Regional Delivery Partnership

Webinar: Creating Social Value in Highways

20 April 2021
Welcome

Andrew Wilson
Supply Chain Sustainability School
SAFETY MOMENT
**Housekeeping**

- Use the Q&A for questions
- Share your feedback afterwards

Slides & recording will be shared with all participants
10.00 Welcome
Andrew Wilson  Supply Chain Sustainability School

10.05 Social Value: Challenges and Opportunities
Catherine Manning  Acting CEO, Social Value UK

10.20 Highways England: Maximising Social Value for our Stakeholders
Andrew Stephenson  Procurement Director, Highways England

10.35 Case Study: Prime Contractor
John Edwards  Social Value Consultant, Costain

10.50 Procurement Policy Note 06/20: Implications for Highways Industry
Alfred Gilbert  Consultant, Action Sustainability

11.05 Case Study: Supplier
Michelle York  Commercial Director, Nuneaton Signs

11.20 Q&A, Conclusions and Close
Andrew Wilson  Supply Chain Sustainability School
Social Value: Challenges and Opportunities

Catherine Manning
Acting CEO, Social Value UK
Social Value: Challenges and Opportunities

Catherine Manning, Interim-CEO
Challenge 1: Inequality is getting worse
The problem......

Negative impact is being created at a faster rate than positive impact
Opportunity 1: Increased recognition of need

- Increasing demands from consumers & employees for responsible corporate behaviour
- Increasing legislative changes
- Demands to avoid impact (and SDG) washing
Challenge 2: What is social value?

British Standards

“...the generation of personal and collective wellbeing over the short and long term”

“...the result and purpose of sustainability” which “...concerns the achievement of optimal societal wellbeing (social value) over the short and longer term”

UK Government

the Public Services Act (2012) England & Wales refers to social value as:

“...to require public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts; and for connected purposes.”

Social Value International

“...the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation’s work.”
Opportunity 2: What is Social Value - SVUK say...

- People experience changes to their wellbeing (different aspects of wellbeing are outcomes)

- Some changes are more important to people than other changes

- Social Value is the quantification of the *relative importance* that people place on the changes

- SROI uses financial proxies to quantify the relative value of outcomes
The Principles of Social Value

Underpinned by 2 key propositions:
➢ Accountability
➢ Maximisation

Cycle of continuous improvement

Growing need / desire for Social Value Management Practice

“This is a ‘moment’. People are valuing ‘social value’. But not in that (technical) language. That's the challenge … translating what people value into (everyday) management systems”
Impact if we are accountable

1. People experiencing impact have power and organisations have to involve, listen and make decisions to change what they are doing

2. As much net positive impact as possible

3. As quickly as possible

4. Recognising and being transparent about trade offs
Challenge 3: ‘Good’ or ‘Bad’ Practice

- Growing practice, lots of frameworks, tools, resources
- Need for transparency on standards of practice
- Risk of reduction to biggest number wins
- Risk of missing the nuance of people’s differing experiences – ‘value is in the eye of the stakeholder’
- Social Value Act is important, but SV is not just about procurement
Opportunity 3: Growing support for standards of Practice
Accountability and Transparency
SV Community of Practitioners

Individual: Assurance and Accreditation

Organisational: Assurance and Accreditation

Software and Product Accreditation
Challenge 4: Risk of not engaging with SV
Opportunity 4: Increasing focus on diversification of supply chains

Social Value Brokerage:

Public and Private sector collaboration with VCSE sector
Thank you!

info@socialvalueuk.org
www.socialvalue.org
@socialvalueuk

Visit our website to sign up for our free newsletter.
Maximising Social Value for our Stakeholders

Andrew Stephenson
Procurement Director, Highways England
Social Value
From a Highways England Perspective
At Highways England. We are continually investing in our Strategic Road Network.
We also care about the communities that live alongside our Strategic Road Network

Since 2015 we have invested over £528 million to projects which have:

- Reduced noise
- Alleviated flooding
- Protected biodiversity
- Reduced air pollution
- Produced alternative routes for walkers and cyclists
Customer
We are committed to making our customer journeys safer, more reliable and smoother, providing them with the best information possible.

- Improved incident clearance rates
- Better network availability
- Enhanced information on roadworks
- 60mph speed limit through roadworks, where safe
- Delivering £2.23bn of efficiencies for tax payers
Economy
Every part of the country should see a positive effect as a result of our work

- 20m hours currently lost in traffic congestion will be saved
- Over £14bn invested and £27bn in benefits to businesses and road users from enhancement schemes
- Connections beyond the SRN will be created
- Over 50 schemes will be completed
- Help to support up to 64,000 jobs
Environment
This will include embedding environmental considerations into all parts of our schemes, from designs to delivery, with the support of our dedicated Environment and Wellbeing fund.

- Support government’s ambition for net zero carbon by 2050
- Reduce our own carbon emissions and encourage others to do the same
- Tackle air quality
- Mitigate noise for those living near our roads
- Support the government in delivering their environmental strategies

© 2020 Highways England
However, our work needs to go beyond operating, maintaining and improving roads.

Our work also needs to include transforming lives positively through Social Value and the legacy benefits it generates as a result.

Social value is the additional economic, social and environmental benefit that can be created for a community above and beyond the delivery of a project itself.

Recent changes to the Construction Playbook, Greenbook and introduction of the Social Value Model Document & Policy Procurement Note (PPN 06/20) requires us to develop a wider approach to social value delivery.

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<tr>
<th>Weighting</th>
<th>Sub-Weighting</th>
<th>Theme</th>
<th>Policy Outcome</th>
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Our thoughts on delivering social value

Understanding
- what is socially valuable
- information with our suppliers

Engagement
- engage with supply chains
- innovate

Opportunities
- identifying new opportunities
- evaluating the legacy of our projects
Identify new areas of opportunity, for social value as the scheme progresses. Engage with customers and stakeholders. What remains a social value priority to them?

Identify and engage: Identify the impact of the scheme, engage with local stakeholders, engage with local suppliers, use Model Award Criteria (MAC) to identify social value need & prioritisation.

Implementation. Use MAC and engagement data to identify social value to be delivered by supply chain. Include in tender submission through IFT, balanced scorecard, quality questions, contract clauses and scope. Provide training for supply chains & SMEs.

Review & assess social value commitments, engage social value measuring tool, evaluate and monitor commitments throughout scheme stage gates.

Communicate social value delivered to our client and customers. Conduct post project evaluation. Measure and identify social value legacy benefits / losses. Adapt policy, strategy and processes as social value evolves.

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Social Value outcomes we wish to achieve

Understand how to create the greatest amount of social, environmental and economic benefit to communities through every pound of investment.

Stimulate innovation within supply chains to adapt project delivery and business models to generate greatest impact social value / community benefit.

Create a process which allows for fair comparison between different methods of delivering social value / community benefit.

Evaluate and monitor delivery of these benefits across supply chains and projects to ensure that they are delivered and can be used for future schemes.

Create a centre of excellence to evolve our approach with our supply chain on how to maximise social value.

Communicate success.

Leave a positive legacy.
Webinar:
Creating Social Value in Highways

20 April 2021
Case Study: Prime Contractor

John Edwards
Social Value Consultant, Costain
Maximising Social Value in partnership with our suppliers

John Edwards, Social Value Consultant
Maximising Social Value

- Costain Capability
- Aligning with global risk and strategy
- Responding to policy shift
- Innovation and Digital Technology
Our social value evolution

- Church village bypass (2007)
- Porth relief road (2005)
- Peacehaven wwtw (2010)
- Sellafield EVAP D (2008)
- Tideway (2014)
- Crossrail (2011)
- Peacehaven wwtw (2017)

Improving people’s lives.
Client Need:
‘To show passengers that the rail industry is innovating and get end user feedback on proposed innovations answering the question ‘What is the purpose of a station to future customers’

Approach:
- Costain delivered the Innovation hub for the purposes of Passenger Engagement, Social Interaction, Innovation Demonstrations, and engaging with railway stakeholders.
- The key functions of the facility were to disseminate the industry strategic road map and obtain feedback through: Passenger collaboration, Innovation demonstrations, Open doors approach and technology enablement
- Public engagement over 10 weeks in 3 stages: Stage 1 Innovation hub mobilisation, Stage 2 Open Doors Managed Engagement, Stage 3 Formal Passenger Questionnaire

Key Technologies used:
- Mixed reality through the Microsoft HoloLens for seeing the future of maintenance.
- Virtual Reality through immersive HTC Vive to simulate new experiences to shape designs
- Microsoft Hub for remote location communication and interactive presentations
- Digital displays that explain innovation through interactive digital roadmaps showing the route to enable mobility over time e.g. connection to taxis, uber etc
- SME demonstrations to accelerate innovate ideas to market
- Ideation tools included: Remote and collaborative touch screens, Post-It road mapping and Problem speed dating

Benefits
- Number of people visiting the hub 789, Maximum number on one day 43 (Monday), Questionnaire Results 710, Online Survey 32, Number of Meetings 37, Number of Workshops 8, Showcases 10
- Visitors feedback that they valued the opportunity to discuss rail innovation and the mutual learning, the free hot drink for an idea was a winner as were the printing and charging facilities and they were impressed with the technology.
- In designing future innovation hubs customers should consider: How to reduce external Noise, Best location of the Hub, having a Larger Hub and Wider doors and Seats.
- Comprehensive Customer feedback was obtained on how best to engage stakeholders in innovation for the future of infrastructure assets.
Client Need:
‘As part of the Development Consent Order for the Tideway project local recruitment was a Key Performance Indicator with a target of 25% of the workforce from the 14 London boroughs and an ambition to change the face of construction.’

Approach:
- Costain are working together with joint venture partners VINCI Construction Grand Projects and Bachy Soletanche to deliver the East Section of the 25km long Thames Tideway Tunnel - London’s new Super Sewer. The sewer will prevent the tens of millions of tonnes of pollution that currently pollute the River Thames every year.
- Costain have led the legacy delivery on the project delivering against a whole range of legacy commitments including internal and external communication, community investment and volunteering, community relations and stakeholder management, skills and employment, educational engagement and the use of local suppliers.
- By focusing on creating an inclusive culture, working with local partners and ensuring that all community investment activities were targeted at a diverse workforce Costain are able to demonstrate that they are changing the face of construction through the recruitment of new apprentices.

Benefits
- 32 new apprentices (8 in supply chain)
- 19 apprenticeship ongoing
- 4 ex-offenders
- 5 left before completion
- 8 completed apprenticeship
- 6 of the 8 went onto full time work with CVB or elsewhere
- 78% in technical roles
- 62% from 14 Tideway Boroughs
- 65% previously unemployed
- 56% from 5 east boroughs
- 28% women
- 59% BAME
Client Need:
‘To be an exemplar for the rail engineering and construction industry in acting as a driver for improvements in the sustainability of the sector, by working collaboratively to mitigate the negative impacts of the works on communities.’

### Social and Local Value Added (SVA)

- **£15.5m** (whole project)
- **£112.6m** Local Economic Value
- **£2.9m** Social Value
- **Total Value Added**: 26.9%

### Promoting Local Skills & Employment

- 2,182 Hours to help young people into work
- 1,891 Hours for school/college visits and mentoring
- 5,659 Weeks of apprenticeships
- 426 Direct local employees (FTE)
- 783 Local in supply chain (FTE)
- 23% of staff were women
- 20% of staff in CS JV were BAME

### Quantitative Data on Social Value

- **208** worklessness job start on the programme
- **80** STEM ambassadors on the programme
- **2,232** work placement days
- **10,955** number of students we have supported
- **42** apprentices on the programme
- 27 new apprentices including QS, business administration, security officer and civil engineering
- **9** homeless people employed via our supply chain
Improving people’s lives.

- Design
- Outcomes at all phases
- Whole lifecycle influence
- Social value opportunity
- Not to scale, for illustrative purposes only.

- Societal benefits from the asset
- Delivery
- O & M

Not to scale, for illustrative purposes only.
Maximising Social Value

- Costain Capability
- **Aligning with global risk and strategy**
- Responding to policy shift
- Innovation and Digital Technology
Our 2030 responsible business goals

We have listened to our stakeholders and made three commitments, aligned with the UN Sustainable Development Goals, that we believe positions Costain as a leading responsible business.
Maximising Social Value

- Costain Capability
- Aligning with global risk and strategy
- **Responding to policy shift**
- Innovation and Digital Technology
State of the nation
Drive to valuation

Is this fuelling a valuation race?

‘Not everything that can be counted counts and not everything that counts can be counted’ Albert Einstein (1879 – 1955)
Technical insights into the government’s new social value model

Costain evidence submission to the Treasury
Maximising Social Value

- Costain Capability
- Aligning with global risk and strategy
- Responding to policy shift
- Innovation and Digital Technology
Think impact, not input

Local needs assessment

- Scheme design maximises social value
- Spending £s with SMEs and social enterprises
- Creating jobs for NEETs (inc ex-offenders)
- Creating employment for under represented groups
- Creating jobs for local people
- Creating new jobs
- Community volunteering

ANALYSE your social impact
ESTABLISH what is important
MAXIMISE social value delivery
IDENTIFY how you can deliver value

Value of the outcome
High

Think impact, not input

Think impact, not input
Underpinned by research methodology

Improving people's lives.
Maximising Social Value

- Costain Capability
- Aligning with global risk and strategy
- Responding to policy shift
- Innovation and Digital Technology
How we can help

• Social value advisory – John Edwards (john.edwards1@costain.com)
Thank you

LinkedIn.com/company/costain
Twitter.com/costaingroup
Costain.com
Webinar: Creating Social Value in Highways

20 April 2021
Procurement Policy Note 06/20: Implications for Highways Industry

Alfred Gilbert
Consultant, Action Sustainability
Social Value:
An introduction to
PPN 06/20
Alfred Gilbert, MSc PIEMA
Aims & Deliverables

1. What social value is and existing legislation
2. PPN 06/20 and changes to the social value agenda
3. Learning and Next Steps
Social Value – Definitions

• **Social Enterprise UK** - Social Value asks the question: “If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community”

• **Social Value UK** - Social value is “the quantification of the relative importance that people put on changes they experience in their lives.”

• **Simetrica** - Social value is “the total impact on people’s quality of life.”

• **BS 8950** - Social value is “wellbeing (human) in the short and long term”
Social Value – Legislative Context

Public Services Act 2012

Procurement Policy Note 06/20:

Procurement Policy Note – Taking Account of Social Value in the Award of Central Government Contracts

Action Note PPN 06/20  September 2020

Issue
1. The Procurement Policy Note (PPN) updates a new route to deliver social value through central government commercial activities. Central government organisations should use this route to take account of the additional social benefits that can be achieved in delivering public sector contracts, using policy outcomes aligned with this Government’s priorities.

Advice
2. Social value should be explicitly evaluated in all central government procurement, where the requirements are related and proportional to the subject matter of the contract, and the value at the contract stage is currently expressed in the Public Services (Social Value) Act 2012. Procurement officers should not be based on commercial terms in suppliers.

3. In scope organisations must:
   - Facilitate themselves with the social value model at Annex A, including the means of priority policy themes and outcomes that can be applied in new procurements.
   - Ensure all those involved in commercial activity in the organisation complete the assessing on social value.

4. Further guidance on applying the model will be published in GOV.UK. Procurements related to construction, capital investment and infrastructure projects other than in central government organisations may be covered in the guidance (DfT’s PPN 15/20). The guidance on how to apply the model will be updated.

Recommendations and Advice
5. The Procurement Policy Note (PPN) applies to procurements covered by the Public Contracts Regulations 2015 and applies to all Central Government Departments, their Executive Agencies and Non-Departmental Public Bodies. Together these are referred to in the note as a “contracting authority”.

6. The PPN is effective from the date of publication. This policy model should be applied to all new procurements from 1 January 2021.

Background
7. While the overarching objective for the Government’s commercial activities will remain achieving the best commercial outcomes, it is right that the Government applies to
“In-Scope organisations”
- Central Government Departments, Executive Agencies and Non-Departmental Public Bodies

- Applies to procurements covered by the Public Contracts Regulation 2015.

- Construction, Capital Investment and Infrastructure projects >£10mill to use social value model in applying the Balanced Scorecard for Growth (PPN 09/16).
- Major public procurement must explicitly evaluate social value.

- **Social Value Model’, which sets out 5 social themes, and 8 associated outcomes**

- Minimum of 10% weighting for social value of total score.

- Evaluation of the social value aspect of bids should be qualitative.
## Social Value – PPN 06/20 Themes and Outcomes

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<td>Theme 5 Wellbeing</td>
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PPN 06/20 – Key Learnings

- Major public procurement must explicitly evaluate social value.

- Social Value Model’, which sets out 5 social themes, and 8 associated outcomes

- Minimum of 10% weighting for social value of total score.

- Evaluation of the social value aspect of bids should be qualitative
Key considerations:

1. Embed social value throughout the project
2. Don’t ask for everything
3. Make everyone accountable
4. Carefully consider what questions are asked at tender stage
5. Make it contractual
6. Monitor
7. Ask for data to back it up
8. Share positive outcomes

Reference: Crown Commercial Services – linked content
Set out clear, measurable targets

Demonstrate ‘added social value’

Focus of quality, not quantity

Be specific
PPN 06/20 – Summary

- Remember the Golden Thread

- Standardisation is an opportunity (but also threat)

- Assess the Model
Thank you for your time

For more information, please contact

Alfred Gilbert
E: Alfred@actionsustainability.com
M: +44 (0) 7884 654827
www.actionsustainability.com
REGIONAL DELIVERY PARTNERSHIP

Webinar: Creating Social Value in Highways

20 April 2021
Case Study: Supplier

Michelle York
Commercial Director, Nuneaton Signs
Founded in July 1982, as a Sheltered Work Shop, to provide meaningful employment for people with disabilities’.
Manufacture:

- Manufacture is carried out in our purpose built factory.

- Our team of highly trained and diverse work force enables us to be flexible and agile in our approach to manufacture.

- Whilst maintaining the highest standards - ISO 9001, Avetta, UVDB, Achilles, Constructionline Gold to name a few!
A disabled person is someone who has a physical or mental impairment that has a substantial and long term adverse effect on their ability to carry out normal day to day activities.

Such as mobility restriction, learning difficulties, physical disabilities as well as mental health conditions.

A disability or health condition should not dictate the path a person is able to take in life or the work place.

Approximately 8,050 people in Warwickshire along...expected to rise to 8,600 by 2030

Our vision is to give people a chance to fulfil their potential, where all that matters is the talent someone has and how hard they are prepared to work.

Our Pledge to 2021 includes our commitment to Mental Wellbeing, Environmental (trees), and increasing our apprenticeships, Supported Internships Programme to name a few! Due to be launched at the start of May 2021.....

When you buy from a social enterprise you invest in people, not profit.
Manufacture:

- Due to our investment in technology, we currently run at 50% capacity on machines, and 70% capacity on labour.

- Tried and tested training methods in place, which enables us to recruit quickly and efficiently should addition contracts be awarded.

- Our company ethos, means that all of our profits go into training and employing additional people, to give them the skills and the confidence to go back into the work place.

#buysocial
Our staff:

- Diverse and talented team.
- Empower people with different abilities.
- Embrace technology.
- A fully inclusive and supportive environment.
- Regular training with a development plan for each individual
- A complete sense of achievement from start to finish.

#realisethepowerofyourpocket
Staff Testimonials

- Nuneaton Signs concentrate on my ability to do the job, rather than my disability......Michelle Knight

- *Since working at Nuneaton Signs my confidence has increased...even my friends and family have commented on the change!* Richard Egan

- Selling to make more profit to be able to offer placements to people with disabilities, it far more rewarding than just looking at the bottom line. Becky Anderson

- *Working at Nuneaton Signs has genuinely changed my life, and has given me a purpose to get up in the morning.* Zane Hincks

Be the change you wish to see in the world!
Accreditations:

‘...To provide meaningful and rewarding employment and training for people with disabilities......’
Some of our customers:

Social Responsibility and Corporate Profitability are not Mutually Exclusive!
Road Signs
Road Signs
Wates Sandwell Aquatics Centre Hoarding.

- Wates came to us with over 200metres of hoarding to fill with artwork with no visible fixings and capping to the top and the bottom.
- All of the hoarding was digitally printed ACM fixed up with screws and vinyl dots to cover the fixings.
- Maximum visibility from all angles on Londonderry road in Smethwick.
Site Signs....

WT13 - MULTI SAFETY SIGN

Britannia House Stafford

Do not park in unauthorised areas or cause an obstruction
All visitors to report to office and sign in

5 MAX SPEED 5 mph
Be aware of pedestrians around the site

Head protection must be worn at all times
Ear protection must be worn at all times
Safety footwear must be worn at all times
Gloves must be worn
Safety glasses must be worn at all times
Give way to all site vehicles

High visibility clothing must be worn at all times
Risk assessments and permission to proceed required for all work on site

NOTE. All accidents must be reported to PLANT SUPERVISOR

Safety Starts Here

FA651
535 x 400mm
5mm Foamex
1 off

FA653
535 x 400mm
5mm Foamex
1 off

1200 x 1800MM
5MM FOAMEX
1 OFF
External Branding....
The difference YOU make to us.....

- Additional work volume and t/o allows us change more lives

- Additional apprentices

- Additional Supported Internships

- Additional school work experience

- Further investment in technology

- Allows us to invest in our future......

Social Enterprises reinvest the money they make back into their business or the local community. This allows them to tackle social problems, improve people's life chances, support communities and help the environment.
Nuneaton Signs
Social Impact
Report 2019

Thanks to you we have...

- Increased members of staff employed with disabilities by 15%
- Created and Filled 2 New apprentice positions
- Given talks to 375 people about the importance of working with Social Enterprises. That’s a ripple effect of over 3000!
- Educated 23 Young People with disabilities about working life through our education programme
- Increased our turnover by the largest percentage in our history. Therefore we’ve put a record level of investment back into employing people with disabilities
- Helped 1801 individuals with disabilities back into the workplace since we started our journey in 1982
Webinar: Creating Social Value in Highways

20 April 2021
Q&A
Closing Remarks
Any further questions please contact:

Andrew Wilson

andrew.Wilson@supplychainschool.co.uk

07736 685588