

Maximising Social Value from Infrastructure Projects



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designed to be viewed on screen.

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Key Terms

Social Value

The additional, wider benefits that can be created by organisations and projects, for individuals, communities and local businesses

Social Return on Investment (SROI)

The value of the social, economic and environmental outcomes created by an activity or an organisation

Social Impact

The effect of an activity on community life and the well-being of individuals and families

Social Inclusion

The act of making all groups of people within a society feel valued and able to play a full part in community life

Social Enterprise

Businesses that trade for a social purpose, e.g. to tackle social problems, improve communities, people's life chances or the environment

Outcomes

The specific changes a project/programme/activity brings about for its beneficiaries/users, e.g. the local supply chain is supported and grown, air quality is improved

Outputs

The tangible and visible assets resulting from infrastructure activities, e.g. a bridge, a road

Additionality

A measure of the benefits generated by a project or programme that would not have occurred without a social value intervention

Foreward

With planned investment and a commitment to levelling up the economy from the UK Government, we must make sure our sector is equipped to deliver social value through infrastructure delivery and operation.

Inequality in the UK continues to rise, putting us amongst the most unequal countries in Europe. Underpinning this are vast regional and intergenerational disparities. Wealth and income inequality also translate into wider issues relating to educational attainment, prevalence of health issues and access to quality housing.

With £640bn earmarked for spend on infrastructure in the next five years, and the additional £30bn Coronavirus fiscal stimulus programme, the infrastructure community is well placed to leverage investment to address social disparities and deliver the UK's net zero carbon ambitions.

What this research demonstrates, however, is that we need to be much more ambitious and creative in the approaches to creating and delivering social value.

Whilst the Social Value Act has elevated the role of procurement, much more work needs to be undertaken in early stage infrastructure planning to understand community needs and identify opportunities to create social benefits before solutions are resolved.

It is incumbent on all of us involved in infrastructure planning, investment, design, delivery through to operation and decommissioning to take forward the findings of this research, and ensure that the creation of additional social value is at the heart of infrastructure delivery and operation.

Professor Sadie Morgan OBE

Director, dRMM Architects

Commissioner, National Infrastructure Commission



“ We need to ensure that the creation of additional social value is at the heart of infrastructure delivery and operation. ”

Executive Summary

Overview

Infrastructure projects can, and should, deliver many more benefits for individuals, communities and local economies.

Infrastructure's purpose is to meet fundamental societal needs; such as roads, public transport, low carbon energy supply, clean water and flood protection.

The societal benefits that infrastructure projects can generate are not, however, limited to delivering this basic functionality. By focusing on delivering broader social outcomes, not just engineering outputs, infrastructure projects can create additional 'social value'. For example, they can help address local socio-economic issues and inequalities; create jobs for previously unemployed people; provide opportunities for Small and Medium Enterprises; and ultimately increase the quality of life of people involved in, or impacted by, an infrastructure project.

Through research across the industry it is clear that, at present, social value is primarily considered during the procurement and construction phases of a project - largely because procurement is the focus of the Social Value Act (2012). However, it can be created at all stages of a project's lifecycle from the earliest planning, through design, procurement, delivery and into operations and eventually decommissioning. Indeed participants in our research felt strongly that much greater social value can be created when needs and opportunities are considered from the early stages of project planning.

With significant infrastructure investment planned for the UK, matched with severe socio-economic challenges across the country heightened by Covid-19, there is now more need than ever for infrastructure projects to create additional social value over their lifecycle and help to re-build local economies.

If infrastructure is to play a key role in the levelling up agenda, social value creation must be integral to project funding, planning decisions and delivery.

The research shows that, while many infrastructure clients and the supply chain have social value policies and objectives, there is a significant implementation gap between policy and delivery of meaningful and beneficial social value in practice.

This research examines the scale and basis for the implementation gap. Through engagement with the industry, it identifies how the gap can be closed, with specific recommendations for all those responsible in the funding, design, delivery and operation of infrastructure projects.

Participants to this research were drawn from across different infrastructure sectors, from client organisations through to the supply chain. Through a survey, industry roundtables and interviews we identified:

- Strategic barriers to implementation across infrastructure sectors
- Specific implementation gaps throughout the project lifecycle
- Recommendations and specific actions that need to be taken to close the implementation gap

These findings are summarised in the following pages.

The most effective way of delivering social value is simply to invest in the right projects and ensure it is a priority throughout design, delivery and operation.

Numerous responses

Generating social value requires creative approaches both in design of infrastructure projects and working in partnership with organisations in delivery. The conversation needs to shift beyond providing apprenticeships to more sophisticated responses to addressing local needs and inequalities.

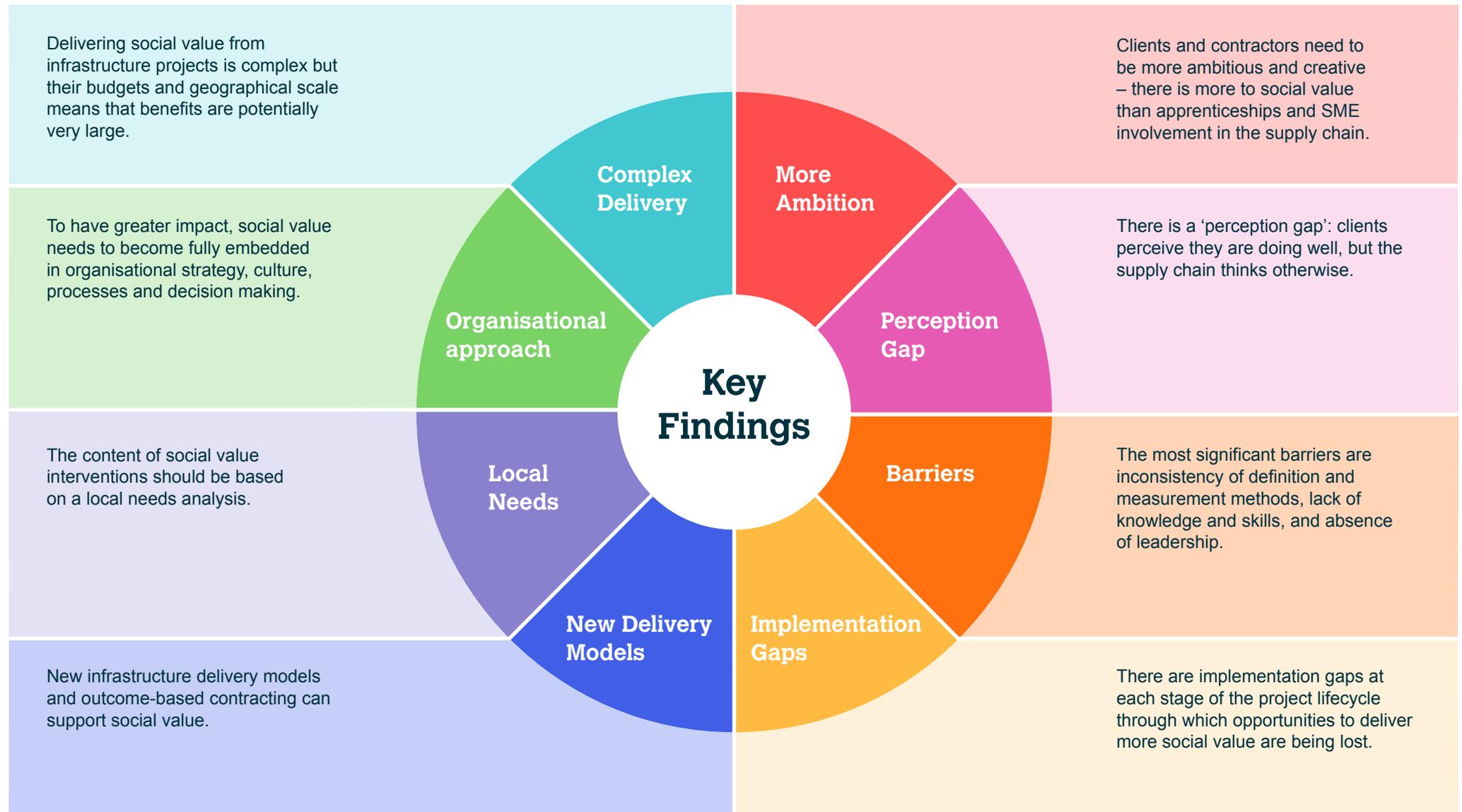
Director, Engineering Consultancy

Clients tend to have nice corporate policy commitments and PR about social value, but the reality is very different on actual projects.

Major Contractor

Executive Summary

Key Findings



Executive Summary

Implementation Gaps through the Project Lifecycle

1 Strategic Brief

Social value outcomes need to be clearly defined at the earliest opportunity and embedded in the project brief

2 Options Selection & Investment Case

There is a need for improved strategic infrastructure planning and more informed definition of social value benefits in the investment case

3 Procurement of Design & Delivery Teams

The inclusion of social value in procurement needs substantial improvement

4 Design Development

There is a need for stronger focus on identifying opportunities for social value creation at design stage

5 Planning Approvals

There needs to be more demand for social value creation in the planning approval process

6 Construction

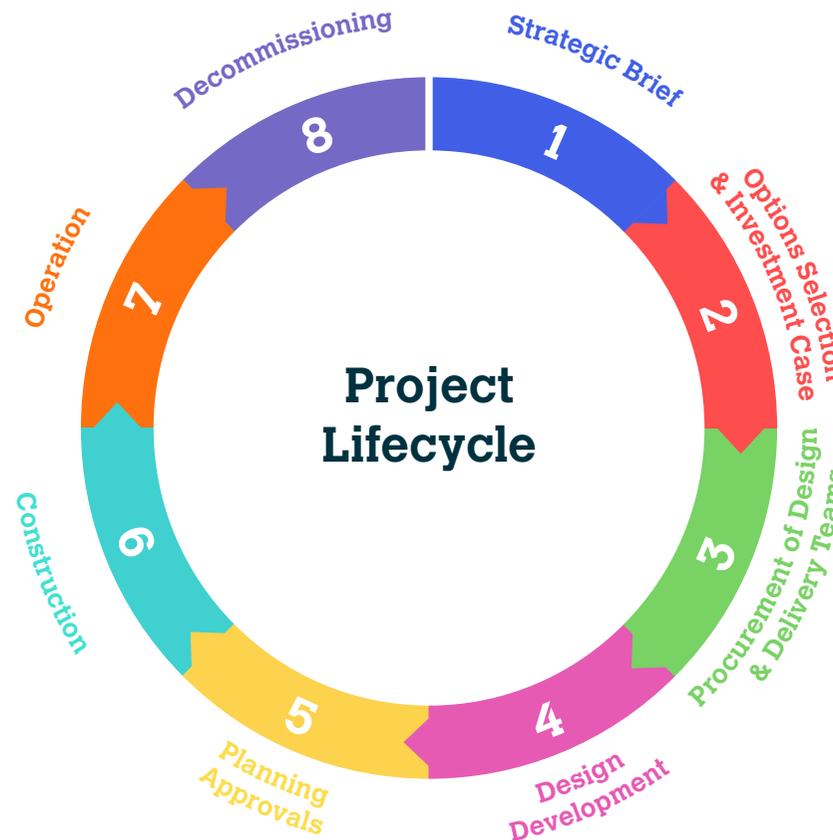
During construction, more creative approaches beyond jobs and skills are required, plus better contract management to ensure social value bid commitments are delivered in practice

7 Operation

The majority of infrastructure assets have already been built. Opportunities for on-going social value creation during the operational phase of infrastructure assets should be explored

8 Decommissioning

Decommissioning should not be forgotten: there are opportunities to generate social value during the decommissioning process



Executive Summary

Recommendations

Three categories of recommendations have arisen from the research:

A

Strategic recommendations

B

Recommendations for closing the implementation gap through the project lifecycle

C

Supporting recommendations

A. Strategic Recommendations

— **Invest in the right project**

So much can be achieved by investing in the right project. Infrastructure clients should be more willing to explore alternative solutions that may deliver greater social value, and integrate with other local infrastructure projects to maximise benefits to society.

— **Embrace a broad view of social value**

A crucial first step is for all stakeholders in the infrastructure sector to understand that social value that goes beyond just delivering employment, apprenticeships and SME involvement during construction. We need to think broadly about how the infrastructure asset can improve the lives of local people and deliver multiple benefits.

— **Aim to create social value at all stages of the project lifecycle**

The current focus on delivering social value through the procurement and delivery phase means that opportunities to create benefits upstream (during planning and design) and downstream (during operations and decommissioning) are being lost.

— **Base social value interventions on a Local Needs Analysis**

Social value interventions should deliver benefits that meet the specific needs of the affected communities; helping to build stronger and more resilient villages, towns and cities. Clients should conduct or commission a Local Needs Analysis in advance of finalising a project's strategic brief. This should assess local needs beyond the project redline boundary and include engagement with a wide group of local stakeholders.

Executive Summary

Recommendations

B. Recommendations for closing implementation gaps through the project lifecycle

For National & Local Government

- Prior to defining infrastructure projects, define the regional and local social need that is required and identify a range of different options for delivery.
- Improve strategic infrastructure planning, including within the National Infrastructure Strategy, to ensure that social value benefits are generated at the network and system level, not just projects in isolation - and that adverse social impacts are minimised.
- Emphasise the need for an infrastructure project to deliver multiple outcomes, beyond the primary purpose of the investment, by considering needs beyond project boundaries.
- Build the case for social value outcomes to be a key consideration in infrastructure commissioning and recognise the role this can play in building greater public support for infrastructure projects.
- As part of the Government's review of the HM Treasury Green Book, enable public sector projects to capture wider benefits. Ensure that projects are appraised and that decision making is based on full consideration of social value benefits.
- Link Local Authority social value policies to planning consents and include in the Planning Inspectorate's appraisal of Nationally Significant Infrastructure Projects.
- Ensure that Nationally Significant Infrastructure Projects are exemplars for the delivery of social value.

For Infrastructure Clients

- Improve the inclusion of social value in a project Investment Case, ensuring all social benefits are captured and valued - and that adverse social impacts are minimised.
- Produce a Social Value Strategy for a project or business that identifies clear and ambitious social value outcomes. The strategy should ideally include opportunities associated with what is delivered, how it is delivered and how it is operated, based on a Local Needs Analysis. The strategy should create social benefits and a lasting legacy for the communities you serve.
- Consider using new infrastructure delivery models such as Project 13 and outcome-based contracting to support creation and delivery of social value.
- Collaborate as early as possible with the supply chain to identify opportunities for social value creation.
- Fully embed social value requirements and project-specific outcomes into design briefs.
- Invest in design as a way of realising social outcomes and benefits for users in line with the NIC Design Principles for National Infrastructure.
- Adopt outcomes-based procurement and use a balanced scorecard heavily weighted to quality over cost, with separate criteria for social value and environmental sustainability.
- Embed social value into contract management to ensure social value commitments agreed at the procurement stage are actually delivered.
- Partner with organisations that can help deliver social value in a creative way such as local

community groups or organisations who specialise in the needs identified.

- Embed social value creation within operational models to deliver community benefits and returns.

For the Supply Chain

- Proactively identify and implement opportunities for impactful social value creation throughout your involvement in the project. Go beyond provision of jobs, apprenticeships and SME involvement. Use your local knowledge and links with stakeholders to ensure initiatives will be impactful and achievable.
- Identify opportunities to offer benefits over and above those delivered via Section 106 agreements and the Community Infrastructure Levy.
- Capture and report on the delivery of social value outcomes – both quantitative and qualitative (stories).
- Share case studies and lessons learned, and seek continuous improvement, not only on creating social value but also on minimising adverse social impacts.

Executive Summary

Recommendations

C. Supporting Recommendations

For ICE, institutions and industry associations

- **Work with other institutions and industry bodies to develop a common definition of what social value means for the built environment sector**

There is a lack of understanding about what social value is, how it can be created, how it should be measured, and how negative social impacts can be minimised.

- **Raise the profile of social value**

The ICE should use its voice and influence to improve the communication of the wider social benefits of infrastructure investment, clearly linking social value to the UN Sustainable Development Goals and building public support for infrastructure projects.

- **Support upskilling**

The ICE and other institutions should provide practical guidance, training and case studies on creating and delivering social value over the project lifecycle. This should include a best practice methodology for conducting a Local Needs Analysis.

- **Incorporate social value into standard contract models**

Institutions with responsibility for standard contract models should examine if and how detailed issues, such as the standardisation of weighting to be given to social value during procurement, could be incorporated into contracts.

For the Infrastructure & Projects Authority

- **Support consistency of approach**

There is a need for common social value metrics and reporting for infrastructure and construction projects (these are currently being developed by the Infrastructure & Projects Authority). The IPA should lead on driving consistency in the approach to social value on infrastructure projects.

Volunteers from Mace working in local communities to create pocket parks, increase biodiversity and leave a positive legacy from their construction projects. Mace has a target to add £500 million social value per annum in 2022.



1

Introduction

Background and methodology

The need for this project stemmed from the Sustainability Leadership Panel of the Institution of Civil Engineers (ICE). The Panel strongly believes that infrastructure projects can, and should, deliver many more benefits to communities across the UK.

The ICE Research and Development Enabling Fund and Useful Projects have co-funded this important piece of research to investigate the current approach to social value across the sector, implementation gaps, and to identify practical recommendation to close the gap and help the sector deliver impactful social value.

Methodology

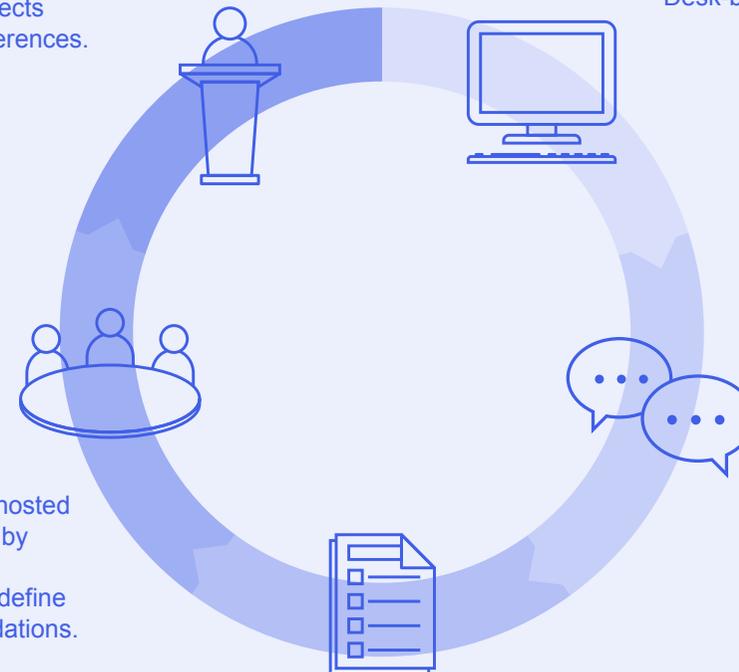
The research was conducted in 2019. A mixed methods research approach was adopted which involved collecting, analysing and interrogating qualitative and quantitative data, as shown in the adjacent figure.

The focus of the research has been on major infrastructure projects in the transport, energy and water sectors.

The methodology was purposely aligned with the Social Enterprise UK's research methodology for their publication 'Front and Centre – Putting Social Value at the Heart of Inclusive Growth' which focused on the current approach to social value by local councils and central Government.

Workshop sessions held at two Major Projects Association conferences.

Desk-based research.



A round table event hosted at the ICE, attended by industry experts and practitioners to help define practical recommendations.

An online survey to canvas a broad range of views and provide quantitative responses to support the desk based research and interviews. 80 responses were received from a wide array of companies and roles.

Semi-structured interviews with infrastructure clients, Tier 1 contractors, social value consultants and other industry experts to gain detailed insight into current practice, barriers and to identify recommendations.

Why is social value such a big opportunity for the infrastructure sector?

Infrastructure is the foundation upon which our economy is built.

However, growing evidence suggests that the UK's infrastructure performs poorly by international standards.

As such, in 2019 the UK government promised a renewed focus on infrastructure investment to meet the needs of all parts of the UK, and the publication of a National Infrastructure Strategy. Infrastructure investment can stimulate the UK economy following the Covid-19 pandemic and has the potential to create much-needed social, economic and environmental benefits.

What is social value?

Infrastructure's fundamental purpose is to meet societal needs; such as public transport, roads, low carbon energy supply, clean water and flood protection.

The benefits that infrastructure projects can generate are not, however, limited to delivering the basic functionality of a metro system or a water treatment works. Infrastructure projects can create jobs for previously unemployed people, nurture specialist supply chains, improve local air quality and the urban environment, remove barriers to social inclusion, and ultimately increase the well-being of individuals and communities.

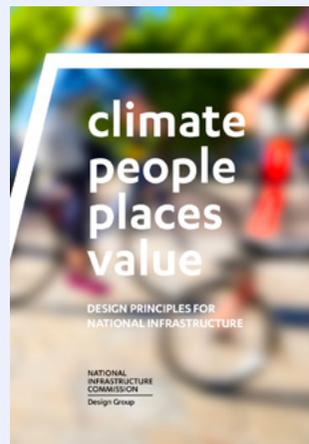
This is known as social value. At present, it is primarily considered during procurement and construction, largely because procurement is the focus of the Social Value Act (2012). However, it can be created at all stages of a project's lifecycle from the earliest planning, through design, procurement, delivery and into operations and eventually decommissioning.

There are several existing social value frameworks and measurement tools, which are summarised in [Appendix A](#).

Infrastructure should be designed for people, not engineers.

In the recently published 'Design Principles for National Infrastructure' by the National Infrastructure Commission (NIC), social value is embedded throughout, indicating its significance for infrastructure planning and delivery moving forwards.

The publication emphasises that infrastructure should be designed for people (not engineers or architects), and that projects should seek to find opportunities to add value beyond the main purpose of the infrastructure – they should look beyond the site boundary to consider the wider benefits the project can bring.



[Read it here](#)

We must talk about social outcomes, not engineering outputs.

Mark Thurston, CEO, High Speed 2 Ltd

Source: The social benefits of infrastructure investment (CECA)

All too often when a project manifests itself it feels like we end up doing things “to” people not “with” them.

Sir Peter Henty CBE, Chair, Network Rail Ltd

Source: Major Projects Association Event, Social Inclusion in Major Projects

Societal expectations are changing rapidly. It is no longer enough for organisations to produce glossy corporate responsibility reports once a year, neither is it acceptable to consider social issues simply to be a reputation risk. Stakeholders demand real value creation.

Shaun McCarthy OBE, Director, Action Sustainability

Source: Social Value and Design of the Built Environment

Rationale for focusing efforts on social value

Public sector projects already have an obligation to demonstrate how they are delivering additional social value.

This legal obligation contained in the Social Value Act (2012) is likely to be strengthened and extended.

Compliance with the Act is however far from the only reason why clients and contractors should take a proactive approach to securing social value.

A proactive approach to social value can:

- Reduce inequalities and create local socio-economic benefits, enabling communities to recover from the impact of Covid-19
- Build support for strategic infrastructure projects
- Help secure investment approval and planning permission
- Improve local stakeholder engagement, leading to local community support and fewer objections
- Enhance the long-term value of the asset
- Attract funding from the investment market who is increasingly prioritising social value
- Help deliver sustainable development / responsible business agendas
- Help meet stakeholder expectations
- Improve service delivery and grow numbers of people using the assets and services
- Deliver innovation, efficiency and costs savings
- Improve the design of schemes
- Attract and retain employees; people are increasingly interested in creating a fair society and delivering more sustainable solutions
- Win more work – a track record of delivering social value is a source of competitive advantage for supply chain organisations
- Improve the overall image of the construction industry



Through the construction of Hinkley Point C, EDF is supporting the development of the UK workforce and the South West region's strategy for increasing productivity and social mobility, particularly in West Somerset. The Project's start-to-finish education and skills pipeline is helping local people to up-skill, re-train and access high quality, sustainable careers and has already allowed almost 650 new apprentices to have been trained.

2

Key Findings

This section summarises eight cross-cutting findings.

2.1 Delivering social value from infrastructure projects is complex, but their budgets and geographical scale mean that benefits are potentially very large

The scale, budget, and number of individuals, communities, companies and local economies that can potentially benefit from social value generated by an infrastructure project is often large.

To unlock these benefits, clients and their supply chains will need to manage a higher level of complexity than they encounter on housing or commercial development schemes.

A key factor underpinning attitudes toward future infrastructure is the degree to which people perceive a benefit from the investment – either to them personally in their communities (i.e. local, tangible improvements) and/or the benefits to Great Britain in terms of jobs and economic impact.

Source: Attitudes to infrastructure in Great Britain 2015

The character of infrastructure projects includes:

— **Long Timelines**

Communities are often impacted over many years during the planning and construction of projects.

— **Wide Geography**

Linear projects such as roads or railways cross many communities and landscapes with differing stakeholder needs. Communities along the route will suffer different negative impacts during construction and often don't receive the benefits.

— **Negative public perception of infrastructure projects**

Individual projects are often contentious – with a long consultation process. This is exacerbated by public dissatisfaction with existing infrastructure, e.g. congested roads, expensive train journeys, and cost and schedule overruns of some high profile projects.

— **Financial focus of business cases**

Infrastructure projects have a significant and complicated investment case. These have a strong financial focus and insufficiently capture value associated with broader social benefits (see section [3.2](#) for further discussion on this topic).

— **Aligning all the partners in a major project**

Nationally Significant Infrastructure Projects (NSIP) can have huge supply chains who all need to be aligned to work towards common goals. This challenge is made more difficult by the prevalence of long lead-in time and 'on, off, on' delays. Where a formal Alliance of organisations is in place, many also bring their own corporate social value objectives and reporting systems.

— **Different categories of client**

There are many 'portfolio clients' such as Local Authorities and utility companies who are able to build long term relationships with communities in their local area. However, 'pop-up' clients who deliver one-off projects such as Crossrail, Thames Tideway, and HS2 are also common. These clients have to quickly establish positive community relationships and new supply chains. Pop-up clients benefit local people in the forms of jobs and contracts for SMEs during the project, but are unable to provide long-term security of income for these people.

2.2 There are many barriers to delivering social value

Practitioners believe that the three most significant barriers to delivering social value are:

1. **Lack of consistent definition and measurement**
2. **Lack of knowledge and skills on how to most effectively embed social value**
3. **Absence of leadership and ownership**

Barriers to delivering social value were discussed during interviews and roundtable events, and were a specific focus of the online survey. For the survey, a list of barriers from anecdotal evidence and existing research was compiled and survey respondents were asked to indicate the relevance of these barriers to their organisation.

The most significant ones were:

- Lack of understanding about what social value is.
- Inconsistent approach to measuring social value.
- Difficulty quantifying social value ([see Appendix A](#)).
- Lack of understanding of how to embed it into procurement.
- Lack of knowledge and skills on how to deliver social value internally.
- Lack of guidance on how to deliver meaningful social value in the infrastructure sector.
- Lack of responsibility and leadership internally.

These issues were explored in more detail through the interviews, which identified the following more detailed barriers:

- Most projects focus social value efforts on procurement and construction stages and, as a result, are missing more strategic opportunities at the strategic brief and design stage.
- Lack of strategic infrastructure planning within and across sectors.
- Lack of creative and ambitious approaches – too many projects simply focus on apprenticeships and SME involvement in the supply chain.
- Infrastructure projects rush to express things in terms of project management (cost, programme, quality) – and broader outcomes can be lost very quickly.

These findings suggest that action is needed in three areas:

- Establishing consistency of definitions and measurement across the built environment sector.
- Improving knowledge and skills on how to most effectively embed social value at all stages of the project lifecycle.
- Improving leadership and ownership at the corporate and project level.

“ If there isn’t anyone with Board level responsibility for social value who is driving it through an organisation and projects, it will fall flat. ”

Sustainability Manager, Major Contractor

“ There is not a legal or common definition of social value and everyone interprets it differently. ”

Social Value Consultant

2.3 To have greater impact, social value needs to become fully embedded in organisational strategy, culture, processes and decision making

The research results show a wide variance in the approaches to embedding social value into organisations.

The results from the survey are shown in Figure 1. The most striking gap is between the 77.5% of respondents who report that they have specific commitments or policies and the 40% or less who are incorporating social value into procurement processes and design briefs. This is further evidence of the gap between policy and aspiration and implementation. This is no doubt exacerbated by the fact that only just over 10% of respondents say that their social value reporting is audited.

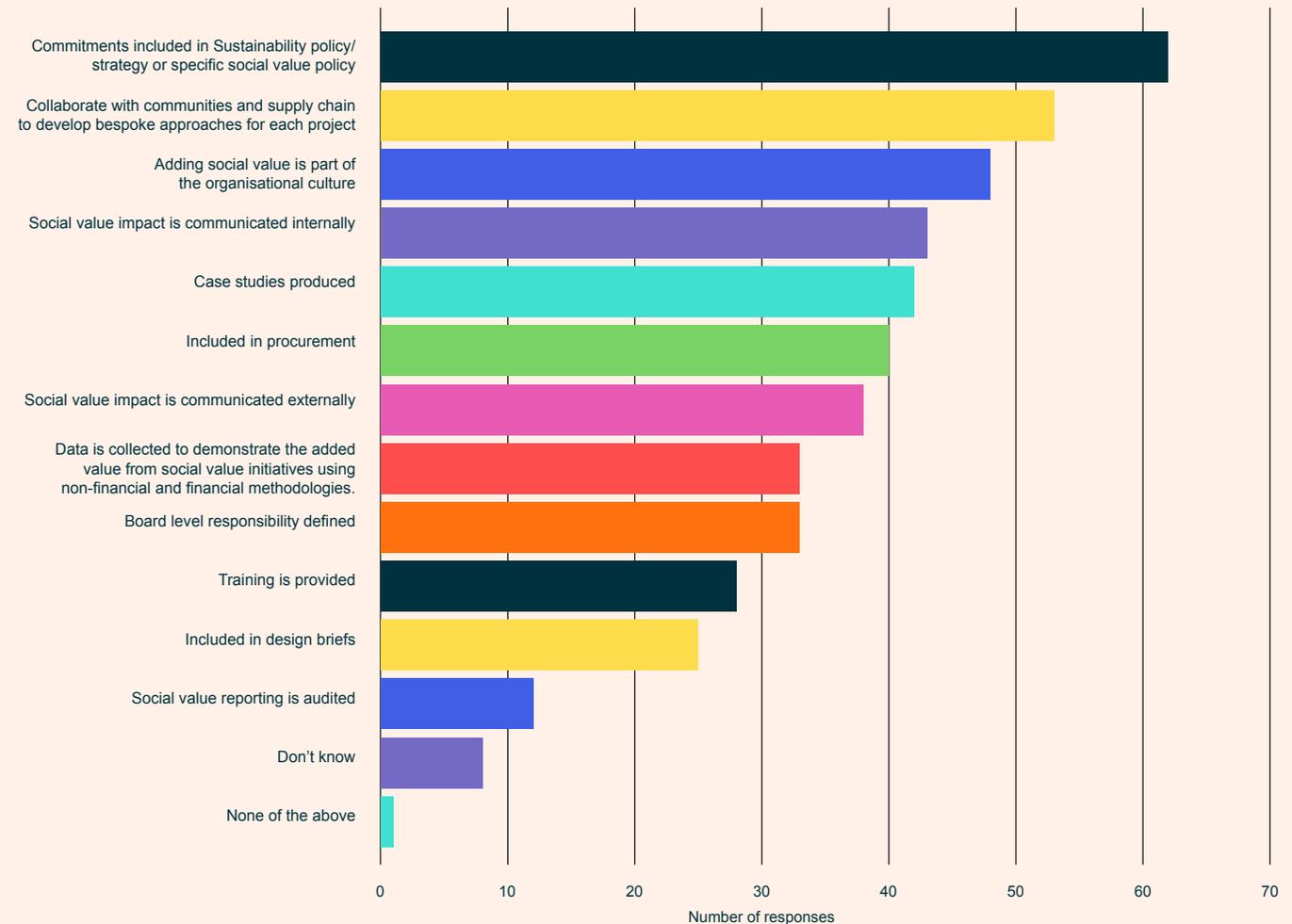
Only 41% of respondents said that board level responsibility for social value is defined. Respondents in the roundtable events and interviews identified leadership as absolutely paramount to delivering social value and that this is an area for improvement for industry.

Several different social value frameworks and measurement methods are used across the sector. The key ones are summarised in [Appendix A](#).

It needs to become business as usual, embedded in the language, culture, processes, systems and policy just as health & safety is.

Director, Major Contractor

Fig. 1 Survey question: Social value can be embedded into organisations in different ways. Please tick all that apply to your organisation



2.4 The type of social value interventions should respond to a Local Needs Analysis

Whereas greater consistency is needed in areas such as definitions and measurement, the type of social value interventions should be tailored to the needs and priorities of the local area – not simply ‘picked’ from a menu of generic approaches.

In one area of the UK low employment rates for young people might be an issue, in another area crime, poor air quality, or childhood obesity may be a priority.

A Needs Analysis is a vital first step in developing a targeted approach that maximises the social value produced in a local area. The needs analysis should then feed into a social value strategy or programme of work to help meet those needs over the project lifecycle into operation. Rather than trying to tackle everything, projects should seek to identify priority areas to focus on.

What is a Local Needs Analysis?

A Local Needs Analysis is a process that provides a profile of a local community and its future needs. It considers the economic, social and environmental needs of local residents and businesses and can cover demographic trends, inequalities, experiences and expectations, supply and demand of services, gaps and priorities.

It should be undertaken at a very early stage in the project. It should inform the social value outcomes to be achieved, and should feed into the investment case, design, and operation of an infrastructure asset.

Ideally and logically, the Local Needs Analysis for a project will be led by the client, but may be undertaken by a specialist consultancy.

Source: Various

Focus efforts

Loosemore and Phua (2011) suggest that to maximise the social impact of construction projects, it is important to focus resources on:

- Only a few strategic areas (focused on the issues identified in the needs analysis, and working within existing resource and time constraints)
- Areas of impact that align with the organisational mission, value and business goals
- Areas of impact that are of concern to primary stakeholders
- Areas of impact that are sustainable and can be supported and maintained in the long-term

Source: Social Value in Construction book

British people want to discuss major infrastructure needs in their area, both strategic plans and specific projects, and they want to be involved in a two-way conversation and to help them understand the benefits. The benefit to UK PLC of opening this discussion is wider public acceptance and reduced risk to projects.

Attitudes to infrastructure in Great Britain 2015

2.5 Clients need to be more ambitious and creative – there is more to social value than apprenticeships and SME involvement in the supply chain

Many of the contributors to this research said that clients play a key role in driving the social value agenda on projects, and that they need to be more ambitious with what they are trying to achieve. As one contributor put it, “If a client asks for it, the supply chain will respond.”

The majority of social value actions in the infrastructure sector are focused on the construction phase and are limited to providing jobs, apprenticeships and opportunities for Small and Medium Enterprises (SMEs). Whilst these do bring substantial benefits, there is more that can and should be done create additional social value.

Generating social value requires creative approaches both in design of infrastructure projects and working in partnership with organisations in delivery. The conversation needs to shift beyond providing apprenticeships to more sophisticated responses to addressing local needs and inequalities.

Director, Engineering Consultancy

Projects should avoid a one-size-fits-all approach and focus efforts on local needs, as discussed in section [2.4](#).

To provide the biggest local benefit, interventions need to be meaningful and impactful and there is a need for creative and innovative solutions to deliver this. Forming partnerships with local charities, community groups and businesses who may have a better understanding of the needs and solutions, is a good way to identify opportunities for action.

The need for more broader and more creative approaches to social value is discussed further in section [3.4](#) (design stage) and section [3.6](#) (construction).

By developing a clear and ambitious Social Value Strategy for a project with clear outcomes and delivery mechanisms, clients can communicate their vision and approach to all stakeholders.

A particularly good example of a major infrastructure client who is being ambitious and creative on the social value agenda is Thames Tideway. Their approach spans environment; health safety & well-being; economy; people and place, and is described in a case study in Section 4.

Costain Skanska joint venture (CSjv)– tackling homelessness through jobs AND shelter

CSjv is working on the HS2 Enabling Works programme in London, covering two of the boroughs with the highest rates of homelessness, Camden and Westminster. There are many rough sleepers taking shelter beside the site hoardings and around Euston station. The CSjv team wanted to see how they could improve the lives of these vulnerable people and to create opportunities that help them off the street and into sustainable jobs.

Partnering with Centre Point and the local homeless charity in Camden, C4WS, CSjv is supporting the training of individuals and offers placements and job opportunities on the programme. This successful model has already seen five homeless people supported into roles at the Euston and Old Oak Common sites.

Beyond that, CSjv has also provided accommodation for 26 people in the first ever floating homeless hub on a construction site, in collaboration with St Mungo's. CSjv transformed an empty building into a homeless shelter and welfare facility for those in need.

CSjv and HS2 are now collaborating with Buses 4 Homeless, a charity that turns disused buses that are no longer low emission zone compliant, into shelters for homeless people.

Source: <https://www.rail-leaders.com/industry-news/how-high-speed-is-supporting-londons-homeless-community/>

2.6 There is a ‘perception gap’: clients perceive they are doing well, but the supply chain thinks otherwise

The survey revealed that many clients aren’t getting the basics right. An example of this is the prompt payment code, where the construction sector is regulatory reported as being poor performers. Late payments hugely disadvantage SMEs and community based organisations.

As part of the questionnaire, clients were asked to assess their performance in relation to implementation of basic business conduct. The responses revealed that across most areas, client organisations perceived that they were doing ‘well’ or ‘very well’ (Figure 2). However when we asked the perspective of the supply chain, the results are not so positive (Figure 3). Many survey respondents said they work with multiple clients, with some being good and others much weaker, hence many respondents choose to answer ‘neutral’ (shown in grey on the graphs).

This perception gap was reinforced through the interviews and roundtable events. Many within the supply chain felt that there was an opportunity for clients to go much further, both in getting the business basics right, and in leading more innovative approaches to delivering genuine added social value.

“Clients tend to have nice corporate policy commitments and PR about social value, but the reality is very different on actual projects.”

Major Contractor

Fig. 2 How do you feel your organisation implements these elements of basic business conduct?

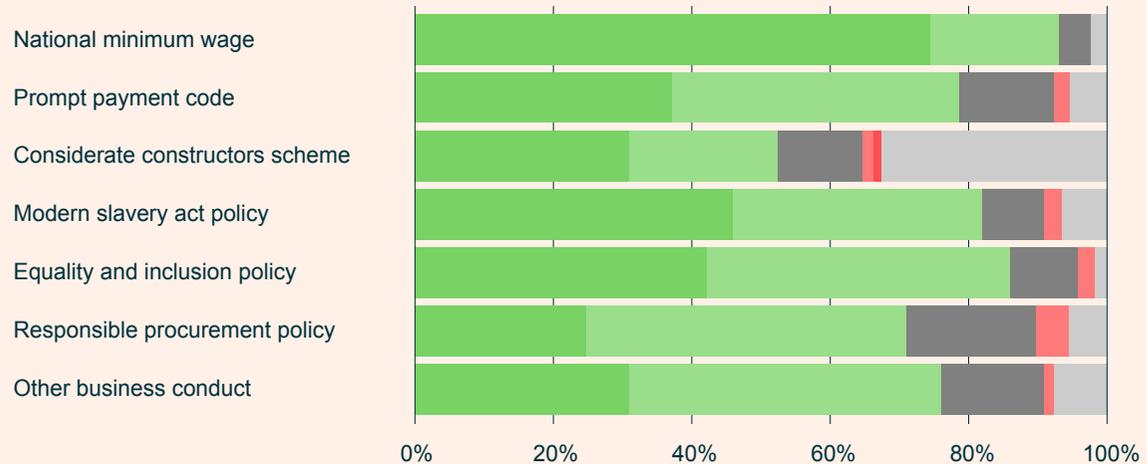
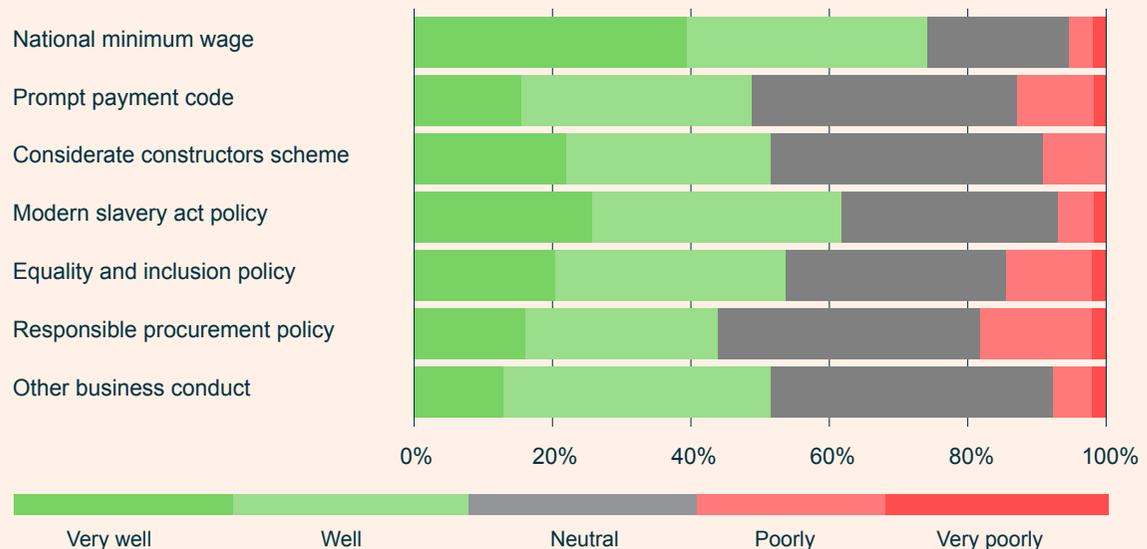


Fig. 3 How do you feel your client organisations implement these elements of basic business conduct?



2.7 New infrastructure delivery models and outcome-based contracting can support social value

There is significant focus on improving infrastructure delivery in the UK, and new value-based infrastructure delivery models are emerging that seek to improve efficiency, productivity and innovation, and achieve better outcomes for society.

In 2019, the Association of Consulting Engineers (ACE) conducted research into a range of value-based business models. Examples of this new approach include Alliance models such as Project 13. Value based business models incentivise the supply chain to create value for the client rather than just rewarding inputs, and they have significant potential to help deliver more social value if social value outcomes are established at the outset and integrated into project delivery.

A good example of establishing social value outcomes at the outset in an Alliance model is The Anglian Water @ onealliance – see the case studies in section 4 for details.

Project 13

Project 13 is a new infrastructure delivery model that aims to establish a new enterprise-based approach to deliver better results for the public and customers of infrastructure.

The Project 13 approach to infrastructure delivery seeks to transform current behaviours in relation to;

- Procurement
- Risk allocation
- Innovation
- Skills investment

In procurement, value appraisal is considered in terms of whole life cost, plus the wider outcomes and benefits of a given project (be they social, economic, or environmental).

The Project 13 model has significant potential to deliver better social value outcomes compared to traditional transactional delivery models. The social value outcomes to be achieved are established upfront and all parties work as one team to achieve them (reward is based on value added to the overall outcomes, not service provided.)

The principles of Project 13 are already being trailed by six early adopters in the UK, which are: Anglian Water on their Capital Delivery Alliances programme; the Environment Agency's Next Generation Supplier Agreements; National Grid's London Power Tunnels; expansion at Heathrow; Network Rail's Track Alliances; and Sellafield.

Project 13 is sponsored by the ICG with support from ICE. It is called that because it was the 13th initiative of the ICG. More information: www.p13.org.uk

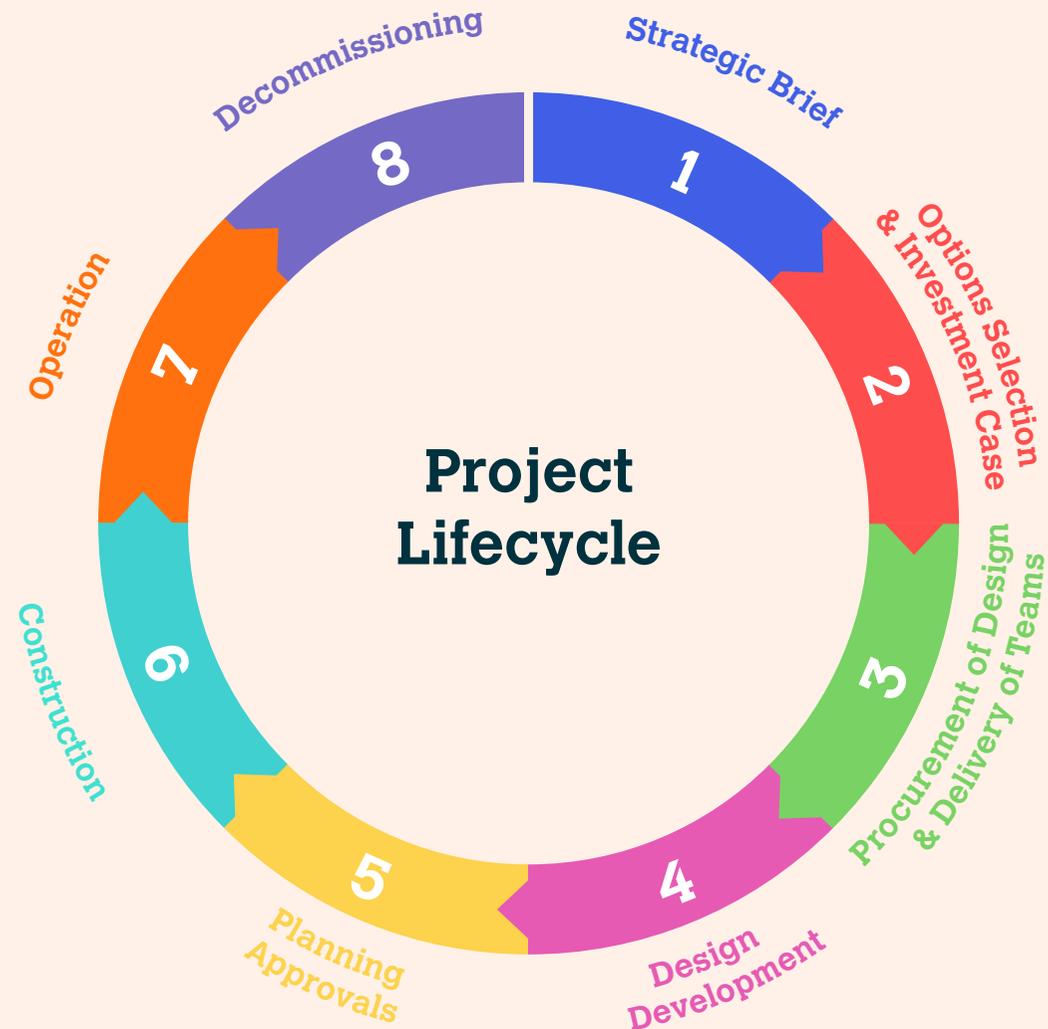
2.8 There are implementation gaps at each stage of the project lifecycle through which opportunities to deliver more social value are being lost

A crucial finding from the research is that currently the majority of the industry's focus is on the procurement and construction phases of projects. This is leading to missed opportunities to create social value opportunities in the planning and design phases of infrastructure projects.

We also found that there are common implementation gaps at each stage of the project lifecycle through which opportunities to create and deliver more social value are being lost.

This came across strongly in both the survey and interviews, and as such was explored in more detailed through further interviews, the ICE roundtable event and workshops with the Major Projects Association, to drill down into the specific barriers at each stage.

The detailed findings associated with this are set out in [Section 3](#).





Thames River Watch, run by environmental charity Thames21, is a 'citizen science' project funded by Tideway that involves community volunteers from across London helping to improve the public's understanding of the health of the Thames and the challenges it faces. The partnership has received great external recognition, winning multiple awards.

3

Drilling down: social value over the infrastructure project lifecycle

This section highlights the implementation gaps at each stage of the project lifecycle. It explores how social value can be generated at each phase and identifies what needs to change to close the implementation gaps.

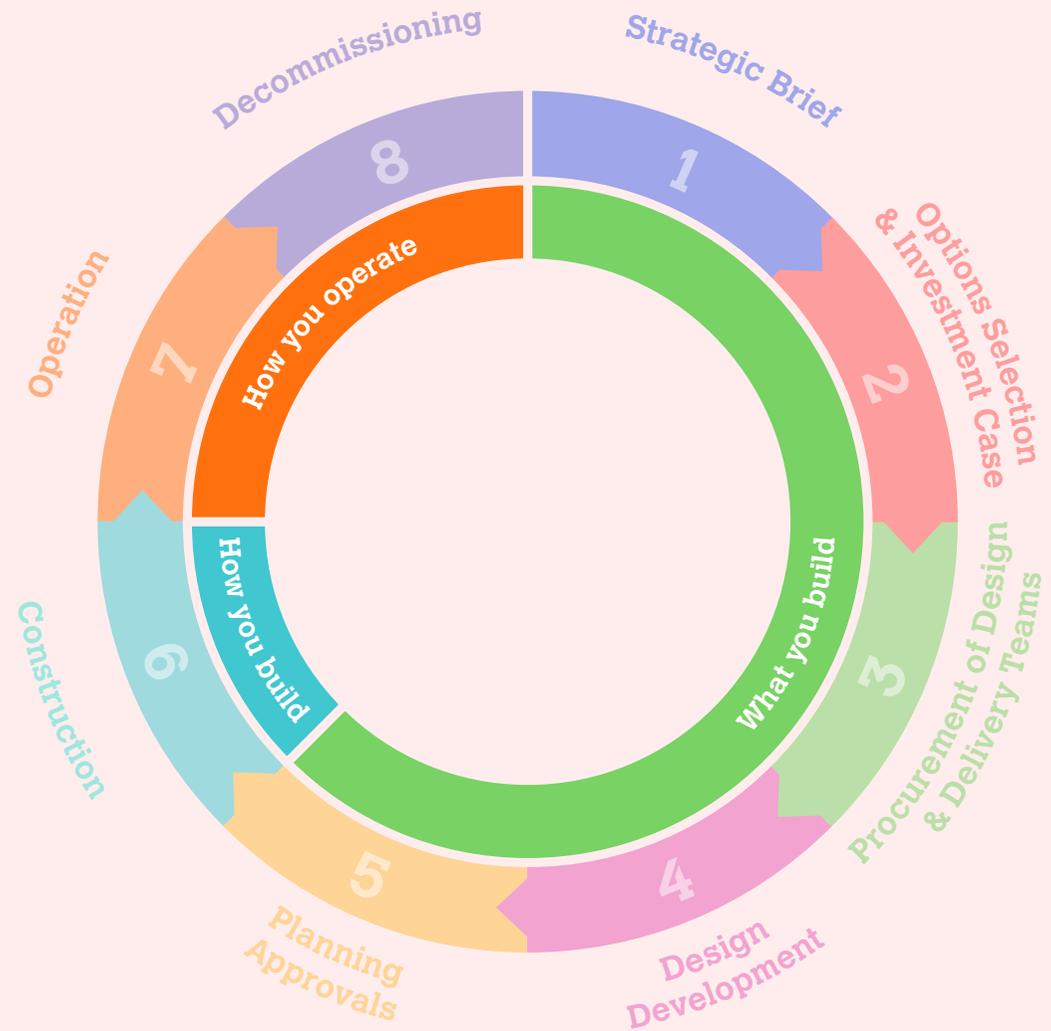
Overview

The research delved into the project lifecycle to identify barriers and opportunities to improve the current approach.

Through the infrastructure project lifecycle phases we have placed particular emphasis on creating additional social value through:

- Defining the purpose of the built asset and creating social value through design – ‘What you build’
- Developing the construction approach – ‘How you build’
- Creating opportunities in the operation of the built asset – ‘How you operate’

This aligns with the structure of the new social value maturity model for the infrastructure sector that has been developed as a result of this research (included in [Appendix B](#)).



3.1 Strategic brief

What is the current approach?

The research highlighted that there is very limited consideration of social value in strategic briefs, which tends to focus on outputs rather than outcomes.

How can social value be generated at this project stage?

The strategic brief is the document in which a client describes the requirements and the outcomes to be achieved. It is an opportunity to ensure that the need to provide additional social value at every stage of the project lifecycle is defined and clearly communicated to all stakeholders, based on a needs analysis. It also provides the basis for clients to signal to the market that creative and innovative solutions are needed to deliver social value.

The strategic brief has different names in different infrastructure sectors. In the rail sector's GRIP stages it is 'Output Definition' stage, within highways PCF stages, it is the 'Strategy, Shaping and Prioritisation' stage and within the RIBA plan of work the 'Strategic Definition' stage.

The Infrastructure and Projects Authority report 'Transforming Infrastructure Performance' recognises the need to maximise the benefits from infrastructure investment. One of the levers to ensure infrastructure supports strategic social, environmental and economic objectives is to establish clear measures that describe the required outcomes from investment in infrastructure.

What needs to change to close the implementation gap?

1 Clients should conduct a Local Needs Analysis to establish the social value content of the strategic brief

A local needs analysis should be undertaken at this stage (see section 2.4) and used to inform the social value outcomes that should be achieved. These outcomes should sit alongside traditional programme management objectives (e.g. cost, programme, safety, quality) and given the same priority. Previous projects that have prioritised social value outcomes from the outset are now seeing fantastic results, for example the London 2012 Olympic Park's long-term legacy vision.

2 Clients must identify ambitious social value requirements and outcomes

It is essential that the demand for social value outcomes is fully embedded into the strategic brief. Without this, it will always be considered an "add-on" and opportunities will be lost. Contributors to this research stressed that clients must be ambitious at this stage and demand real value creation.

3 The strategic brief should identify how social value will be delivered in 'what' is being built, 'how' it will be designed and built, and 'how' it will be operated

For further guidance on this, see the social value maturity model that has been developed as a result of this research in [Appendix B](#).

Commissioners need to be empowered to be more creative, looking at a wider, longer term perspective rather than looking for lowest price.

Social Value Manager, Government Infrastructure Client

Make sure everyone involved in the project understands social value in all its forms and works towards achieving clearly identified goals.

Design Manager, Major contractor

Clients need to define social value outcomes alongside the traditional programme management objectives (e.g. cost, programme, quality).

Expert advisor in the infrastructure sector

3.2 Options selection & investment case

What is the current approach?

Generally, there is very limited consideration of social value during options appraisal and selection. The investment case typically focuses on cost.

How can social value be generated at this project stage?

Many of our interviewees observed that one of the most effective ways to deliver regional and national social value is simply to invest in the right projects.

Ensuring that broad social value benefits are assessed during options selection stage and in the business case in a meaningful way is essential. Furthermore, articulating the benefits and social value can help build support for strategic infrastructure projects.

We currently have a lack of joined up thinking and strategic planning between major infrastructure projects across sectors and within sectors, leading to a loss of social value in its broadest sense due to inefficient spending of taxpayers' money, and lost opportunities for collaboration on social value initiatives.

Director, Engineering Consultancy

What needs to change to close the implementation gap?

1 National and Local Government need to deliver better strategic infrastructure planning

Projects and the social value they could generate don't exist in isolation. Lack of joined up thinking was identified consistently as a barrier to greater social value creation particularly at the regional and national scale. Better strategic infrastructure planning would ensure opportunities to maximise wider social/public value of infrastructure projects are not missed and also help ensure that new infrastructure is developed as a more integrated, joined-up system that maximises benefits and value for the UK as a whole. The establishment of the National Infrastructure Commission (NIC) in 2015 and the planned publication of a new National Infrastructure Strategy should consider this moving forward.

The most effective way of delivering social value is simply to invest in the right projects.

Numerous responses

2 Clients must be more willing to explore alternative solutions and work with stakeholders with different perspectives

Infrastructure commissioners should be more willing to explore a broad range of radically different alternative solutions that might offer greater social value at the options selection stage.

This will involve adopting a systems approach for addressing local needs, and taking into account different stakeholder perspectives. It will also require much deeper consideration of how a single infrastructure intervention can deliver multiple benefits. Importantly, social value needs to be a meaningful part of the evaluation and selection criteria for the commissioning of projects. A good example of a client that has done this is Wessex Water on their smart water network – see the case study in the NIC 'Value of Design in Infrastructure Delivery Report' for further information.

Over the last 50 years, the UK has seen an endless cycle of delays, prevarication and uncertainty. These have been driven in part by short term considerations, and the lack of a cross-sectoral approach to infrastructure.

Sir John Armit CBE Chair,
National Infrastructure Commission

Source: NIC National Infrastructure Assessment 2018

3.2 Options selection & investment case

4 HM Treasury should review the Green Book and its application to ensure the investment case takes into account full potential social value benefits

Appraisal of public infrastructure investment in the UK is based on the HM Treasury '5 case model' for business case assessment (Strategic Case, Economic Case, Commercial Case, Financial Case, Management Case).

Social value is captured within the 'Economic case', which asks for an assessment of the net value to the UK of the proposed intervention compared to continuing with Business as Usual. Contributors to this research said that social value should be included in every investment case in a more substantial and relevant way. This could be set out in a 'wider benefits' chapter.

At the time of writing, the treasury has committed to reviewing the Green Book.

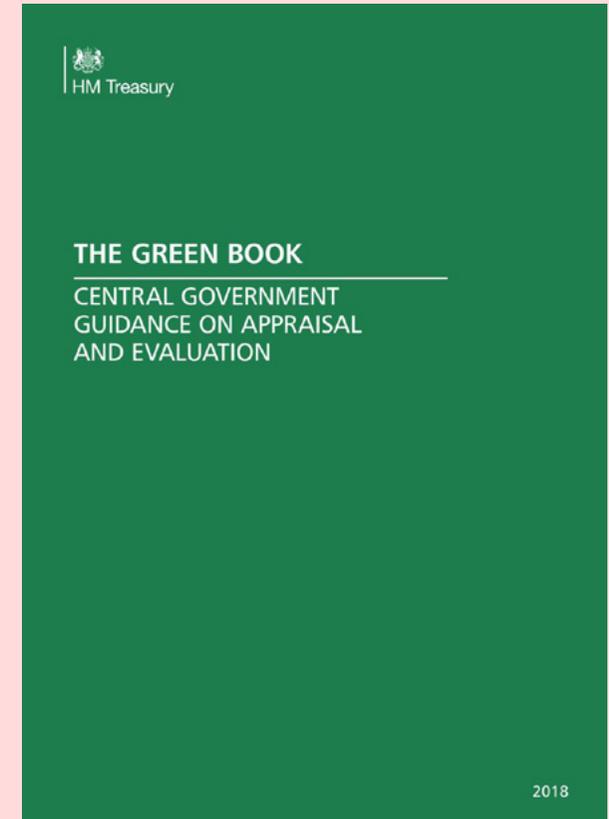
Early investment decisions need social value to be considered in a meaningful way.

Transport sector client

The Green Book provides guidance on how to appraise policies, programmes and projects through cost-benefit analysis (CBA). However, it was stressed during the research that this is not fit for purpose for major long-term infrastructure projects, and insufficiently captures broader social benefits with dynamic effects. Not only is it not fit for purpose, it is poorly applied with many citing that it is addressed very scantily.

As highlighted by the Institute for Government in their publication 'How to value infrastructure', high-speed rail, new nuclear power plants and broadband all have dynamic effects, such as increasing growth, boosting productivity or creating jobs. But these effects, which could represent a significant proportion of a project's benefits, are not fully accounted for in a static, conventional CBA which assumes that these aspects of the economy will remain constant. Conventional CBA is a method for looking at incremental changes, not system-wide ones.

The strategic case for High Speed Two (HS2) explicitly acknowledges this, noting that 'the benefit-cost ratio methodology was not developed [for schemes] on the scale of HS2'. Schemes of this scale could benefit from supplementary guidance for The Green Book on how to suitably capture and value social benefits from these projects.



[Read it here](#)

3.3 Procurement of design & delivery teams

What is the current approach?

The procurement phase has the greatest focus on social value according to participants in the research, alongside the construction stage. This has largely been driven by the Social Value Act (2012), which aims to ensure that social value is considered when awarding public sector contracts.

However, this research has highlighted that the inclusion of social value in procurement needs vast improvement. Only 27% of survey respondents working in the supply chain said that clients include social value in procurement very well or well. Whilst there are pockets of good practice, the overwhelming majority of respondents feel like it is done very poorly, poorly or neither good nor bad (neutral).

How can social value be generated at this project stage?

Procurement is a key step in the lifecycle; it is a bridge between client ambitions and delivery in practice. If done well, procurement can be a significant enabler for social value delivery. Importantly, it ensures that social value opportunities identified in the planning and design phase are captured within contractual requirements so that they are not lost and, indeed, are enhanced/added to through subsequent phases.

This research has revealed that there is a perception that *'delivery of social value is outsourced by clients to the supply chain'*: If this is true, this places a great deal of importance on the selection of the right delivery team.

What needs to change to close the implementation gap?

1 Clients must make their social value needs explicit in tender information and embed them in evaluation weightings.

Clients need to clearly communicate the project's social value ambitions in the tender information, and include evaluation criteria for both social value and environmental sustainability, in the region of 10% each. By doing this, clients will communicate that this is an important issue - and the supply chain will respond. Social value evaluation criteria can be stand-alone or included within the quality criteria.

2 Clients must develop their skills and capability to incorporate social value in the procurement process

It's important to frame social value questions well. The research points to the need for procurers to have social value training, or to engage with social value experts to set questions and evaluate responses.

3 Outcome based procurement questions are preferred

Clients typically use specified requirements (e.g. provide x number of apprenticeships) or outcome-based questions (e.g. how will you deliver high quality apprenticeship opportunities and support apprentice career progression?) during procurement. The latter is preferred because it presents the greatest opportunity for a bidder to develop creative solutions. However, these types of question are more difficult for procurement teams to evaluate.

4 Clients should assess tenders against a balanced scorecard heavily weighted to quality over cost

Clients and contractors should procure based on value for money, not lowest cost. A balanced scorecard approach to tender evaluation is essential for getting high quality partners on board who will help deliver a client's social value aims. This research indicates that currently a balanced scorecard would be typically 60% quality/technical: 40% cost, or 70% quality/technical: 30% cost. Some clients like Anglian Water put more emphasis on the quality/technical evaluation and see the benefits of this for delivering sustainable outcomes during project delivery.

It is important to be aware of an issue associated with evaluation weightings - as Miles Ashley of Wessex Advisory explains, *"Procurement weightings of 70% technical over 30% commercial, which proclaim appointment decisions driven by quality, are commonly disingenuous. It is widely recognised that closer correlation in qualitatively assessed technical scores rarely outweigh the amplified sensitivity of quantified commercial assessment, where lowest cost is typically awarded near 100% of the commercial element. The effect of the asymmetry in this assessment model, when prescriptively applied, means that lowest price ordinarily wins."*

As such, higher 80:20 or 90:10 quality: cost evaluation weightings are more desirable.

5 Include bid commitments in the contract

The commitments made in the tender process must be translated into contract requirements to help ensure they are delivered in practice.

3.3 Procurement of design & delivery teams

What needs to change to close the implementation gap?

6 Clients must ensure that contract opportunities must be open to SMEs

This research has shown that to maximise social value, it is vital that contract opportunities are open to SMEs and Social Enterprises, and that clients actively support these types of business to win contracts. See Hinkley Point C case study in section 4 for practical actions to support SMEs to win contracts. Importantly, SME involvement must be followed through to delivery stage.

Most of the major clients have objectives to procure SMEs. But the reality is that a major engineering consultant might include you on their bid to tick an SME box, then you can be descoped, underpaid and treated poorly during contract implementation. The value of procuring an SME gets lost but the client still gets to report us in their SME figures.

SME Engineering Consultant

Benefits of procuring SMEs

- More creative and innovative solutions
- More flexible and agile, and can make decisions faster
- They often provide better value for money (smaller overheads)
- Better access to senior leaders and experts
- Local multiplier effect - additional economic benefit is accrued in an area from money being spent in the local economy

Source: various interviewees

Procuring for Value

The Construction Leadership Council (CLC) and the Construction Innovation Hub are collaborating on a new digital system which will support whole-life outcomes-based decision-making in new asset procurement.

This collaboration will be about more than just a system for procurement; it will allow a clear and transparent assessment of value from inception and business case, through the design and construction and into operation. The system will allow users to make informed decisions within predefined, policy-led boundaries based on local needs and user priorities.

Source: Construction Innovation Hub

What is a Social Enterprise?

A Social Enterprise is a business that trades to tackle social problems, improve communities, people's life chances, or the environment. Like traditional businesses they aim to make a profit, but it's what they do with their profits that sets them apart – reinvesting or donating them to create positive social change. If £1 is spent on the delivery of construction services, that same £1 can be used to produce wider benefit by using Social Enterprises.

However, despite the benefits, *“there remain many barriers to the successful integration of social enterprises into what is still a highly commercial and incestuous industry with strong relationships and path dependencies which are notoriously difficult to break.”*

Source: Social Value in Construction, Raiden & Loosemore et al 2019

3.4 Design development

What is the current approach?

Generally, there is very limited consideration of creating additional social value during design stage.

How can social value be generated at this project stage?

Designing infrastructure so that it generates additional social value can transform the fabric of local communities, enhance local, regional and national economies, and provide a wide range of economic, social, cultural, and environmental benefits. Designing infrastructure that people value, that people want to spend time in/on, and that contributes to placemaking, can enhance the long-term value of the asset.

There is also a significant opportunity to provide additional social value during the design stage and to provide opportunities for communities to input into the design process to ensure the infrastructure asset meets their needs from a user perspective.

Clients don't tend to ask their designers to do anything. They mainly focus on procurement and construction, which is frustrating as there are so many missed opportunities.

SME Engineering Consultant

What needs to change to close the implementation gap?

1 Clients need to improve the incorporation of social value into design briefs

The majority of survey respondents and interviewees said that social value is included in client design briefs 'poorly', as show in Figure 4. This is a significant part of the implementation gap and is a key area for improvement.

Fig. 4 Survey question: How well is social value included in client design briefs?



2 Clients and designers should use multiple methods to create additional social value during the design stage

Opportunities for providing additional social value can be identified during design stage through community consultation, and even better, co-design with the local community (see box overleaf).

Opportunities to create social value through design

- Integrated approaches with other local infrastructure schemes to make the best use of taxpayer's money
- Implementing user-centred design (UCD) principles
- Co-designing infrastructure with local stakeholders (see box overleaf for explanation of co-design)
- Designing infrastructure based on existing local skills (e.g. stone masons, local fabricators)
- Evaluating the social value benefits of different options and using that information to inform design choices
- Designing additional features e.g. trees to mitigate noise effects and increase biodiversity, playgrounds for children, cycle paths to help commuters and customers reach the infrastructure asset
- Micro-climate design for pedestrian and user comfort
- Designing additional features to help monitor or improve air quality in the local area
- Reducing consumption of embodied carbon and resources (energy, materials, water) through design
- Designing for the circular economy
- Enhancing the lifespan and value of assets
- Putting in place independent Design Panels to ensure social value is being sufficiently addressed (this is in line with the recommendation from the National Infrastructure Assessment)
- Providing opportunities in design phases to support pathways into higher value employment to support social mobility
- Partnering and working with Social Enterprises to design the scheme

3.4 Design development - guidance

Embedding social value into design

The Supply Chain Sustainability School has produced a useful guide on '**Social Value and the Built Environment**' which is available to download [here](#).



Role of Engineers

“Engineers have a significant role to play in delivering social value outcomes including health, well-being and environment across the lifetime of the development. Through the application of scientific principles, evaluation frameworks, computer modelling and creative design thinking, they are well placed to test ‘what-if’ scenarios to inform design decisions and build an evidence base across a wide range of social, economic and environmental factors. These include air quality, thermal comfort, acoustic environment, active travel, biodiversity, clean affordable energy and user satisfaction.”

Source: UKGBC Driving Social Value in New Development
[Click here for link](#)

The difference between community consultation, engagement and co-design

Stakeholders are more likely to support new infrastructure if they can influence, and be involved with, schemes from early on. Such support leads to successful planning applications, providing certainty for the infrastructure development process. Integrating people into the design process provides a sense of ownership and involvement, connecting people with places and making them feel valued. There are three ‘levels’ of this.

Community consultation

This is the most basic approach. Community consultation supports statutory planning over a fixed period, which seeks to allow communities to have a voice and/or to participate in the decision making process through bespoke activities which are led by the Local Authorities and/or developers.

Community engagement

Community engagement is active, ongoing and informed joint working. It means including people in decision making processes and working together to implement change and ongoing service delivery. Community engagement refers to activities designed to give communities an opportunity to contribute to local decision-making and service delivery. It is entirely about building trust and relationships between the local community and the client and developers; this is a long term relationship. Community engagement is implemented at the beginning of a project to understand the needs of the community before any

plans are discussed and delivered. It is then continued throughout the development process, designing social value programmes to support the community during the project and should be maintained until completion.

Co-design (also referred to as ‘participatory design’ and ‘co-production’)

Co-design is a more advanced approach, and is where local people and organisations are actively engaged in the design process being led by the commissioning client/project lead to help ensure the asset meets their needs and is usable. Co-design goes beyond consultation to actively engaging local people and organisations in informing the vision and brief, in ideas generation and in decision-making.

Recent research published in the ICE Proceedings on flood alleviation projects promotes an approach that incorporates social concerns alongside technical ones. Rather than ‘community engagement’, it is argued that ‘co-design/co-production’, in which lay communities work alongside technical experts in the design of flood risk alleviation schemes, would enable a final outcome that is both more technically successful and socially acceptable.

Sources:

- ESSP Code of Practice on Consultation and Community Engagement
- Community Planning Toolkit
- Fitton SL and Moncaster AM, Arguments for a co-production approach to community flood protection, Proceedings of the Institution of Civil Engineers – Engineering Sustainability

3.5 Planning Approvals

What is the current approach?

Generally, there is very limited consideration of social value during the planning approvals stage beyond minimum requirements to be granted planning permission. As a result, communities are missing out on the broader opportunities that could arise and promoters struggle to communicate benefits.

How can social value be generated at this project stage?

The inclusion of social value requirements in planning policy and the infrastructure planning approval process could be a key driver for ensuring new infrastructure projects and associated development provides additional social value, based on local needs. If social value generation was a key consideration when deciding whether to give consent for a particular project, it would be a higher priority for infrastructure clients.

What needs to change to close the implementation gap?

1 Local Authorities and the Planning Inspectorate should explicitly link social value policy to planning approvals

Social value and sustainable development principles are already integrated within national planning guidance through the National Planning Policy Framework (NPPF). At the local level, Local Authorities should go beyond their procurement obligations in the Social Value Act and make an explicit link between their Social Value Policy and planning approvals for new development and infrastructure projects. This will send a clear signal to the market and give leverage to the Local Authority during the planning permission process.

2 Local Authorities, clients and the supply chain should look for opportunities to offer benefits beyond Section 106 Agreements and the Community Infrastructure Levy

Infrastructure clients can offer additional social value beyond Section 106 Agreements and the Community Infrastructure Levy (which aim to make acceptable development which would otherwise be unacceptable in planning terms). A Social Value Strategy based on the local needs analysis could be produced and included within the Sustainability Statement that is submitted with planning. This may help the project get planning permission, build local support and provide added value. Unfortunately, the ability for planning authorities to secure or enforce additional social value benefits can be limited by current law and

policy, related to viability assessments (see [Social Value Portal's 'Integrating Social Value into Planning'](#) Briefing Note).

3 Government and developers should ensure that Nationally Significant Infrastructure Projects are exemplars

Nationally Significant Infrastructure Projects (NSIPs) are approved by the Planning Inspectorate. NSIPs include proposals for power plants, large renewable energy projects, new airports and airport extensions, major road projects, etc. Given the scale of NSIPs and the level of Government involvement, these projects present a significant opportunity to maximise social value and should be exemplars of how social value should be considered and delivered. Delivery of broader social value benefits on NSIPs should be a key condition of planning consent.

Integrating social value into the planning system could benefit everyone involved in regeneration... Councils should ensure that there is a direct and explicit link (i.e. a golden thread) between the Council's Social Value policies and the operation of the planning system as well as procurement.

Source: Social Value Portal Briefing Note, Integrating Social Value into Planning

3.6 Construction

What is the current approach?

A lot of social value activity is focused on the construction stage. However, interventions are often limited to providing employment and skills opportunities. Whilst these do have high social value, they are considered business-as-usual, and broader opportunities to generate social value based on local needs are often missed. In addition, poor contract management has been cited as a reason why many social value commitments are not delivered in practice.

Many construction projects report on the social value generated during the construction phase. A variety of tools for capturing and monetising social value are in use, varying from in-house simple spreadsheets to more sophisticated online reporting tools. With so many methodologies in existence, trustworthiness of data was raised as a concern by many interviewees and in the survey. Measurement and reporting tools are discussed further in [Appendix A](#).

How can social value be generated at this project stage?

A large number of people are involved in, and affected by, the construction phase of projects – from delivery staff, to worldwide supply chains, to the local community. There is therefore great opportunity to create additional social value beyond standard construction delivery practices. To ensure social value commitments are delivered in practice, contract requirements and strong contract management are required, as well as partnering with credible and responsible delivery teams.

What needs to change to close the implementation gap?

1 Clients and the construction supply chain should take a more holistic and creative approach to social value, based on local needs analysis and what they can influence.

Projects need to do more than simply provide local jobs, apprenticeships and opportunities for SMEs which are business-as-usual. Clients and contractors should also look beyond the site boundary of their project and collaborate with local stakeholders to deliver a wider range of benefits. Forming partnerships with local charities, community groups, businesses and social enterprises to deliver social value outcomes is recommended. Thames Tideway is a good practice reference for implementing a broad range of social value actions during construction – [see case study in section 4](#).

There are also a number of standard good-practice actions that projects can implement during construction. Contributors to this research said the national social value TOMs (themes, outcomes, measures) toolkit is a useful starting point. It provides a menu of options that can be matched to local needs, as well as an excel-based measurement tool. It is already being used by many organisations in the infrastructure sector, and an infrastructure-specific plug-in is in development. The TOMs themes span employment and skills, business growth, communities, environment and innovation (Figure 5). Multiple contributors stressed the need to avoid simply picking outcomes from TOMs without consideration of local needs and local opportunities.

Themes	Outcomes
Jobs: Promote Local Skills and Employment	<ul style="list-style-type: none"> More local people in employment More opportunities for disadvantaged people Improved skills for local people Improved employability of young people
Growth: Supporting Growth of Responsible Regional Business	<ul style="list-style-type: none"> More opportunities for local SMEs and VCSEs Improving staff wellbeing Ethical Procurement is promoted A workforce and culture that reflect the diversity of the local community Social value embedded in the supply chain
Social: Healthier, Safer and more Resilient Communities	<ul style="list-style-type: none"> Crime is reduced Creating a healthier community Vulnerable people are helped to live independently More working with the community
Environment: Protecting and Improving Our Environment	<ul style="list-style-type: none"> Climate impacts are reduced Air pollution is reduced Better places to live Sustainable Procurement is promoted
Innovation: Promoting Social Innovation	<ul style="list-style-type: none"> Other measures

Fig. 5 National TOMs Framework Themes and Outcomes

3.6 Construction

2 Clients need to improve contract management

Several contributors to this research said that poor contract management by clients is a significant contributor to the implementation gap. When asked whether clients ensure that social value commitments agreed during the procurement phase are implemented, only 26% of survey respondents said that this was done very well or well (Figure 6). This was put down to:

- Resource constraints in the public sector
- Lack of clear contractual commitments
- Poor integration into monthly project reporting and contract management processes
- Significant focus on programme cost and safety in the construction industry, with other “nice to have” performance indicators being neglected
- Some social value actions being deemed too difficult or too costly to achieve

Fully embedding commitments into contracts is a crucial first step. Crossrail set a contractual requirement for all main contractors that involved a donation of skills, time, funds and/or expertise to bring lasting benefits to the communities around the worksites and some fantastic outcomes were achieved. Particular areas of focus were education, renovation and refurbishment, social welfare, economic development and jobs.

There are some very good examples of social value being embedded into contract management and monthly reporting cycles by clients, for example Scape, Anglian Water, Crossrail and Thames Tideway. These clients collaborate with their supply chain to implement the social value objectives and understand reasons for implementation difficulties.

Fig. 6 Survey question: How well are procurement commitments implemented?



A common challenge is performance management - getting it as a requirement in the contract and tracking the delivery of it.

Transport sector client

To deliver social value, carrots and sticks are needed.

Sustainability Manager, Major Contractor

3 There is a need for more consistent reporting and auditing of social value data

Common social value metrics and reporting for infrastructure and construction projects would help improve the trustworthiness of data and enable stakeholders to be able to judge success.

Social Value UK have developed seven principles of social value accounting. These are set out in [Appendix A](#). By applying the principles, it should be possible to create a consistent and credible account of the social value that is being created or destroyed by a construction project.

In the survey, 41% of survey respondents said that data is collected but only 15% said it is audited – and this is another area for improvement.

3.7 Operation

What is the current approach?

Many infrastructure providers are working to create social value during the long-term operational/use phase, often as part of their Corporate Social Responsibility (CSR) or Responsible Business Strategy – but more can be done.

How can social value be generated at this project phase?

New infrastructure investment is only a very small proportion of the total amount of infrastructure that is already operational across the country – most of it has already been built and is providing ongoing services to customers - for example railway companies, airports, energy suppliers and water suppliers. All infrastructure asset owners and operators can create ongoing social value in the way that they deliver services over the many decades of operation and can continually improve their approach over time. Simple examples include an existing railway station installing a lift to accommodate disabled or elderly customers and young families; staff investing time or skills to a local community project; investing in new cycling infrastructure; introducing well-being initiatives; or providing space in stations for community initiatives and start-up businesses. At the more advanced end of the spectrum, this could include shared community ownership of the infrastructure asset.

To have the biggest impact, infrastructure providers should consider themselves long-term partners with the local community; working together to improve people's lives and the local area, in the way that Anglian Water has done in Wisbech ([see case study in section 4](#)).

What needs to change to close the implementation gap?

1 Get the basics right: Provide reliable, affordable services for customers

To help improve the image of the infrastructure industry and public perception, companies need to provide reliable and affordable services, outstanding customer service, a range of facilities for different types of customer (e.g. people with disabilities, families, prayer rooms), and have special price plans and support for customers in fuel poverty and water poverty. There should be strong channels of communication between the local community and customers so that the infrastructure company is aware of their needs.

2 Embed social value into core business values and strategy

There is evidence of all the key infrastructure sectors taking social value more seriously and embedding it in their core business values and corporate strategy; from airports to water companies, to new kinds of Community Interest Companies in the energy sector where communities have a stake in its operation and success. [Section 4](#) includes case studies which highlight these aspects in more detail.

3 Procure goods, services and works associated with operation and maintenance using social value principles

The principles for embedding social value into procurement highlighted in [section 2.3](#) should be applied to the on-going procurement of goods, services and works to support operational and maintenance activities. This includes implementing sustainable and responsible procurement principles, and procuring from SMEs and Social Enterprises.

4 Continual improvement

There should be continual creation of social value over the lifetime of the asset or service. The effectiveness of social value interventions and achievement of desired outcomes should be monitored, measured and fed back to other projects.

An interesting example of this is the UK's first citizen-led Prosperity Index, which measures what matters to the prosperity of local communities in east London. The Prosperity Index has been developed to help decision makers and communities to understand what prosperity means and identify strategies for local action. It is a new way of bringing local priorities to decision-making; it is a method that has been piloted in east London and can be applied to communities around the UK.

Find out more: <https://londonprosperityboard.org>

3.8 Decommissioning

What is the current approach?

Generally, the creation of social value during decommissioning has been overlooked. The nuclear decommissioning sector has increased its focus on social value creation in recent years.

How can social value be generated at this project phase?

As we transition to a zero carbon economy, there will be significant decommissioning of 'high carbon' infrastructure assets, particularly in the oil and gas sector, as well as ongoing decommissioning of ageing assets such as old nuclear power stations. There are opportunities to generate social value during decommissioning.

The nuclear decommissioning industry is an example of a sector that is stepping up to ensure that the decommissioning of nuclear power stations creates social value in the local area. The Nuclear Decommissioning Authority (NDA) is committed to supporting activity that helps sustain local communities affected by decommissioning work. They have obligations to take account of the impact of decommissioning activities, spending one per cent of overall expenditure on local projects. This funding is intended to support local communities as sites head towards closure. Working in collaboration with local organisations, the NDA focuses on initiatives to improve education, training, employment, business support measures and economic diversification.

What needs to change to close the implementation gap?

1 Develop a social value strategy for the decommissioning stage:

Through the development of a specific Social Value Strategy for the decommissioning stage (co-designed with staff and local stakeholders), infrastructure companies can clearly set out their goals and approaches, and communicate these internally and externally. This could also address opportunities to link circular economy principles associated with the significant amount of materials and equipment being commissioned, with increasing social value – e.g. generating opportunities for social enterprises and SMEs to reuse and distribute materials through reuse networks.

Sellafield

Sellafield in West Cumbria, Europe's largest nuclear site, is currently being decommissioned.

Sellafield Ltd's primary purpose is to clean up the Sellafield site. In addition to their core activities, they are also leveraging £2bn/yr from Government to create sustainable growth by both diversifying the economy and reducing reliance on Sellafield. Sellafield Ltd has developed a Social Impact Strategy with five objectives: Resilient Economies, Thriving Communities, Social Value Chains, Sustainable Incomes, and Collective Impact.

Their Social Impact Strategy focuses on creating shared value and developing new, longer term and stronger relationships with stakeholders, supply chain partners and communities.

Sellafield Ltd will achieve its strategy by "using an integrated organisational approach to social impact using all resources, activities and investment at Sellafield. This will involve Sellafield Ltd embedding social impact into everything we do."



Young women from across Central Scotland participating in the 'Women into Construction' programme, facilitated by GRAHAM. 'Women into Construction' has been devised by Action for Children to encourage more females into the construction industry, where women currently only account for 14% of the workforce.



4

Case studies

This section highlights the approaches taken to provide additional social value (beyond the primary purpose of the asset / company) across key infrastructure sectors.

The case studies demonstrate what current practice looks like. Whilst these examples illustrate some steps being taken by clients, it should be noted that people working in the supply chain and other stakeholders often feel there is lack of consistent implementation. This relates back to the implementation gap and perception gap.

Case Study

Scape Group - leadership for developing social value outcomes

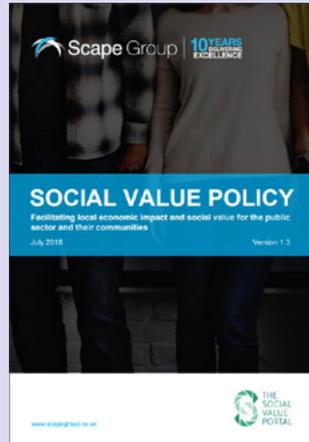
Scape Group is a public sector organisation, dedicated to creating ongoing efficiency and social value via the built environment.

Scape and its subsidiaries offer fully managed frameworks, property services, innovative design solutions, community investment opportunities and joint ventures.

As a public sector organisation, Scape believes it has a responsibility to take a leadership role in the development of social value outcomes.

Scape has developed a comprehensive Social Value Policy, and defined four main areas of impact where social value has significant influence:

- In setting objectives for delivery (in procurement or for delivery of programmes and projects) to establish a common standard of outcomes, and to ensure social value outcomes feature in every service offered by Scape Group.
- In the specification of services; both those delivered directly and through procurement; ensuring social value outcomes influence the choices of materials, methods, and resourcing for every project.
- In performance management activity as services are delivered, ensuring social value measures are consistently captured and that the data is used proactively as projects are delivered.
- In reporting progress and celebrating success; ensuring our clients are notified and satisfied, and the communities who benefit can recognise what has been achieved.



[Read it here](#)

Scape is a founding member of the National Social Value Taskforce and has fully adopted the National TOMs (Themes, Outcomes, Measures) in partnership with the Social Value Portal. It is important to Scape to have an external third party to report their social value measurements and provide an independent stamp of approval.

Scape ensures SMEs and Social Enterprises (SEs) are invited and enabled to contribute to the delivery of contracts, as they recognise that this will be key to achieving successful social value outcomes.

They have also recently established a Social Enterprise working group, aiming to build a central directory of social enterprises in the built environment.

Scape National Civil Engineering frameworks

The four-year Civil Engineering frameworks deliver civil engineering and infrastructure works in sectors including but not limited to transport, leisure, coastal, marine and flood defence, local and central government.

Social value and the TOMs framework featured heavily in the tender, where bidders were required in the tender process to demonstrate their capability and commitment to social value. The 'Civil Engineering' and 'Civil Engineering–Scotland' frameworks were awarded to Balfour Beatty.

As part of its tender submission, Balfour Beatty made a commitment to deliver 50% added social value across the frameworks. Balfour Beatty's other bid commitments included creating a skills academy, to introduce 8,000 new people into the construction industry via learning and development activities and investing in local communities. The overarching principle is to create a lasting positive legacy from projects. Rather than simply donating time and materials to community projects Balfour Beatty create a bespoke community engagement plan that addresses local needs across four key areas: local employment and skills, community engagement, supporting local business and environment.

Scape has strong framework management and governance processes in place to ensure that social value outcomes are achieved in practice. Balfour Beatty is required to report monthly on performance against the measures in the TOMs matrix (e.g. SME engagement, local suppliers, local employment), alongside other contractual KPIs (i.e. client satisfaction). Scape and Balfour Beatty hold regular meetings to check progress against the targets set. Where there are early warning signs that a KPI may not be met, plans are put in place to ensure the targets can be achieved.

Case Study

Anglian Water - embedding social value in its core business approach

Anglian Water is geographically the largest water company in the UK, covering a significant area in the East of England. Their whole business model is centred on creating value for local communities.

Approach

Social value has always been embedded in Anglian Water's core business approach. This was formalised in the 'Love Every Drop' strategy which brought environmental and social goals together and put them in the core of the company strategy, rather than having separate sustainability objectives.

Anglian Water co-developed 10 'outcomes' they would deliver in collaboration with their customers in the 2013 Love Every Drop strategy, and updated these in 2017. They include caring for communities, providing resilient services and having a smaller carbon footprint.

In 2019, Anglian Water made fundamental changes to their Articles of Association, becoming the first UK water company to legally embed a public interest commitment in its business. They have mapped their activities and outcomes to the United Nations Sustainable Development Goals (SDGs) and are creating a new approach to responsible decision making using the six capitals model. They report annually on their progress in an Annual Integrated Report and it is clear to see that social value is well and truly embedded in the business. This is a key recommendation for other companies in the infrastructure sector.



Our aim, supported by our long-term shareholders, is to enhance and support the communities we operate in. Every decision we make as a business considers the social and environmental impacts of our activities and we continuously seek new and innovative ways to improve the prosperity of our region over the longer term.

Anglian Water Annual Integrated Report 2019

Case Study

Hinkley Point C – jobs and skills for local people

Hinkley Point C (HPC) is the first new nuclear power station to be built in the UK for 20 years and the vast industrial scale of the project makes it one of the largest and most complex infrastructure projects in Europe.

The two EPR nuclear reactors at Hinkley Point C will be capable of delivering low-carbon electricity to some six million homes with the first operational in 2025. A key focus of the project has been to ensure the substantial socio-economic opportunities of such a large project can be of benefit to the South West Region and to the UK as a whole.



Image source: <https://www.edfenergy.com>

Supporting local SMEs

Working collaboratively with local partners, EDF have been working together to make sure that businesses from across the region are supported into the project's broad supply chain.

Many of these businesses are SMEs who have not delivered on large-scale projects before and, as a result, the Hinkley Point C supply chain team has invested resources and time in developing their capabilities.

Examples of these efforts include providing training and advice on the complexities of nuclear construction and engineering contracts, providing advice on forming consortia, and helping SMEs secure loans. Beyond the project, a key aim is to create a legacy of local capability and enabling local suppliers to participate in future large scale infrastructure projects.

In 2017, EDF Energy partnered with the University of Bath to create a world-class research centre, the '[HPC Supply Chain Innovation Lab](#)', which will provide a platform for international thought leadership to connect business leaders, policymakers and academics in the fields of supply chain, innovation and complex capital projects. Social value is one of the Innovation Lab's areas of focus.

Skills development

EDF is:

- Investing some £15 million into Education, Skills and Employment across the South West region.
- Supporting the development and raising the overall skill level and profile of apprenticeships across the region.
- Supporting the region's strategy for increasing productivity and social mobility, particularly in West Somerset. At a time of historically high employment, their start-to-finish education and skills pipeline is helping local people to up-skill, re-train and access high quality, sustainable careers.
- Providing an industry-leading schools engagement programme, 'Inspire', across the region to motivate young people into science, technology, engineering and mathematics career routes.
- Providing an innovative bridge from education into the world of work – supporting local careers advice and guidance through the Young HPC programme.

Outcomes

Some of the outcomes achieved to date include:

- £1.7 billion spent with regional companies in the south west to date (target of £1.5 billion).
- Over 10,000 new jobs created or safeguarded so far.
- 644 apprenticeships created to date (ambition of 1,000 over the project).
- Over £11 million spent on local community projects.

Case Study

Tideway - SROI assessment and broad range of initiatives

The Thames Tideway Tunnel is a 25km super sewer designed to protect the River Thames from the millions of tonnes of sewage that currently spill into its tidal section every year.

Tideway is the company that has been set up to finance and build the tunnel.

As part of the delivery of the tunnel, Tideway has a vision to reconnect London with the River Thames and has developed a comprehensive legacy programme which sets out the benefits it intends to deliver to London during construction and for years to come.

Approach to social value

The primary purpose of the project is to reduce sewage overflows into the River Thames, delivering the core benefit of improved water quality. But beyond that, their vision is to reconnect Londoners with the River Thames and deliver wider benefits to London during construction and for years to come.

It is vital that every pound spent on the tunnel is spent in a way that creates maximum value to the project, the economy, the environment, and the people of London.

Legacy Strategy

Tideway commissioned an independent Social Return on Investment (SROI) assessment on its legacy programme and in 2018 the SROI forecast an anticipated £3.39 return for every pound spent on delivering the legacy programme.

A legacy strategy is in place that has 54 legacy commitments across five themes (environment; health, safety & wellbeing; economy; people; place).

Tideway has developed a Sustainable Financing Framework which links performance against the legacy commitments to the cost of financing, which now stands at £1.8billion in sustainable financing for the project. In addition, Tideway has mapped the Legacy commitments to targets within the UN Sustainable Development Goals. Tideway's legacy team embedded the Legacy commitments into the procurement process and contracts, and established a reporting tool and associated reporting process for contractors and Tideway to assess performance against commitments they are responsible for delivering.

Performance against the legacy commitments is reviewed quarterly with Senior Executives and key stakeholders. Tideway's 2018/19 annual report indicates that 90% of live Legacy Commitments are on track to be achieved against a target of 75%.

Examples of social value initiatives

- Target for 90% of tunnel spoil (about 4.2 million tonnes) to be transported by river rather than road, taking lorry movements off London's roads to limit pollution, congestion and to protect road-users. To date, Tideway has moved more than 2 million tonnes by river, avoiding 200,000 two-way HGV movements.
- Use of Compete For to encourage SMEs to compete for contracts.

- One of the first organisations to sign up to BRE's Ethical Labour Sourcing Standard. Tideway has recertified to the ELS for the second year and remains the only client signatory.
- Key partner in establishing the Thames Skills Academy, which will set new standards for health and safety training for those working on the river.
- Focus on local employment, employing people with convictions, providing apprenticeships and offering comprehensive work placements. An independent Social Value analysis of Tideway's commitment to employ people with convictions, found that for every £1 Tideway invested there is a £6.86 social return.
- Tideway's Active Row partnership with youth engagement charity London Youth Rowing aims to get 8,000 young people – 50% of them female and 60% from minorities - active through indoor and on-water rowing within four years. The programme has so far engaged 5,600 young people in just over two years.
- Since 2016 volunteers have collected 96,427 plastic bottles from the Thames and have engaged 1,927 volunteers to date. Volunteer surveys have found that 95% had a much better awareness about the impact we have on the River Thames and 75% will reduce their use of plastic.
- Included in The Times Top 50 Employers for Women 2018 and committed to achieving Gender Parity.

More information

<https://www.tideway.london/benefits/>

https://www.tideway.london/media/1624/tideway-legacy-brochure_2017.pdf

Case Study

Delivering social value in Wisbech: Needs-based approach and Alliance model

Wisbech is in the heart of Anglian Water's operating area, and in the bottom 10% nationally for four of the top eight deprivation indicators.

In 2012, the @one Alliance (a collaborative organisation of consultants and contractors delivering over half of Anglian Water's capital investment programme) made a commitment to create sustained, positive change in Wisbech.

The @one Alliance have working together since to tackle these social issues and help regenerate the community, way beyond simply maintaining and improving water infrastructure in the area.

Needs-based approach

Wisbech was experiencing sustained underinvestment, increased levels of deprivation, low-skill and low-paid employment and challenging educational needs. Key statistics included:

- Life expectancy 3 years less than nearby Cambridge.
- Ranked 6th worst town on social mobility index, across the whole country.
- 35% of people do not have any qualifications.
- Largest town in England not connected to the rail network.
- 4 out of 10 pensioners do not have access to a car, relying on public transport.

Anglian Water & partners focused their efforts on addressing these local needs, immersed themselves in the local community and built trusting relationships. They have produced the following guidance for others:

1 “Immerse yourself into the local community, ask questions and most importantly listen. Through this you'll create strong, trusting relationships where all parties are treated equally.”

2 “Understand the current situation and challenges. Hearing this from local people will help you really understand what is going on and create emotional investment from key stakeholders.”

3 “Be honest from the beginning about what you can offer as an organisation and what you can't. This will help you to gain the respect of the local community and local stakeholders.”

Alliance Model

Key to success was the @OneAlliance alliance model, which was established based on delivering a shared set of outcomes. The outcomes include caring for communities, a smaller carbon footprint, and delivering resilient services. The outcomes are fully integrated into the business plan and scorecard, which is reviewed on a monthly basis.

Anglian Water's @one Alliance procurement model demonstrated that you get better performance and wider value by procuring based on outcomes not outputs, and selecting the right organisations not the cheapest bid. Their standard procurement weighting is 80% capability/quality and 20% cost, and there are examples of this being even higher – for example the Strategic Pipeline Alliance was 88% capability.

In Wisbech, the @oneAlliance recognised that as a group of organisations they could make a big impact based on local needs assessment. They have achieved a fantastic range of outcomes, focused on three key areas:

- Community support.
- Education and skills.
- The development of infrastructure to support a thriving town in the long term.

For more information on the outcomes that have been achieved see:

<https://www.anglianwater.co.uk/siteassets/household/in-the-community/community-regeneration-in-wisbech2.pdf>

Bounce Back is a Charity and a Social Enterprise focused on training and employment of ex-offenders, who partners with a wide range of construction organisations.



5

Recommendations

Throughout this report we include guidance and highlight enablers that will assist with the delivery of more social value in the infrastructure sector.

Recommendations

Three categories of recommendations have arisen from the research:

A

Strategic recommendations

B

Recommendations for closing the implementation gap through the project lifecycle

C

Supporting recommendations

A. Strategic Recommendations

— Invest in the right project

So much can be achieved by investing in the right project. Infrastructure clients should be more willing to explore alternative solutions that may deliver greater social value, and integrate with other local infrastructure projects to maximise benefits to society.

— Embrace a broad view of social value

A crucial first step is for all stakeholders in the infrastructure sector to understand that social value that goes beyond just delivering employment, apprenticeships and SME involvement during construction. We need to think broadly about how the infrastructure asset can improve the lives of local people and deliver multiple benefits.

— Aim to create social value at all stages of the project lifecycle

The current focus on delivering social value through the procurement and delivery phase means that opportunities to create benefits upstream (during planning and design) and downstream (during operations and decommissioning) are being lost.

— Base social value interventions on a Local Needs Analysis

Social value interventions should deliver benefits that meet the specific needs of the affected communities; helping to build stronger and more resilient villages, towns and cities. Clients should conduct or commission a Local Needs Analysis in advance of finalising a project's strategic brief. This should assess local needs beyond the project redline boundary and include engagement with a wide group of local stakeholders.

Recommendations

B. Recommendations for closing implementation gaps through the project lifecycle

For National & Local Government

- Prior to defining infrastructure projects, define the regional and local social need that is required and identify a range of different options for delivery.
- Improve strategic infrastructure planning, including within the National Infrastructure Strategy, to ensure that social value benefits are generated at the network and system level, not just projects in isolation - and that adverse social impacts are minimised.
- Emphasise the need for an infrastructure project to deliver multiple outcomes, beyond the primary purpose of the investment, by considering needs beyond project boundaries.
- Build the case for social value outcomes to be a key consideration in infrastructure commissioning and recognise the role this can play in building greater public support for infrastructure projects.
- As part of the Government's review of the HM Treasury Green Book, enable public sector projects to capture wider benefits. Ensure that projects are appraised and that decision making is based on full consideration of social value benefits.
- Link Local Authority social value policies to planning consents and include in the Planning Inspectorate's appraisal of Nationally Significant Infrastructure Projects.
- Ensure that Nationally Significant Infrastructure Projects are exemplars for the delivery of social value.

For Infrastructure Clients

- Improve the inclusion of social value in a project Investment Case, ensuring all social benefits are captured and valued - and that adverse social impacts are minimised.
- Produce a Social Value Strategy for a project or business that identifies clear and ambitious social value outcomes. The strategy should ideally include opportunities associated with what is delivered, how it is delivered and how it is operated, based on a Local Needs Analysis. The strategy should create social benefits and a lasting legacy for the communities you serve.
- Consider using new infrastructure delivery models such as Project 13 and outcome-based contracting to support creation and delivery of social value.
- Collaborate as early as possible with the supply chain to identify opportunities for social value creation.
- Fully embed social value requirements and project-specific outcomes into design briefs.
- Invest in design as a way of realising social outcomes and benefits for users in line with the NIC Design Principles for National Infrastructure.
- Adopt outcomes-based procurement and use a balanced scorecard heavily weighted to quality over cost, with separate criteria for social value and environmental sustainability.
- Embed social value into contract management to ensure social value commitments agreed at the procurement stage are actually delivered.
- Partner with organisations that can help deliver social value in a creative way such as local

community groups or organisations who specialise in the needs identified.

- Embed social value creation within operational models to deliver community benefits and returns.

For the Supply Chain

- Proactively identify and implement opportunities for impactful social value creation throughout your involvement in the project. Go beyond provision of jobs, apprenticeships and SME involvement. Use your local knowledge and links with stakeholders to ensure initiatives will be impactful and achievable.
- Identify opportunities to offer benefits over and above those delivered via Section 106 agreements and the Community Infrastructure Levy.
- Capture and report on the delivery of social value outcomes – both quantitative and qualitative (stories).
- Share case studies and lessons learned, and seek continuous improvement, not only on creating social value but also on minimising adverse social impacts.

Recommendations

C. Supporting Recommendations

For ICE, institutions and industry associations

- **Work with other institutions and industry bodies to develop a common definition of what social value means for the built environment sector**

There is a lack of understanding about what social value is, how it can be created, how it should be measured, and how negative social impacts can be minimised.

- **Raise the profile of social value**

The ICE should use its voice and influence to improve the communication of the wider social benefits of infrastructure investment, clearly linking social value to the UN Sustainable Development Goals and building public support for infrastructure projects.

- **Support upskilling**

The ICE and other institutions should provide practical guidance, training and case studies on creating and delivering social value over the project lifecycle. This should include a best practice methodology for conducting a Local Needs Analysis.

- **Incorporate social value into standard contract models**

Institutions with responsibility for standard contract models should examine if and how detailed issues, such as the standardisation of weighting to be given to social value during procurement, could be incorporated into contracts.

For the Infrastructure & Projects Authority

- **Support consistency of approach**

There is a need for common social value metrics and reporting for infrastructure and construction projects (these are currently being developed by the Infrastructure & Projects Authority). The IPA should lead on driving consistency in the approach to social value on infrastructure projects.



HS2 informs young students in Chesterfield about future job prospects that will be available in the local area.

A

Appendix A: Existing social value frameworks and reporting tools

This section summarises the social value frameworks and reporting tools that are already in use within the infrastructure sector.

Summary of existing frameworks related to social value

A myriad of frameworks exist to help organisations understand how social value relates to broader project value and sustainability. The main ones are summarised here.

Frameworks are useful to help organisations and projects organise their approach, but it is the way in which they are applied which is critical; they must be embraced by the client, enable the design and delivery team to be creative, and facilitate innovation.

Five Capitals Model

In 2019 the Association of Consulting Engineers (ACE) published their Five Capitals Model (Figure 1) which sets a framework within which a client can define what value means to them in the context of a specific investment. The model shows how social, environmental and economic value all contribute to a 'Sustainable Project'. Some organisations in the infrastructure sector (e.g. Yorkshire Water, Mace) use the Six Capitals Model to inform decision making and structure their reporting, the additional capital being intellectual capital.

Arup have also developed their own 'Total Value' model for infrastructure investment which builds on the five capitals model. It combines traditional concepts of value (Financial, Economic) with Social Value and Natural Capital in a flexible framework that is applicable across sectors, focusing on value accrual to beneficiaries in order to identify potential partnership opportunities.



Fig. 1 Five Capitals Model

Doughnut Economics

Another useful model is 'Doughnut economics' (Figure 2), a concept developed by Oxford economist Kate Raworth. The model depicts that an economy is considered prosperous when all twelve social foundations are met without overshooting any of the nine ecological ceilings (environmental limits). This situation is represented by the area between the two rings, namely 'the safe and just space for humanity'. This is the space in which inclusive and sustainable economic development takes place.

The social foundations are inspired by the UN Sustainable Development Goals and provide a basis for ensuring projects have strong social foundations and push these areas.

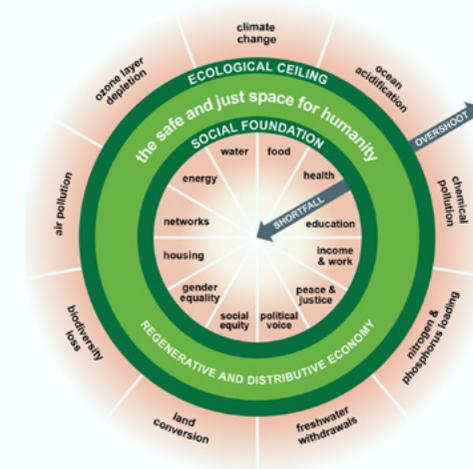


Fig. 2 Doughnut Economics

Summary of existing frameworks related to social value

UN Sustainable Development Goals

The Sustainable Development Goals (SDGs) are 17 interconnected goals that form a blueprint to achieve a better and more sustainable future for all, adopted by all United Nations Member States in 2015.

There is very clear alignment between the UN Sustainable Development Goals and the social value agenda – for example, they both focus on decent work and economic growth, reduced inequalities, good health and well-being, sustainable cities and communities, and climate change.

The Social Value Portal has mapped the National TOMs Framework against the SDG targets to show just how strong the alignment is.



Fig. 3 UN Sustainable Development Goals

The National TOMs Framework for social value

The Social Value Taskforce launched the National TOMs Framework for social value in 2017. It consists of five Themes, 18 Outcomes, and 35 Measures. Each measure has been allocated a financial proxy value.

The aim of the National TOMs Framework is to provide a minimum reporting standard for measuring social value. For organisations starting out on their journey to embed social value into their procurement and management processes, it provides a menu of options and an excel-based measurement tool that can be applied to any project.

It is already being used by many organisations in the infrastructure sector, and an infrastructure-specific plug-in is in development.

Themes	Outcomes
Jobs: Promote Local Skills and Employment	More local people in employment
	More opportunities for disadvantaged people
	Improved skills for local people
	Improved employability of young people
Growth: Supporting Growth of Responsible Regional Business	More opportunities for local SMEs and VCSEs
	Improving staff wellbeing
	Ethical Procurement is promoted
	A workforce and culture that reflect the diversity of the local community
Social: Healthier, Safer and more Resilient Communities	Social value embedded in the supply chain
	Crime is reduced
	Creating a healthier community
	Vulnerable people are helped to live independently
Environment: Protecting and Improving Our Environment	More working with the community
	Climate impacts are reduced
	Air pollution is reduced
	Better places to live
Innovation: Promoting Social Innovation	Sustainable Procurement is promoted
	Other measures

Fig. 4 The National TOMs framework

CEEQUAL

CEEQUAL is the evidence-based sustainability assessment, rating and awards scheme for civil engineering, infrastructure, landscaping, and public realm projects.

The 'Communities and stakeholders' category addresses issues regarding the wider social and economic effects of a project on local communities and other relevant stakeholders who might be impacted directly or indirectly by a project's delivery and/or operation. Several credits are available for identifying and implementing wider benefits that minimise negative social impacts and increase wider social benefits during the project's construction and operation.

CEEQUAL promotes social outcomes such as renewal and revitalisation of the social fabric of the community in which the project is placed; enhancement of community quality of life; developing local skills and capabilities; and provision of amenity features or community resources. It also encourages a social impacts and benefits assessment of local needs, including social benefits in contract documentation, and creating partnerships.



Fig. 5 CEEQUAL

Summary of existing frameworks related to social value

Common Social Impact Framework for Rail

In 2018, the rail sector collaborated to produce the Common Social Impact Framework for Rail (CSIF), led by The Rail Safety and Standards Board (RSSB).

It aims to provide a consistent approach to understanding and measuring social value impacts across the lifecycle.

The CSIF is an excel workbook or 'library of ideas' with supporting guidance available online to download. It helps to inform and direct investment decisions and help consider how social value can be built into the delivery of projects. It does also have capability to support basic measurement.

Whilst it is positive that the sector collaborated to develop CSIF, there is limited use of it at present.

Conclusions on frameworks

A key finding from this research is that there are many different definitions and frameworks in use across the sector.

Throughout the research participants felt that none of the frameworks addressed the particular needs of infrastructure projects, such as the significance of strategic planning, stakeholder engagement and co-design, spatial and temporal factors and negative public perception. At the roundtable event hosted at the ICE, it was suggested that the infrastructure sector would benefit from a model for what social value looks like for infrastructure projects.

This has been developed by Useful Projects as part of this research and is included in Appendix B. The model we have developed recognises the need to be clear about additionality at each phase of project lifecycle: from strategic planning and design, through construction and operation, and into decommissioning.

A number of interviewees also recommended that the ICE should coordinate with the Social Value Taskforce on the TOMs framework for infrastructure, which is already in development.

10 social impacts of rail identified by stakeholders

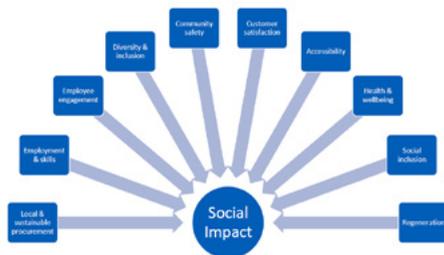


Fig. 6 Summary of social impacts included in CSIF

Measurement and reporting tools

Being able to assess social value is crucial to enable managers to communicate positive impacts to stakeholders, make more informed decisions, and to identify where the greatest social value is being created in a project and in its supply chain.

In recent years there has been an emergence of several social value frameworks, tools and measurement processes to:

- Help organisations and projects identify social value objectives and actions.
- Measure and report qualitative impact and financial value.

The main ones that are in use in the infrastructure sector are highlighted in the adjacent box.

Not all clients and contractors use external measurement tools – our research indicated that most use an in-house tool for capturing and monetising social value, which could be a simple excel spreadsheet or more sophisticated internally-developed software.

Interestingly, this research indicates that there is more use of external frameworks and tools to guide approaches by contractors than clients. Contractors such as Mace have also developed their own bespoke in-house measurement tools, enabling every project to log their social value activity.

Social value reporting tools

There are several online tools available on the market to support infrastructure projects to collect data and monetise and report results. These include:

- Impact Reporting: impactreporting.co.uk
- Social Value Portal: socialvalueportal.com
- Social Profit Calculator: www.socialprofitcalculator.co.uk
- Seratio Social Value Software: <https://www.seratio.com/home>
- Social Value Bank Tools: <https://www.hact.org.uk/value-calculator>
- LM3: www.lm3online.com
- TOMS Calculator (excel tool): socialvalueportal.com/national-toms/

Social Return on Investment (SROI) is another method for forecasting, measuring and reporting social value. The method measures values that are not traditionally reflected in financial statements, including social, economic and environmental factors.

Social Value UK have developed guidance on this www.socialvalueuk.org/resources/sroi-guide/

Measurement and reporting tools

There are several methods for measuring and reporting social value:

1 Number, Raw Metric
e.g. Number of contracts awarded to SMEs

2 Normalised Metric
e.g. Percentage of all contracts awarded to SMEs

3 Monetised Figure
e.g. £ total Social Value

4 SROI Ratio
e.g. 3:1 / £3 SV for every £1 spent

5 Case Study
e.g. To tell the story and benefits

Measurement is frequently done on a project-by-project level and rolled-up to give organisational-level performance information.

Social value is often reported as a monetary value, but it is important to be aware of the qualitative data – the narratives and experiences that also exist, in the form of case studies. As an interviewee put it,

“if you only focus on what you measure, you miss the broader outcomes.”

At the ICE roundtable event it was also suggested that projects should demonstrate the impact of financial social value figures in terms that people that can relate to.

With so many methodologies in existence, trustworthiness of data was raised as a concern by many interviewees and in the survey, 41% of survey respondents said that data is collected but only 15% said it is audited. In the book ‘Social Value in Construction’, the authors highlight that social impact measurement evaluations should never be taken as precise;

“In assessing social value we point to a wide range of opportunities for discretion in the evaluation process which can bias results, from who carries it out, to the selection and identification of indicators, to deciding which stakeholders to consult and involve, to deciding what data is collected and by which methods, and finally to the analysis and presentation of results where there are often strong incentives for organisations to inflate impacts or to be selective in presenting their results.”

It was strongly recommended by many contributors to this research that more consistency across the industry is needed. It was also suggested that the National TOMs framework could be adapted for the infrastructure sector by the Social Value Taskforce in collaboration with the ICE, and its use promoted. TOMs is already used by many organisations across the sector and many of the online tools integrate TOMs into their software.

Measurement and reporting tools

Social Value UK have developed seven principles of social value which are the generally accepted social accounting principles:

1 Involve Stakeholders

Inform what gets measured and how this is measured and valued in an account of social value by involving stakeholders

2 Understand what changes

Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended

3 Value the things that matter

Making decisions about allocating resources between different options needs to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences

4 Only include what is material

Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact

5 Do not over-claim

Only claim the value that activities are responsible for creating

6 Be transparent

Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders

7 Verify the result

Ensure appropriate independent assurance

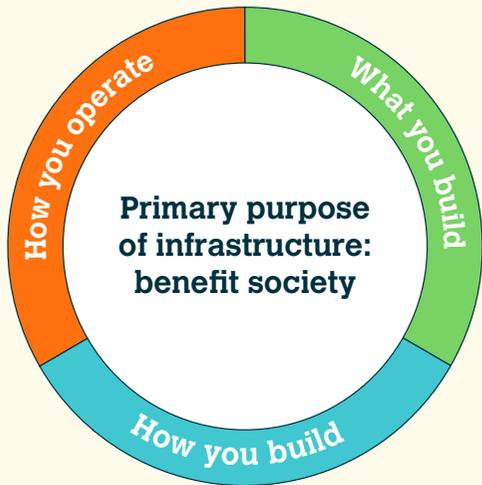
Source: Social Value UK, The Principles of Social Value
<http://www.socialvalueuk.org/what-is-socialvalue/the-principles-of-social-value/>

B

Appendix B: A new social value maturity model for infrastructure

Overview

This research has revealed that choosing the right project that will deliver the biggest benefit to society is a fundamental first step. Following that, there are significant opportunities to provide **ADDITIONAL social value in what is built, how it is built, and how it is operated.**



Contributors to this research said that it would be useful for industry to have a best practice model for social value in the infrastructure sector to work towards.

Using the insight gained during this research project, Useful Projects has developed a Social Value Maturity Framework for infrastructure projects based on 'what you build', 'how you build' and 'how you operate'.

It is intended as a guide for infrastructure organisations and/or project teams to reflect on their maturity in terms of embedding social value and maximising positive social impact through their business operations. It can also be used to help develop a Social Value Strategy for a project.

It applies to the strategic infrastructure sectors set out in the National Infrastructure Delivery Plan, including transport, energy, water and waste.

We acknowledge that different sectors and projects will have unique objectives and challenges, and therefore suggest that the framework is tailored and refined for specific project types and scales.

For each phase, we have categorised approaches as 'basic', 'best' and 'pioneering'. These are a guide for improving and evidencing how social value is being delivered, and are not intended to be a prescriptive or comprehensive checklist of actions. Instead, we hope that this framework is used as a starting point from which to assess maturity, benchmark against other projects and instigate strategic planning and decision-making around the subject. It will evolve over time as projects improve their approach.

The Maturity Framework was developed based on the findings of this research and tested at two roundtable events hosted by the Major Projects Association.

What you build					How you build	How you operate	
Strategic Brief	Options Selection & Business Case	Procurement of Design & Delivery Teams	Design Development	Planning Approvals	Detailed Design & Construction	Operation	Decommissioning
Needs based approach							

A social value maturity framework for the infrastructure sector

What you Build

Basic	Best	Pioneering
<ul style="list-style-type: none"> — Strategic infrastructure planning is undertaken within and across sectors to maximise social benefit and use of taxpayer's money in its broadest sense — Social value benefits are considered at investment/strategic definition stage — Client and/or development partner establishes social value outcomes (KPIs) that the project aspires to achieve, and includes these in the Project Brief — Early engagement with local communities is undertaken to build trust and inform design of the project — An Equality Impact Assessment (EQIA) is carried out and used to inform preparation of a brief that addresses diverse needs — Quantitative KPIs for the duration of the project are put in place, and monitored and reported 	<ul style="list-style-type: none"> — A Local Needs Analysis is undertaken at the project outset and used to inform the Project Brief — The needs of vulnerable members of local communities and customers are addressed through the design — Innovative consultation and engagement processes are adopted to engage 'hard to reach' communities — Social value outcomes and targets are embedded in the investment case and business model, and benefits beyond the 'redline' project boundary are captured — Communities and customers are engaged extensively throughout the design of the project, with transparency on how feedback is included in the design — Embed end-of-life social value impact into the design process as KPIs — Client and / or investment development partner to set outputs AND outcomes for each phase, including contractual minimum targets, using an approved framework (<i>Suggested tool: TOMs/ software based tool/ sector based tool e.g. Common Social Impact Framework (CSIF)</i>) — A Social Value Strategy is produced for the business or project that identifies clear and ambitious social value outcomes — Follow the NIC Design Principles for National Infrastructure — Identify opportunities to offer benefits over and above those delivered via Section 106 agreements and the Community Infrastructure Levy — Share case studies and lessons learned 	<ul style="list-style-type: none"> — Wide consultation and stakeholder engagement is undertaken to identify regional and local needs — The Local Needs Analysis informs integrated infrastructure planning and investment case across and within sectors — Multiple infrastructure options are considered and appraised quantitatively, capturing value way beyond the redline — Single or integrated infrastructure intervention delivers multiple benefits — Co-design with communities and customers, with tangible impact on how infrastructure is designed — Authentic and transparent communication of the social value benefits the scheme will deliver across its whole lifetime — A framework for longitudinal monitoring of outcomes is put in place at the outset — Briefs include financial incentives / penalties associated with defined performance outcomes — Client and / or investment development partner embed output and outcome aspirations for each phase into a framework that uses financial proxies to calculate impact and value from outcomes achieved. — Set minimum value expectations for the outcomes at each phase (<i>suggested tool: Software based tool that incorporates sector or industry approved framework, performance manages and analyses data</i>) — 10% at investment (based on spend with investment stage consultants) — 10% at planning (based on spend with planning stage consultants) — 10% at design (based on spend at design stages) — 20% at construction (based on project or construction value) — 15% at operation (based on turnover, spend or other benchmark)

A social value maturity framework for the infrastructure sector

How you Build

Basic	Best	Pioneering
<ul style="list-style-type: none"> — Provide apprenticeships and learning opportunities for local workforce — Adopt and follow prompt payment code — Register with Considerate Constructors Scheme and score >35 — Provide education outreach to include educational events and site tours — Use supplier days to communicate contract opportunities which include SMEs/Social Enterprises — Enable local volunteering opportunities for project teams — Embed EQIA recommendations in contractual requirements for contractors and their supply chains — Set a target spend with local suppliers — Design and Build partners to embed social value output capture (KPIs) into their PQQ/ ITT submission. Resource allocated to capture output data (<i>suggested tool: Excel or TOMs</i>) 	<ul style="list-style-type: none"> — Social value activities are based on a Local Needs Analysis and delivered collaboratively, with stakeholders — Social value outcomes and targets are included in procurement, contracts and contract management — Align rewards and incentives to contractors with delivery of social value outcomes — Employment opportunities are provided for local unemployed & disadvantaged people — Procurement weighting of >10% social value and >10% environmental sustainability is set — Support for local community projects is provided (e.g. labour, materials, up-skilling) — Initiatives to improve staff well-being are implemented — A target spend with local SMEs is set — Measurement and reporting of financial and non-financial social value outcomes is undertaken — Adopt Ethical Trade Initiative Base Code — Commit to consistent monitoring and reporting against Sustainable Development Goals (SDGs). If already reporting against TOMS framework, provide a separate SDG report to collect data on social value delivered that was not captured in TOMs — Design and Build partners to agree minimum targets for outputs and outcomes, including a client approved methodology for achieving these — Resource allocated to capture outputs and outcomes using an approved framework (<i>Suggested tool: TOMs/ software based tool / sector based tool e.g. Common Social Impact Framework - CSIF</i>) — Share case studies and lessons learned 	<ul style="list-style-type: none"> — New infrastructure delivery models are delivered based on delivering economic, social and environmental value (e.g. Project 13, value based business models) — Outcomes-based procurement is adopted (outcomes stated, let supply chain develop method and approach) — Programmes to actively support SMEs, Social Enterprises and third sector to win work are established — Engage with partners to identify creative and innovative approaches to social value — Authentic and transparent communication of the social value benefits being delivered during construction is undertaken — Third party verification / auditing of social value results is undertaken — Procurement methodology weights social value objectives as part of an 80% quality weighting — Contractual requirements include financial incentives/ penalties associated with defined performance outcomes — Opportunities for innovation in social value delivery considered at every step and implemented if viable — 'Hand back' project to community properly — Conduct 'hyper-local' research and engagement — Adopt Six Capitals approach to accounting for value (financial capital, manufacturing capital, human capital, social and relationship capital, intellectual capital and natural capital) — Design and Build partners agree to create a minimum of 10% (design) / 20% return based on the project value or construction value (whichever is most appropriate) — Dedicated social value resource to manage and deliver the outcomes, report on performance and analyse results (<i>suggested tool: Software based tool that incorporates sector or industry approved framework, performance manages and analyses data</i>)

A social value maturity framework for the infrastructure sector

How you operate

Basic	Best	Pioneering
<ul style="list-style-type: none">— Hotlines are established to enable communication with the community— Local events and community groups are supported— Safety standards / good provision of welfare— Provision for protected characteristics (eg. accessibility, access to prayer rooms etc.)— Operational clients / end users to review targets provisionally set at investment stage and to agree quarterly output targets (KPIs) based on activity within local community and with key stakeholders (<i>suggested tool: Excel or TOMs</i>)	<ul style="list-style-type: none">— Community and / or customer liaison groups are established and are able to influence the way in which infrastructure is operated within given parameters— Capped pricing mechanisms implemented for vulnerable customers— Effectiveness of social value interventions on relevant communities is monitored and fed back into other projects— Continuous improvement supported and audited— Operational clients / end users to set output and outcome based targets to report on quarterly using an approved framework— Organisation to allocate resources to ensure targets are met and data captured (<i>Suggested tool: TOMs / software based tool / sector based tool e.g. Common Social Impact Framework - CSIF</i>)— Share case studies and lessons learned	<ul style="list-style-type: none">— Social value is a core business driver— Communities have a stake in governance of infrastructure asset— Communities and customers benefit through shareholdings or ownership models such as a Community Interest Company— Continual creation of social benefits over lifetime of asset— Board level accountability includes what hasn't gone well— Continual innovation of evolutions of social benefits— Operational clients / end users to create annual social value plans to achieve 15% value from outcomes based on their turnover, annual spend or other relevant benchmark— Dedicated social value resource to manage, deliver and report on the outcomes and value (<i>suggested tool: Software based tool that incorporates sector or industry approved framework, performance manages and analyses data</i>)

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Acknowledgements

We would like to thank the many organisations and individuals that have given their time and insight to this research through interviews, case studies, the survey, the Major Projects Association workshops and the roundtable event at the ICE.

We would also like to thank the ICE R&D Enabling Fund for co-funding this important piece of research.

This project was co-funded by:



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The logo for Useful Simple Trust is a red semi-circle. Inside the semi-circle, the words 'Useful Simple Trust' are written in a white, sans-serif font, arranged in three lines: 'Useful Simple' on the top line, 'Trust' on the bottom line, and a blank space in the middle.

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V1.1
June 2020

