



# SOCIAL VALUE POLICY

Facilitating local economic impact and social value for the public sector and their communities

Version 2 – October 2021



## Purpose

The purpose of this policy is to clearly set out how SCAPE will ensure social value is embedded throughout the procurement, commissioning and delivery of frameworks, property services, design solutions and joint ventures.

## Background and scope

Social value has a legislative underpinning in most of the UK with the introduction of The Public Services (Social Value) Act 2012, which imposes an obligation on all public sector bodies to consider social value in the procurement of goods, services and works.

SCAPE is a public sector organisation, in its ownership and its ethos. It has a clear public purpose: the creation of an efficient and effective route to market for all built environment services.

Through a consistent and industry-recognised performance management approach, setting appropriate strategic objectives and embedding relevant measures of performance, SCAPE ensures that all delivery partners in our supply chains and partnerships prioritise social value outcomes as an essential element in publicly procured projects and commissions.

Social value is integral to SCAPE's approach and operations.

Social value is not just a compliance issue. It is a statutory requirement that goes beyond the simple cost of service provision, to securing the wider benefits for the community every time an investment is made. SCAPE ensures socio-economic development and environmental responsibility sits at the heart of every service, project and commission undertaken.

SCAPE intends to ensure that it plays a leading role in the development of social value outcomes by embedding appropriate strategies into its procurement processes, service delivery approaches, employment practices and use it to shape the way in which social value is delivered, measured and reported upon.

Social value can be created in isolation by one organisation, but if the effort is shared, the impact is magnified, and can be delivered in a substantially more cost-efficient manner.

SCAPE is uniquely placed to unlock social value at scale, through procurement solutions and innovative joint ventures, which engender long-term collaborative relationships with framework delivery partners and clients, creating scope to plan sustainably and invest for the future.

## Policy objectives

The aim of this policy is to:

Define the social value standards and behaviours that SCAPE expects of its organisation and its people in the way in which the services offered by SCAPE are planned, managed and delivered.

Articulate why social value is important to SCAPE and how it adds real benefit to the communities it serves, setting out our organisation's commitments.

Establish a position of thought leadership in respect of social value outcomes, helping to change attitudes and behaviours in everyone engaged in the built environment.

Set out expectations of our framework delivery partners, and their supply chain, as new frameworks are procured and collaborative relationships are entered into for delivering public services.

## Policy context

The Public Services (Social Value) Act 2012 requires all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental wellbeing of the area for which they are responsible.

Procurement Policy Note 06/20 requires social value to be explicitly evaluated in all central government procurement, rather than just "considered". A minimum weighting of 10% of the total score for social value should be applied in the procurement to ensure that it carries a heavy enough score to be a differentiating factor in bid evaluation.

The National Procurement Policy Statement published by HM Government in June 2021 requires that all contracting authorities should have regard to national priorities relating to social value outcomes alongside any additional local priorities in their procurement activities.

The Procurement Reform (Scotland) Act 2014 places a sustainable procurement obligation on public sector bodies and lays the foundations for the systematic delivery and reporting of social value in the Scottish public sector.

The Wellbeing of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales and places an obligation on public bodies to carry out sustainable development.

Northern Ireland Public Procurement Policy 01/21 requires that from 1 June 2022, central government departments include a minimum of 10% of the total award criteria to score social value, with the intention to increase to 20% by June 2023. A social value act for Northern Ireland is expected to follow in due course.

## Delivering social value

SCAPE's service offering is a catalyst for social value, through the physical assets it helps to create and maintain, the economic activity it generates, the services it facilitates and the communities it supports.

SCAPE not only offers clients the opportunity to secure social value, but ensures it is consistently achieved through performance management.

SCAPE generates social value both directly, through its activities; and indirectly, by regulating

supplier behaviour through procurement and thought leadership, which helps to shape how clients think about social value.

SCAPE has four main areas of significant influence where social value has impact:

- In setting objectives for delivery (in procurement or for delivery of programmes and projects) to establish a consistently high standard of outcomes, and to ensure social value outcomes feature in every service offered by SCAPE
- 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 that the communities who benefit can recognise what has been achieved.

## Our social value commitments

SCAPE will ensure that:

- Social value objectives form an integral part of our strategy, business planning and decision making
- All our employees understand our social value policy and priorities, and how these are relevant to their day-to-day work
- Our workforce management practices reflect our social value principles
- Social value is embedded in all specification and procurement activity
- Social value measurement is used as part of our performance management approach for every service we offer, utilising a suite of reportable performance measures, ensuring the measures we use are:
  - Relevant to our clients and the communities they serve
  - Proportionate for all parts of the supply chain to apply and
  - Robust enough to secure continuous improvement in the delivery of services.

## Measuring, recording and reporting social value

### Key principles

The quality of the data captured is fundamental to the success of our social value strategy. SCAPE seek to measure positive and meaningful social value impacts to enable clients to evidence achievement of their own social, economic and environmental targets, to support decision making on effective social value strategy and to evidence the delivery of outcomes in our services.

### Adopting the TOMs approach

In addition to the KPIs, SCAPE has developed a TOMs-based (Themes, Outcomes, Measures) approach to social value, in partnership with the Social Value Portal.



These outcomes and measures are economic, social and environmental in nature and have been developed through discussions held over 18 months and across 40 institutions. The National TOMs provide a simple, intelligible methodology and reporting standard to enable benchmarking across the UK.

SCAPE has worked with the Social Value Portal to implement the National TOMs, alongside KPIs, as the basis of social value delivery in all its frameworks, providing clients with the flexibility to set appropriate social value targets to align with national priority outcomes, alongside their policies and local needs. The Social Value Portal also provides independent verification and audit of the social value data. An example of the National TOMs matrix is included in Appendix A.

Once appointed, framework delivery partners report on performance against the measures in the TOMs matrix, alongside other contractual KPIs, to retain a streamlined reporting process.

Ensuring clients are invited to direct the focus of social value activity will be key to achieving successful outcomes.

The TOMs matrix will be regularly reviewed to test the appropriateness of the measures and updated to ensure it provides maximum impact.

## Working in partnership

As social value is a dynamic process, SCAPE continues to look for further ways to add social value, improve outcomes and respond to the changing needs of communities through innovation and with increasing investment from the private sector.

## Community Legacy Programme

Social value can be created in isolation by one organisation, but the impact is magnified, and can be delivered in a substantially more efficient manner if the effort is shared. SCAPE has created the Community Legacy Programme, through which the management and delivery of nationwide community benefit activities is shared with clients of all the SCAPE frameworks.

One of the key features of the programme is to develop universal initiatives that can be offered to every client and their communities, no matter how small a commission may be, ensuring social value delivery on all SCAPE projects.

Alongside SCAPE, each partner to the programme supports the collaborative development and delivery of the programme which feature two core themes:

- Employment, skills and the development of sustainable careers in the built environment sector
- Delivery and promotion of Environmental Sustainability

## The Social Partnership Portal

The Social Partnership Portal is an online platform that brings social suppliers and buyers together, improving supplier diversity, innovation and resilience. The portal was procured by SCAPE, is powered by Local Supply Chain and backed by over 25 founding members from across the construction industry.

Endorsed by Social Enterprise UK and Social Enterprise Scotland, this online platform is free for social suppliers to build their profile, showcase their skills and demonstrate their ability to supply to the UK construction industry, increasing opportunities for growth and business creation, and creating employment opportunities for those who face barriers to employment.

It provides contractors with improved access to social suppliers with the correct skill set for their projects, both locally and nationally, creating a more diverse supply chain and helps all parties maximise the social, economic and environmental outcomes from construction projects.

## Policy responsibilities

The SCAPE group chief executive is responsible for this policy, and for ensuring it is reviewed periodically.

The Executive Leadership Team is responsible for ensuring this policy is implemented and that systems and processes are developed and monitored. All line managers are responsible for ensuring that all employees are aware of their responsibilities under the policy, and that it is fully implemented throughout their department.

All staff (including employees, volunteers, contractors and consultants) have a responsibility to comply with this policy. The SCAPE Social Value and Performance Manager is responsible for updating, promoting and ensuring compliance with the policy.

Appendix A – National TOMs (Themes, Outcomes, Measures) Matrix

Theme	Outcomes	Measures
<b>Jobs: Promote Local Skills and Employment</b>	<b>More local people in employment</b>	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.
		% of local people employed on contract (FTE)
	<b>More opportunities for disadvantaged people</b>	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)
		No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)
		No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 years old)
		No. of jobs (FTE) created for people with disabilities
		No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance -(over 24 years old)
	<b>Improved skills</b>	Local school and college visits e.g., delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)
		Number of site visits for school children or local residents
		No. weeks of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+
		No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+
	<b>Improved skills for a low carbon transition</b>	Support a 'just transition' for workers by supporting those in 'traditional' high carbon industries to retrain.
	<b>Improved employability of young people</b>	No. of hours dedicated to support young people into work (e.g., CV advice, mock interviews, careers guidance) - (under 24 y.o.)
		No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)
		Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)
		Employment taster days for those interested in working in the real estate or construction industry.



Appendix A – TOMs (Themes, Outcomes, Measures) Matrix (Continued.)

Theme	Outcomes	Measures
<b>Growth: Supporting Growth of Responsible Regional Business</b>	<b>More opportunities for local MSMEs and VCSEs</b>	Total amount (£) spent with VCSEs within your supply chain
		Provision of expert business advice to VCSEs and SMEs (e.g., financial advice / legal advice / HR advice/HSE)
		Provision of expert business advice to help VCSEs and MSMEs achieve net zero by 2030.
		Equipment or resources donated to VCSEs (£ equivalent value)
		Number of voluntary hours donated to support VCSEs (excludes expert business advice)
		Total amount (£) spent in LOCAL supply chain through the contract.
		Total amount (£) spent through contract with LOCAL Micro, small and medium enterprises (MSMEs)
		'Meet the Buyer' events held to highlight local supply chain opportunities
	<b>Improving staff wellbeing and mental health</b>	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses
		Mental health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health.
		Equality, diversity and inclusion training provided both for staff and supply chain staff
	<b>Ethical Procurement is promoted</b>	Percentage of procurement contracts that includes commitments to ethical procurement, including to verify anti-slavery and other relevant requirements.
		Number and type of initiatives throughout the supply chain to identify and manage the risks of modern slavery occurring (supply chain mapping, staff training, contract management) in relation to the contract.
<b>Social Value embedded in the supply chain</b>	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	

Appendix A – TOMs (Themes, Outcomes, Measures) Matrix (Continued.)

Theme	Outcomes	Measures
<b>Social: Healthier, Safer and more Resilient Communities</b>	<b>Crime is reduced</b>	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)
	<b>Creating a healthier community</b>	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)
		Initiatives to support rough sleepers – including training for security and night staff, opening up facilities spaces (eg showers or additional beds when temperature drops) after hours.
		Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.
	<b>Vulnerable people are helped to live independently</b>	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
	<b>More working with the Community</b>	Donations or in-kind contributions to local community projects (£ & materials)
		No hours volunteering time provided to support local community projects.
		Support provided to help local community draw up their own Community Charter or Stakeholder Plan.

Appendix A – TOMs (Themes, Outcomes, Measures) Matrix (Continued.)

Theme	Outcomes	Measures
<b>Environment: Decarbonising and Safeguarding our World</b>	<b>Carbon emissions are reduced</b>	Savings in CO2 emissions on contract not from transport (specify how these are to be achieved).
	<b>Air pollution is reduced</b>	Car miles saved on the project (e.g., cycle to work programmes, public transport or car-pooling programmes, etc.)
		Car miles driven using low or no emission staff vehicles included on project as a result of a green transport programme.
	<b>Sustainable Procurement is promoted</b>	Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g., to use local produce, reduce food waste, and keep resources in circulation longer.)
Requirements or support for suppliers to demonstrate climate change and carbon reduction training for all staff		
<b>Innovation: Promoting Social Innovation</b>	<b>Create local skills and employment</b>	Innovative measures to promote local skills and employment to be delivered on the contract – these could be co-designed with stakeholders or communities or aiming at delivering benefits while minimising carbon footprint.
	<b>Support responsible business</b>	Innovative measures to promote and support responsible business to be delivered on the contract – these could be co-designed with stakeholders or communities or aiming at delivering benefits while minimising carbon footprint.
	<b>Enable healthier, safer and more resilient communities</b>	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract – these could be co-designed with stakeholders or communities or aiming at delivering benefits while minimising carbon footprint.
	<b>Safeguard the environment and respond to the climate emergency</b>	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract – these could be co-designed with stakeholders or communities or aiming at delivering benefits while minimising carbon footprint.