmott Dixon:



A big part of the challenge is keeping the communication going after the project is complete. People move around and change roles and it can be very difficult to get that continuity.

It's especially challenging for contractors and subcontractors, because typically when a job ends, responsibility for social value is handed back to the client. ”

**Su Pickerill**

community investment manager at Wates Group



When it comes to leaving a legacy of positive public perception, the way you communicate the good work that happens around any given project is a key part of the process – businesses need to get better at telling relatable human stories to illustrate the value they've delivered. And the impact should live on after the project is completed. ”

## PUTTING IT INTO PRACTICE



### Lindum Business Park incubator, Lincoln – Growing other businesses

Recognising how the stability of its business could help others to grow, Lindum Group created a unique business incubator to help other firms establish, at its 20-acre site in Lincoln. There are currently 30 small companies based on the Business Park, which together generate £37m per annum for the local economy.

Firms in the incubator are supported with free car parking, 24-hour security, 24-hour access to their premises, cleaning of communal areas and meeting spaces within Lindum's offices. The group also offers to purchase a 25% shareholding in any business which relates to its offering, which can be bought back after five years at the same price Lindum paid for it.

They actively look to buy services from firms on the Business Park, but the average dependency of these businesses on Lindum is 19%, meaning they remain competitive in their marketplace.

Lindum Business Park has an incubation success rate of 69%, which puts us in the top 15% of successful incubators within the UK.

There are currently 30 small companies based on the Business Park, which together generate

**£37m**

per annum for the local economy



We have worked with Lindum for 21 years and found their support and guidance to be very helpful in growing our business. Other benefits have been joint training initiatives and business development advice which has really made a difference to me and my staff and helped the business to grow. ”

**Nick Mayo**

Managing director at Brook and Mayo,  
a business park resident



## FOCUS ON COLLABORATION AND THE CREATION OF REGIONAL SOCIAL VALUE DEVELOPMENT PLANS

**The success of any construction or consultancy project is not just the responsibility of the contractor or consultant, and the same is true of social value. The client, their investors, sub-contractors, supply chain, stakeholders and the local community can and should all influence project outcomes.**

The best examples of significant, meaningful and lasting social value bring these stakeholders together, often by using frameworks. Through frameworks, we create these valuable connections, to develop shared strategies that provide a broader, more long-term view of how their communities can be enriched.

One such example we've facilitated is the creation and hosting of **regional construction skills hubs**, supported by the Construction Industry Training Board (CITB) in Nottingham and Perry Barr, with a new hub soon to follow in North Derbyshire.

Even thinking of single projects in isolation rather than within the context of the wider public estate risks missing an opportunity to connect the dots and create something bigger. What's needed are regional social value development plans.

They should contain over-arching goals and provide long-standing backing for key community initiatives delivered - not in a fragmented approach by individual schemes, but in a continuous way by everyone involved in the ongoing process of regional development.

In particular, there's an opportunity to bring together Local Enterprise Partnerships (LEPs), local authorities and regional bodies, supported by industry to create this long-term strategic approach.

**Craig Stopper**  
regional construction  
framework manager at  
G F Tomlinson:



Project delivery teams are made up of lots of different parties, and you'll have a greater impact by getting them all involved and working together. That also applies to the professional consultancies, such as architects and engineers, who have a great deal to contribute to social value endeavours. Due to their expertise, they can bring a different focus and their involvement helps support delivery of their own social value targets.”

**Freddie Chambers**  
executive board director  
at Lindum Group:



As a business, we do all of our work across a relatively small geographical area in the East of England. That makes it much easier for us to deliver longer-term benefits, because we're invested in those communities and we've built partnerships with local organisations that have been going for decades, providing a platform for long-term support.”

**Su Pickerill**  
community investment  
manager at Wates Group:



It's helpful if the priorities for an area are identified by the client, so contractors can focus their efforts on what will make the biggest impact and encourage collaboration to tackle specific issues.”



## PUTTING IT INTO PRACTICE



### Novus Works – Building a better future

For those preparing to leave prison, gaining employment is critical to not only reducing reoffending but, more importantly, maximising their life chances and helping them get their lives back on track.

Recognising the role they could play in not only providing learning experiences for these potentially vulnerable people, but in developing a valuable talent pool for the industry, Wates Group 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 such as Health and Safety and CSCS card training. The team have gone on to mentor and support to the offenders, preparing them to secure work after release.



We're delighted to be working with Wates, supporting our learners into work. All the offenders really impressed both our team and our employer throughout the whole day and certainly did HMP Northumberland proud. It's great to see such positive outcomes and we'll be supporting them as they progress towards their release and into employment.”

**Charlotte Taylor**  
Employer account manager  
north east at Novus



# A WORD FROM INDUSTRY



**Chris Flint**  
director and general  
manager, G F Tomlinson

“

We believe true social value means improving lives, going beyond metrics to leave a positive legacy relevant to the communities we work in. Social value, and what it means to our public sector clients, is continually evolving and we have developed our approach around strong leadership, relationships and flexibility, to ensure we evolve with it.”



**Freddie Chambers**  
executive board director  
at Lindum Group:

“

While there are numerous calculations, we can use to demonstrate it, we believe that true social value is about more than metrics. Its real impact lies in how it aligns with the needs of the local community. While social value is a burgeoning trend, it is not a new concept for us at Lindum. For many years we have strived to make a positive contribution through our buildings, through our role as an employer and through work with subcontractors and our supply chain.”



**David Allen**  
chief executive,  
Wates Group

“

At Wates, we are driven by our purpose of working together to inspire better ways of creating the places, communities and businesses of tomorrow. Delivering social value is intrinsic to that purpose and to our goal of being a progressive and responsible employer.”



**Rick Willmott**  
group chief executive,  
Willmott Dixon

“

Our purpose goes beyond profit. Creating value for our communities is something we passionately believe in, and we strive to constantly find new ways to improve social mobility in communities local to our projects and contracts. We know that by working with partners – clients, customers, supply chain partners, charities and other organisations – we can achieve more than we can on our own. This spirit of collaboration is at the heart of the way we do business.”



**Andrew Davies**  
chief executive officer,  
Kier Group

“

We are committed to leaving a lasting positive impact in the communities we work in, quite simply, it is the right thing to do.

We work collaboratively with our clients and supply chain to deliver social value as part of our projects through a wide variety of activities including upskilling members of the community, donating our time on community projects and school engagement visits.”

“

For many years, we’ve set the highest standards for delivering social value collectively, with the support of our delivery partners.”

# CONCLUSION



**Mark Robinson**  
group chief executive, SCAPE

**The construction industry should take great pride in the impressive progress that’s been made in the creation of social value so far. We hope that this report helps with moving the social value agenda forward, as we all continue to learn and to refine our models.**

The findings of our research show that there’s still lots of work to do in translating social value into tangible outcomes that the public can understand and engage with. There are some immediate challenges that need to be addressed, but I hope the industry will take heart that in many areas, what communities and residents want, and what, together, we’re able to provide – and exceed in many cases – is fully aligned.

For many years, we’ve set the highest standards for delivering social value collectively, with the support of our delivery partners. Now, we’re seeing a positive step forward within the public sector with new government policy requiring evaluation of social value in the award of government contracts.

**But we can’t afford to be complacent.**

As the UK enters a post-EU future, there’s a real opportunity to redefine what good looks like for UK procurement. It’s our chance, as an industry, to ensure we’re maximising the benefits for local communities, enriching society and the economy. Something we need now more than ever.

Each one of our delivery partners shares our commitment to finding new ways to improve, innovate and evolve their approaches, so that together we can so collectively continue building a valuable, strong legacy.

Keeping the conversation going on social value is vital, as we can only progress if we work together. The industry needs to work collaboratively and commit to consistently pushing the delivery of social value beyond the standard requirements in order to help the country build back better. And I hope everyone agrees that whatever the future holds, it should be one where people and communities truly feel the positive impact that social value creates.



# METHODOLOGY

## Independent survey

To gather representative data, 2,000 UK adults over the age of 18 were surveyed. The research was carried by market research consultancy 3Gem and took place in September 2020.

## Social listening

The social listening tool Brandwatch was used to monitor and track online conversation surrounding 13 SCAPE construction projects across Twitter, blogs and forums. Analysis included key topics, sentiment and tone of voice, key influencer, hashtags, keywords and engagement. Conversations were monitored from September 2018 through to October 2020.

# ABOUT SCAPE

We are a public sector organisation, dedicated to creating spaces, places and experiences that leave a sustainable legacy for your community.

Since 2006, we've accelerated over 12,000 projects across the UK with our direct award frameworks, property services and innovative design solutions.

And as local government representatives, we offer a simple promise.

**We will help you to deliver your essential projects to the highest possible standard.**

Working with SCAPE is all about partnership.

We'll bring together the brightest talent from the construction industry and your local economy. And our support teams will be with you, at every step of the way.

The delivery of your projects will be collaborative and entirely compliant. Your procurement journey will be underpinned by robust governance and performance management processes, useful digital experiences and clear, practical advice.

We also recognise that success is measured by more than just metrics. For us, ethical supply chain treatment, sustainable delivery and community enrichment holds the same importance as time, cost and quality.

As a public sector team, our vision is the same as yours. To make your procurement really count.

Together, we'll help you to navigate the politics and pitfalls of procurement, progress your project with confidence and ensure that your local communities receive exactly what they need.

Creating a world everyone deserves.

£12bn

buying capacity

1,800

live commissions

2,400

public sector projects delivered





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