



**Social Value
and Design
of the Built
Environment**

Credits

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Contents

Foreword.....	3	What designers can do and when	20
Introduction.....	4	Stages of design.....	20
Why social value in design matters.....	7	Predicting, measuring and reporting social value	22
Trends driving social value through design	14	Procurement strategy	22
Public finances	14	Stage 0 – Strategic definition	24
Urbanisation.....	14	Stage 1 – Preparation & brief	27
Demographic changes.....	14	Stage 2 – Concept design	29
Public health	14	Stage 3 – Developed design	34
Progressive planning policy.....	15	Stage 4 – Technical design	37
Responsible investment	16	Stage 5 – Construction	39
Modern methods of design and construction	16	Stage 6 – Handover & close out	41
Social media.....	16	Stage 7 – In use	44
Challenges of social value in the design process	17	‘Business as Usual’; doing business responsibly	46
Trade-offs; balancing negative and positive impacts through the life-cycle.....	17	Frequently asked questions	47
Trade-offs; balancing different stakeholder needs	17	Glossary	50
Working with ‘the big picture’.....	18	Where can I find out more?.....	53
Time	18		
Cost versus value.....	18		
Managing unknowns	19		

01

Foreword



Since we launched the Supply Chain School in 2012, the phrase 'social value' has emerged and gained phenomenal momentum amongst clients, businesses and their stakeholders. The UK government now promotes it as a key part of public procurement as a result of the Public Services (Social Value) Act 2012.

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. However, defining, delivering and measuring social value remains a challenge.

Some projects have prioritised social value outcomes from the outset, and we are now seeing the impact. When I was appointed Chair of the Commission for a Sustainable London 2012, Mayor Ken Livingstone told me he saw the project as "a 200 year regeneration project interrupted by 6 weeks of sport". The results are there to be seen. The former London 2012 Athletes' Village, for example, is now the popular, new East Village residential neighbourhood. It includes a significant proportion of affordable housing – and even the [press](#) ([🔗](#)) says it's great! The Queen Elizabeth Park is a very flexible and popular space with excellent transport links, hosting many sports and recreation events, and providing a valuable public leisure space. The former media centre, destined to be a million square foot White Elephant has excellent legacy prospects thanks to BT Vision, Loughborough University, and East

London's growing number of small technology businesses. The Aquatic Centre remains, in my opinion, an impractical, expensive building, but overall the legacy is there.

In Scotland, the City of Glasgow College "[supercampus](#)" ([🔗](#)) is a phenomenal new resource for students and the city. We, in the School, watched its development with interest and it's included in this document as an exemplar case study.

The phrase 'social value' often means wildly different things to different people. An industry of tools and consultancy services is growing to generate, measure and report it. This is a central issue for many clients and contractors – and it is time for designers and architects to align their thinking with the construction value chain. This document is an attempt to forge that connection.

Of course, everyone has different value sets and some people do question why they should work to deliver social value at all. You can find some of the answers in the tools and case studies here – companies that create social value for others benefit themselves. It's a virtuous cycle.

Discussing social value throws up challenges and this document shares some of them. So, please, use this document, share it and join in the conversation.

Shaun McCarthy OBE, FRSA, MCIPS, MIEMA
Chair, Supply Chain School

Chair, Commission for a Sustainable London 2012
(2006 – 2013)

02 Introduction

'Built environment' means all the physical parts of where we live and work, including: homes, buildings, streets, open spaces and infrastructure.

There is no legal definition of 'social value' and many clients and stakeholders provide their own (see 'frequently asked questions'). For the purposes of this document, social value means the direct, positive impacts for people and communities that can be created by going beyond 'fit for purpose' built environment design and creating socially sensitive infrastructure or architecture.

'Social value' is not a new concept - alternative terms include 'social sustainability', 'community benefits', 'buy social', 'social aspects', 'corporate social responsibility' and 'ESG' (Environmental, Social and Governance).

Up to this point, explicit discussions around social value in the built environment have largely excluded designers and architects. This document aims to involve them. It is written for designers, architects and others (e.g. within client organisations) who influence design. It is being shared for free, for use by anyone.

Social value can be consciously created during the design, construction and operation of built environment assets.

Designers and architects can generate social value by:

- ▶ Integrating people's views into design decision-making
- ▶ Supporting cultural integration and social cohesion
- ▶ Designing assets that promote the health and wellbeing of users
- ▶ Enhancing lifespan and value of assets
- ▶ Supporting economic prosperity
- ▶ Doing business, responsibly.

Partners in the Supply Chain School have identified business activities that contractors and facilities management companies undertake which can create social value during construction and operation of built environment assets (figure 1). Some stakeholders also scope environmental considerations, such as carbon and waste management, within social value activities.

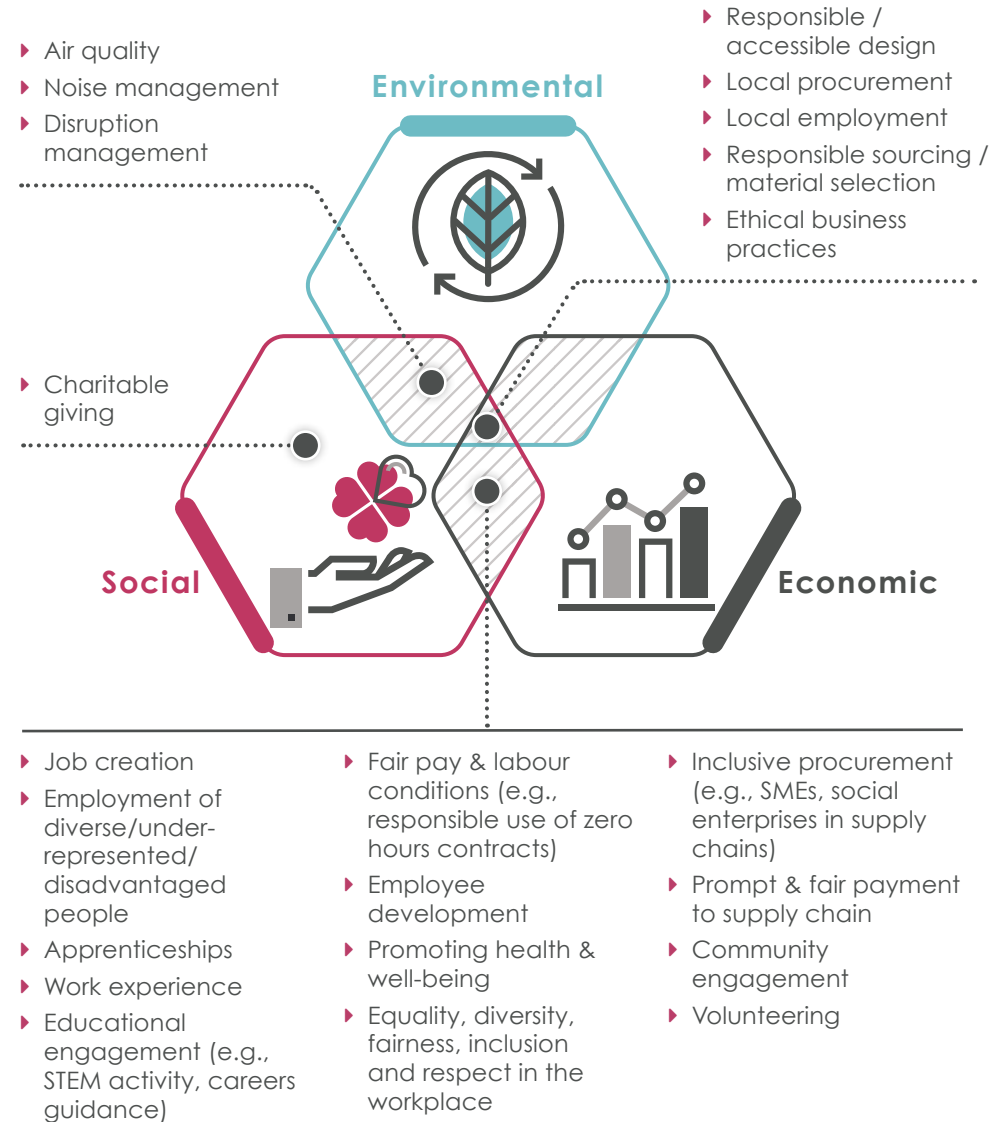


Figure 1: Activities that can create social value mapped to the three dimensions of sustainable development

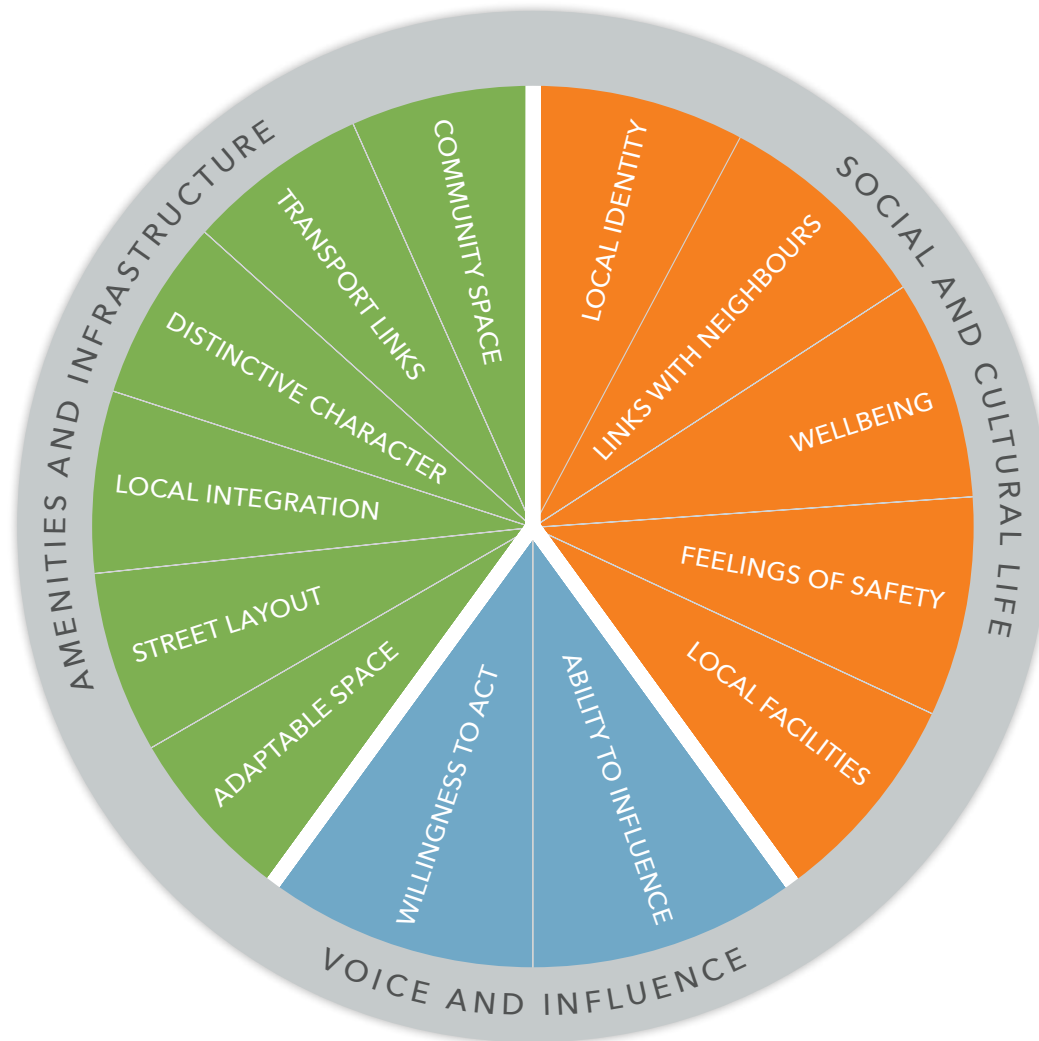


Figure 2: Thirteen criteria within Berkeley Group's Creating Successful Places Toolkit

TOOL 1

Berkeley Group's approach to creating successful places



Property developer Berkeley Group uses its [Creating Successful Places](#) framework to move mindsets away from thinking mostly about physical development, to more broadly and creatively considering what makes a place somewhere great to live.

The Creating Successful Places Toolkit is used to provide a structure for discussing placemaking and placekeeping during the planning stage. This is based around thirteen criteria, which reflect issues that are important to the longevity of the place and that create a sense of identity and belonging for the people and communities that surround it.

03 Why social value in design matters

Designers and architects routinely evaluate and make decisions that address embodied carbon and carbon in-use. We can do the same for social value.

Consciously designing homes, buildings and infrastructure so that they generate social value for individuals and communities, supports economic prosperity, cultural integration, connectivity and social cohesion. It contributes to fairness in society.

Designing places that people value, and want to spend time in, enhances the long-term value of the asset.

Integrating people into the design process provides a sense of ownership and involvement, connecting people with places and making them feel valued.

For many, designing with social value in mind is simply the right thing to do. It is good practice design and it

should be 'design as usual' - but social value is not always considered as part of the design process.

Immediate budgetary pressures sometimes result in design decisions being made that are:

- ▶ Not in the best interests of end users
- ▶ Have a negative impact on social value during operation
- ▶ Reduce the value and life-span of assets.

Figure 3 illustrates how design decisions directly influence the extent to which social value can be generated during construction and operation of assets.

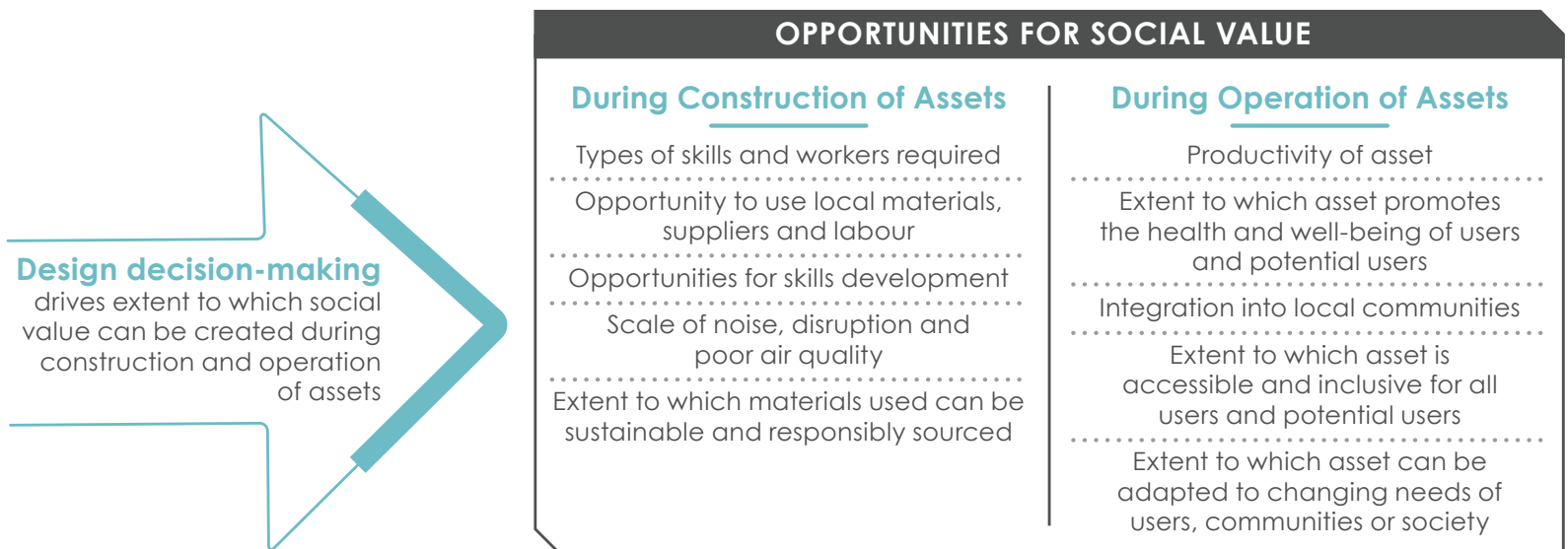


Figure 3: Opportunities for social value during construction and asset use influenced by design decisions

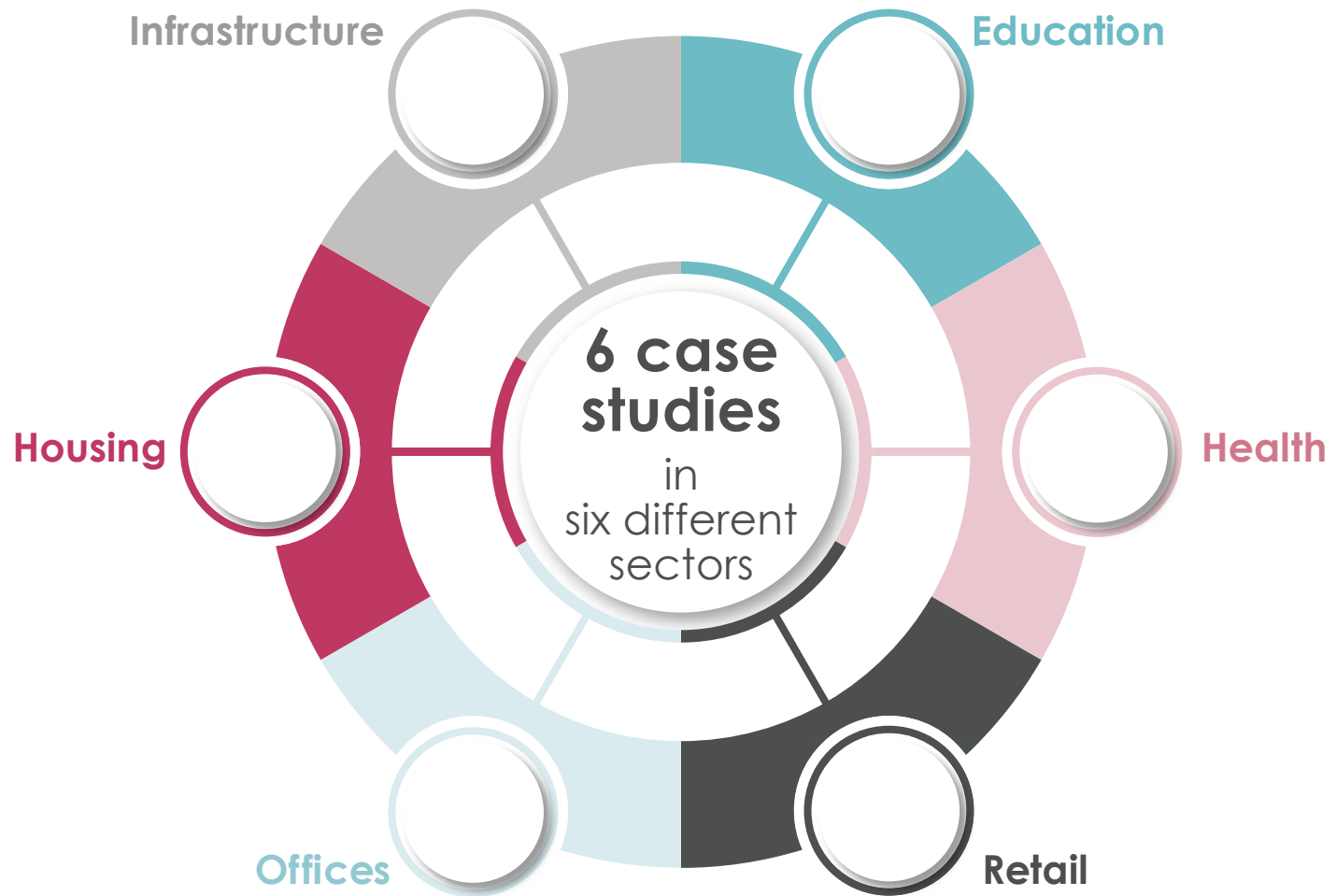
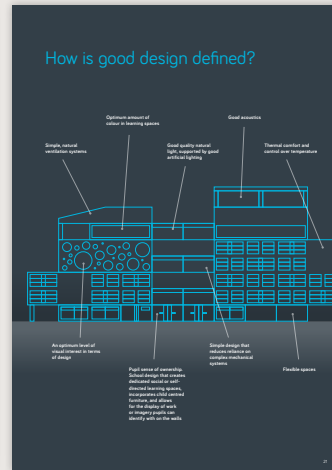
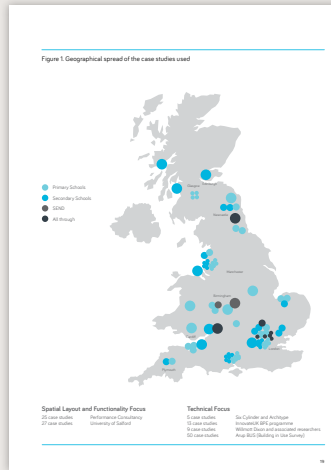


Figure 4: Six case studies in six different sectors

CASE STUDY 1

EDUCATION:
Better spaces for learning



More than **9 in 10** teachers believe school design is important

1 in 5 teachers have considered quitting because of the condition of school buildings

NEARLY HALF of teachers are worried that the schools they currently teach in are too small

91% teachers feel good layout/circulation space is important to good pupil behaviour

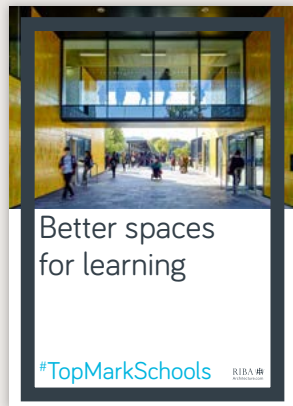
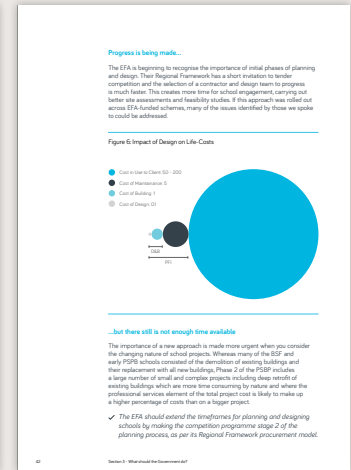


Figure 5: RIBA – Better spaces for learning

A RIBA-sponsored evaluation of 129 post-occupancy evaluations (POEs) of schools in the UK establishes that having good design qualities in school buildings doesn't add cost and can:

- ▶ Improve educational outcomes by:
 - » Having a positive impact on behaviour by facilitating the supervision of pupils, reducing overcrowding, and allowing staff to implement behaviour management strategies
 - » Helping provide an environment which encourages pupils to come to school and become more engaged
 - » Improving wellbeing

- ▶ Increase staff productivity by up to 15%
- ▶ Reduce running and maintenance costs, in some cases by more than several times a teacher's average annual salary

KEY SOCIAL VALUE BENEFITS:

- ✓ Productivity (learning)
- ✓ Wellbeing

CASE STUDY 2



HEALTH: Social value from supportive communities



Figure 6: Maggie's Cancer Caring Centre, Nottingham, UK

Maggie's Centres offer practical, emotional and social support to anyone affected by cancer, including their families and friends. Founder Maggie Keswick Jencks, [identified](#) ([link](#)) how the design of conventional hospital areas inhibits recovery and so good design is at the heart of each centre. With funding from the Economic and Social Research Council, Dr Kelly Watson from the University of Manchester worked with Arup to trial Social Return on Investment (SROI) as a post occupancy evaluation (POE) methodology at [Maggie's Nottingham](#) ([link](#)), to investigate and capture the social value of the project for the building users. This was found to be £134,800 per year, projected to £3,572,800 over the 60-year life of the building.

Design features particularly valued by building users included:

- ▶ Non-clinical, homely environment evidenced by preference for interacting at a kitchen table rather than a desk
- ▶ Variety of both social and private spaces, e.g. open-plan kitchen area and small private sitting rooms, providing a range of environments for different user preferences
- ▶ Window design for views and access to natural light, promoting a connection to nature while maintaining privacy
- ▶ Quality and choice of furniture and fittings; colourful and quirky, gender neutral, domestic-scale lighting (rather than overhead strip lighting) and surface materials that are warm to the touch

KEY SOCIAL VALUE BENEFITS:

- ✔ Wellbeing
- ✔ Productivity (health)
- ✔ Social cohesion

CASE STUDY 3



RETAIL: “Health, wellbeing and productivity in retail; the impact of green buildings on people and profit”

This 2016 World Green Building Council report explains how low carbon, resource-efficient and environmentally sensitive buildings can enhance the health, wellbeing and productivity of building users. Footfall and dwell time are increased, customer loyalty and the distance that customers are willing to travel to shop increase - and sales rise.

“... for every 1% rise in visitor ‘dwell time,’ there is a 1.3% increase in sales: the longer people linger, the more they buy, and at more than a one to-one ratio.”

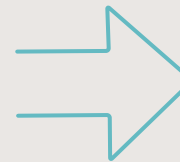
The report proposes a framework for improvement, including how the thinking of everyone involved in retail developments needs to shift, so that impacts can flow from environment, through experiences to economics.



Figure 7: Health, Wellbeing & Productivity in Retail (© World Green Building Council)

Current Thinking

The main concern about the space / building is how it can provide maximum economic benefit to clients and meeting the design brief.



New Thinking

Explain how a building's health and wellbeing credentials are beneficial for clients and incorporate this understanding into design practices to promote longer-term relationships and repeat business.

KEY SOCIAL VALUE BENEFITS:

- ✔ Productivity
- ✔ Wellbeing
- ✔ Local economy

03 Why social value in design matters

CASE STUDY 4



OFFICES: Designing healthier workplaces

Studio Ben Allen Architects' One Carter Lane is the first European project to receive the [WELL Building accreditation](#) (🔗) - an international evidence-based system for measuring, certifying and monitoring the performance of building features that impact health and wellbeing. The WELL Building standard provides a score out of ten for seven key areas: air, light, comfort, fitness, nourishment, mind and water. One Carter Lane has achieved a score of 8/10. Conscious decisions were made around space planning to increase the score as offices must be spacious, with a generous allocation of communal non-desk spaces, such as kitchens, foyers, break-out areas and good circulation. This, in turn, required the design of smaller, bespoke desks. Materials were selected that were natural, had low VOC (Volatile Organic Compound) content and were locally sourced. Using WELL added around 3% to the budget - around £200 per head.



Figure 8: Ben Allen Architects' One Carter Lane (© Dirk Lindner)

KEY SOCIAL VALUE BENEFITS:

- ✔ Wellbeing
- ✔ Productivity

CASE STUDY 5

HOUSING: Design for intergenerational living



[Castlemaine Court, Byfleet, Surrey](#) (🔗) has been designed with inter-generational living in mind. It is built to the [Lifetime Homes](#) (🔗) design criteria and provides affordable and high-quality one and two-bedroom homes for people of all ages.

Previously, the low-quality, bedsit-type accommodation offered to older, local people in the area had proved unpopular and unprofitable.

The new design allows single people, couples and families to be housed within one community, supporting cohesive communities and social integration. The open walkways engender a greater sense of community - residents use them as an extension of the home, with many using them to sit in the summer and socialise with neighbours.

Local priorities of the Borough of Woking were considered from the beginning of the project:

- ▶ Local people were involved throughout planning
- ▶ The main contractor is a local firm
- ▶ A local workforce was employed, including apprentices in a range of trades.



Figure 9: Castlemaine Court, Byfleet, Surrey (Photo by Charlotte Wood Photography)

KEY SOCIAL VALUE BENEFITS:

- ✔ Social cohesion
- ✔ Wellbeing
- ✔ Local economy

CASE STUDY 6



INFRASTRUCTURE: Wider social value provided by a flood alleviation scheme



Figure 10: Alma Weir, Ripon. The weir was rebuilt in 2010.

The £14.4m [Ripon Rivers flood alleviation scheme](#) ([↗](#)) was designed to protect 548 homes and 96 businesses from flooding. A subsequent [academic study](#) ([↗](#)), undertaken by Dr Sarah Fitton at the University of Cambridge in collaboration with Arup, investigated the multiple perspectives of stakeholders regarding the value that the scheme delivered to them. Benefits identified include:

- ▶ Perceptions of increased economic prosperity as a result of the greater level of protection, stabilisation of property values, and benefits to the local economy and tourism
- ▶ Less stress and anxiety ('peace of mind') afforded by the protection of the scheme
- ▶ Recreational and aesthetic improvements, including a footpath along the river.

KEY SOCIAL VALUE BENEFITS:

- ✓ Wellbeing
- ✓ Local economy

04 Trends driving social value through design

4.1 Public finances

Public policy-makers expect organisations spending public money to achieve 'more for less', so that maximum economic, social and environmental value is achieved for the taxpayer.

Tensions can arise when certain stakeholder groups expect decision-making to be based on whole-life value (including social value), whereas a budget holder is concerned about the cost at one stage of the asset life-cycle. Social housing refurbishment can be particularly contentious.

4.2 Urbanisation

By 2050, [66% of the world's population](#) (↗) is projected to live in towns or cities. This drives the need for better design to provide amenities and meaningful work, and to support people to feel mentally and physically well in increasingly congested areas.

4.3 Demographic changes

The UK population is getting older. Disability and ill-health are broadly age-related. It is increasingly important that buildings, infrastructure and public places become fully accessible, so that all people can continue to work, live in their homes and be socially connected for as long as they wish to be.

We are becoming more diverse in terms of race, heritage, religion and belief. Better design has a role to play in bringing people together; integrating them with one another and with places, so that everyone is involved in their community and has a common sense of ownership.

More people are living alone. Socially-responsible design can encourage a sense of community and reduce risk of social isolation.

The UK population is becoming increasingly polarised in terms of wealth and income. Those at each end of the spectrum often live and work in very close proximity (e.g. Westminster in London). High quality design can bridge social divides, boost confidence and stimulate economic performance.

4.4 Public health

Current lifestyles present a [serious threat](#) (↗) to UK population health, particularly for more disadvantaged groups. Rates of obesity are predicted to continue to rise and improvements are needed around diet and increasing the activity levels of adults and children. Good design can create space – however small – for exercise, leisure and food growing.

4.5 Progressive Planning Policy

Planning strategy, policy and decision-making is increasingly considering whole-life impacts of homes, building and infrastructure, and its contribution to place (e.g. tourism, employment). For example, Glasgow City Council's [Glasgow Development Plan](#) ([↗](#)) seeks to achieve a place that is 'successful and sustainable', 'low carbon', 'natural and resilient' and 'connected'.

The design and build of the new £228m City of Glasgow College "supercampus" was delivered by a consortium led by Sir Robert McAlpine. It was evaluated, post construction, as having achieved fourteen project objectives, seven of which are social value-related.

During design, detailed stakeholder engagement (including with students and staff), data and good practice reviews were undertaken. The build of the facility created socio-economic benefits (81% of contract value was spent within Scotland and there were 148 job opportunities) but the design itself continues to create social value. By 'placemaking', the college has:

- ▶ Provided a new, landmark design for the city of Glasgow
- ▶ Improved public realm, pedestrian streetscapes, lighting and passive supervision
- ▶ Provided 3.3 hectares of new green space within the city district, 287 new trees and the 'green benefits' that can be attributed to this.

And academically, the design:

- ▶ Increased staff and student satisfaction
- ▶ Improved communication within the college
- ▶ Provided materials and support for workshops, masterclasses, lectures, mentoring and support learning, site visits and specialist input
- ▶ Is anticipated to contribute to improvements in learning outcomes.



Figure 11: City of Glasgow College

KEY SOCIAL VALUE BENEFITS:

- ✓ Productivity (learning)
- ✓ Local economy
- ✓ Placemaking

CASE STUDY 7



City of Glasgow College New Campus NPD Project

4.6 Responsible investment

As the link between social value and long-term asset value is better understood, socially responsible design has a role to play in improving returns to developers, pension funds, insurance companies, governmental organisations, banks, fund of funds and high net-worth individuals.

When investors own and retain assets, it is in their interest to promote the economic and social sustainability of those assets and the communities in and around them. They are also more inclined towards design for re-use in the future.

4.7 Modern methods of design and construction

New, digital-based techniques are evolving that assist designers to create social value.

[Generative design](#) (↗) works backwards from the desired outcome and uses algorithms to create design. This eliminates human bias and allows complex requirements (e.g. social value) to be integrated.

The [Internet of Things \(IoT\)](#) (↗) is increasing the connectivity of buildings and enabling embedded sensors to better manage the performance of a building over time. By collecting evidence of how an asset can deliver better outcomes, designers can better create the built environment our clients want.

A wealth of tools to monitor and report social value data are being developed. They will take account of such a wide range of issues and variables that, eventually, Social Impact Assessments will be as important to design

decision-making as Environmental Impact Assessments. [Diversity Impact Assessments](#) (↗) might also become integrated into them.

BIM (Building Information Modelling) techniques and wider digital developments are improving communication between different individuals, teams and stages of work. The risk of social value opportunity being lost between stages of the RIBA plan of works and at asset handover (RIBA stage six) is reduced. BIM level 2 will assist in establishing feedback loops, so that lessons learnt at the end of one build can be fed into the brief for a new asset.

3D printing and additive manufacturing increase the opportunity for designers to develop, trial and use innovative new design solutions.

Increasing automation reduces the risk of human error negating design features designed to achieve social value benefits.

Design for Manufacture and Assembly (DfMA) enables buildings to be created more quickly, less disruptively, at lower cost and to more tailored designs than conventional build techniques.

4.8 Social media

Social media platforms provide opportunities for developers, designers and architects to consult with communities and to share information. They also provide a powerful tool for people to make complaints, express their opinions and hold companies working within their communities up to scrutiny.

05 Challenges of social value in the design process

5.1 Trade-offs; balancing negative and positive impacts through the life-cycle

A design decision that creates one type of social value might eliminate opportunities for another. For example:

- ▶ Established communities, and the social capital within them, can be dispersed and lost when housing is demolished and replaced as part of local regeneration.
- ▶ School space might be redesigned so that the balance between kitchen facilities and available teaching space is changed. A larger kitchen space offers the potential for healthier food and cooking lessons, whereas more or larger classrooms improve the learning experience.
- ▶ DfMA techniques change the location of work by moving aspects of construction from a site to a factory. This might result in a net deskilling of the workforce. It certainly reduces the range of employment and skills opportunities that can be offered to communities local to the site, compared to a conventional (bricks and mortar) build. But the period of disruption caused by construction can be less significant for local communities.
- ▶ A specific material might be selected for use because it can be locally or responsibly sourced. However maintenance risk and cleaning cost might be higher, in use, than for a conventional material.

A calculation of the net value of social value generated per £ of investment can be made at any point during

design, construction and operation. There are a range of tools and methods through which this can be achieved (see section “[What designers can do and when](#)”).

5.2 Trade-offs; balancing different stakeholder needs

Design features that are desirable for one stakeholder group can be less so for another. For example:

- ▶ A non-clinical healthcare centre designed with the patient or visitor user group in mind, might include an ‘open’ staff office to ensure transparency and no formal boundaries between staff and visitors. However, this might impact negatively on staff experience and performance if they are frequently interrupted and considered ‘fair game’ by visitors.
- ▶ Local regeneration that promotes mixed-use development to boost local economy and placemaking could impact adversely on local residents through increased noise levels and traffic (pedestrian and vehicles), and even sleep disruption in extreme cases.
- ▶ Inclusion of green spaces in urban development can backfire if not sensitively planned and designed in collaboration with end users. Teenagers and young adults might cause families to feel unwelcome in the space, and enclosed or remote spaces can cause increased anti-social behaviour, crime, and feelings of being unsafe for some groups.

5.3 Working with 'the big picture'

No single stakeholder will understand all the social value risks and opportunities of a single project. Different stakeholders might have contrasting views on the implications of an individual design decision.

It is useful to establish trusting and long-term relationships with a range of stakeholders, and to check back with them at regular intervals for their views on progress. That is, to establish feedback loops and balancing mechanisms around decision-making.

Examples of stakeholders who will have a long-term perspective on the social value implications of a design decision include:

- ▶ Residents or user groups
- ▶ Any end client (e.g. Highways England)
- ▶ Individual beneficiaries
- ▶ Any company tasked with future management of the building or infrastructure in question.

5.4 Time

Time is required to properly plan and implement activities that deliver social value. For example, meaningful stakeholder consultation, predictive studies of social impact and discussions about innovative design features all add value to the design process. Time for them can be built into project plans.

5.5 Cost versus value

Not all decisions that deliver social value necessarily add cost.

Some decisions might. But 'cost' is better viewed as 'investment' in maximising the value of an asset over its lifetime.

For example, effective consultation requires the investment of time and funds for venue hire, and design and production of materials. But this investment can result in ideas that enhance the life-span and long-term value of an asset.

Healthy, local, or responsibly sourced materials (e.g. flooring) might have a higher unit cost than more conventional materials. However, their contribution to enhancing the productivity of an asset, boosting the local economy or protecting the reputation of a company from unethical practices in its supply chain, might be such that the net value is greater than the initial cost.

The initial cost might have to be borne by one stakeholder (e.g. the initial developer) whilst longer term value will be to the benefit of another (e.g. a facilities management company or company to whom the developer sells the asset). Stakeholders who aren't going to benefit from an investment might just see it as cost and seek to value-engineer it out.

Designers and architects can identify costs, benefits and recommendations associated with social value in the way that they would any other during the relevant design stages. The client can then make an informed choice.

5.6 Managing unknowns

At the time a concept designer starts work, the final asset manager or user might be unknown and so there might be no-one with whom to consult about social value in use. The asset user or manager might be known but be unwilling to engage - perhaps because they haven't yet considered how they will manage the asset, or haven't been involved in this type of process before.

Truly affordable housing – the biggest social value challenge of all?

The Office for National Statistics identifies that, in 2016, working people could expect to pay around 7.6 times their annual earnings on purchasing a home in England and Wales - up from 3.6 times annual earnings in 1997. The gap between the least affordable and most affordable parts of England and Wales has increased over this period and housing affordability has decreased in all local authority areas.

This trend is considered, anecdotally, to be contributing to dissatisfaction amongst young people and those not yet on the housing ladder. It has important and worrying impacts on mental wellbeing and when people can comfortably start families.

Attempts have been made to find a design for truly affordable housing but no popular, scalable solution

appears yet to have been found. The cost of land, the practice of land-banking, planning policy and process, and use of property for investment, all add to the challenge.

New development models are evolving. For example:

- ▶ Willmott Dixon's [Be](#) ([🔗](#)) subsidiary develops and operates homes in the private rented sector, tailored for young professionals
- ▶ [Pocket Living](#) ([🔗](#)) develops compact homes on small sites and seeks to develop communities
- ▶ In Manchester's Crusader Mill, [Capital and Centric](#) ([🔗](#)) seek to sell homes to people who will actually live there.

We don't have an answer to this challenge, but it's important to acknowledge it. The input of architects and designers is critical to partnership working to find solutions.

06 What designers can do and when

6.1 Stages of design

This section summarises how architects and designers can create social value at each stage of the RIBA Plan of Works 2013. Suggestions are provided about what to consider and what to do at each stage, alongside tips, tools and examples. Case studies are provided. In most case studies the social value of assets was maximised because the issue was considered at more than one stage of the design process.

Few architects design a building or piece of infrastructure all the way from concept to delivery. Different types of architects and designers join projects at different stages. Concept architects, technical architects, design teams of

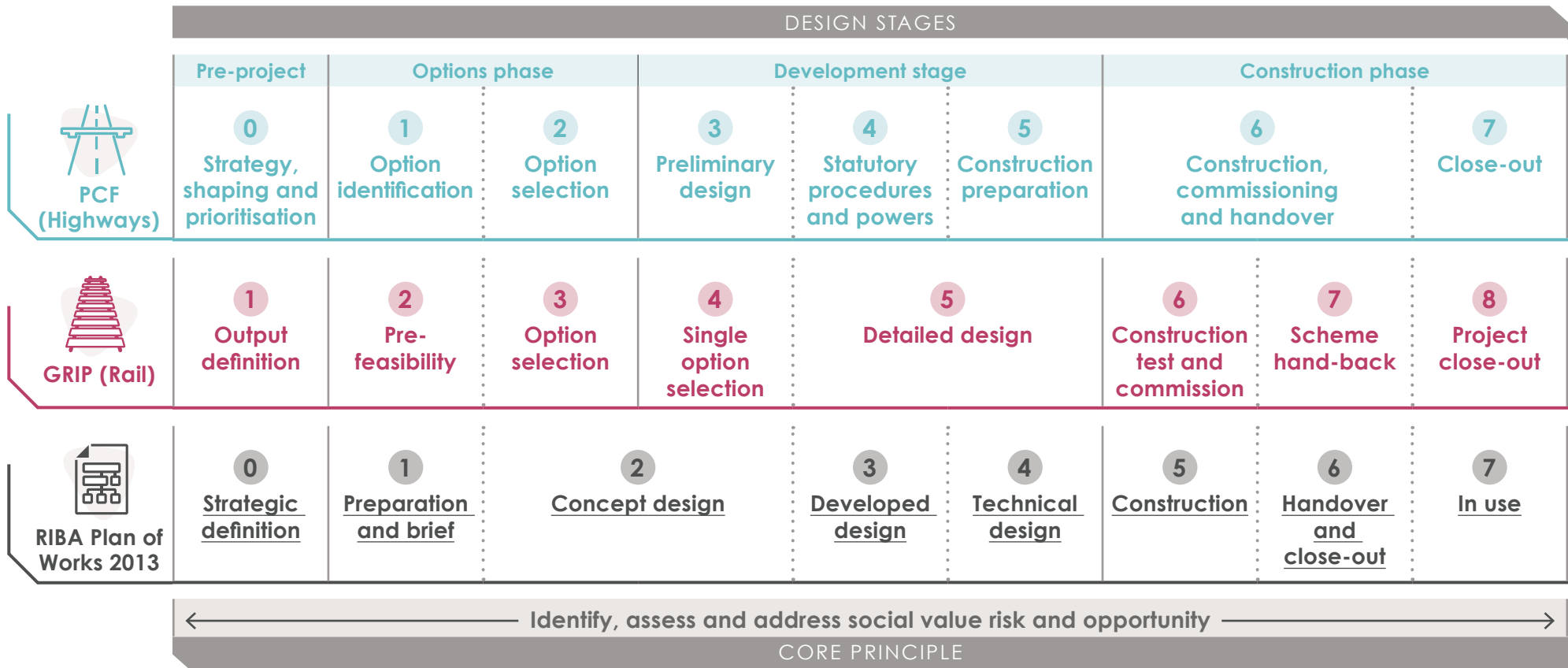
main contractors, design teams of M&E, sub-contractors and others will, therefore, find different parts of this section most relevant to them.

As a core principle, social value risk and opportunity must be identified, assessed, and addressed at each stage of design.

Certain clients (e.g. Berkeley Group, British Land) define their own processes, and these are broadly aligned to the RIBA Plan of Works. The highways and rail sectors use PCF (Project Control Framework, major projects life-cycle) and GRIP (Guide to Railway Investment Projects) processes. These align broadly with the RIBA stages, but not wholly.

06 What designers can do and when

Figure 12: Stages of design in rail and highways – broad alignment with stages of RIBA Plan of Works 2013



Decisions made about people, places and premises during RIBA 0 to 4 exert social influence. Social impacts created by employment, equality and economic opportunities are felt from RIBA 5 onwards. However, all decisions made continue to have influence.

Social value should not be an 'add on'. It must be a key consideration throughout any organisation. There must be Board-level accountability, tailored local implementation of corporate approaches, and involvement of external stakeholders as 'critical friends'. And shared success!

6.2 Predicting, measuring and reporting social value

There are broadly four ways to predict, track, measure and report social value through the lifecycle of a project:

- ▶ As a 'raw' metric e.g. number of apprentices working on a project
- ▶ As a normalised metric e.g. percentage of all workers on a project that are apprentices
- ▶ As a monetised figure e.g. the £ value to the public purse of these new apprentices being employed
- ▶ Through case studies e.g. how a particular person became an apprentice, what they gained from being an apprentice, their situation before, and the benefits of the apprenticeship to the young person, their family, community, employer and wider society.

Many commercial tools are now available to assist companies. Different commercial tools (e.g. Considerate Constructors Scheme 'Building Social Value') collect different types of data and in different ways. Your client, planning authority and wider stakeholders might have a preference for exactly what data and information should be collected. Seek to collect and report whatever best evidences the impact of your asset's social value. This might involve collecting more than one of the four types, for example finance teams might respond best to monetised figures, whereas community groups might prefer to know of case studies.

Social value can be 'monetised' by applying a financial proxy to a social value data. There are many techniques for doing this. [Academic research](#) reviewed a wide range of social impact methodologies and identified

Social Return on Investment (SROI) as the most developed method applicable to the built environment. SROI has a [robust and replicable framework](#) for implementation. It requires consideration of negative social impacts as well as positive ones.

SROI studies typically make use of financial proxies to value intangible social impacts, a wide range of which are developed and stored within HACT's [Social Value Bank](#). HACT provides [guidance](#) on how this should be used. Commercial tools and consultancy offer to make this process easier (e.g. [Social Value Portal](#)). Some tools calculate social value in a different way (e.g. [LM3 Online](#)).

Some clients value monetisation. ENGIE, for example, calculated the wellbeing value of volunteering on the Queen Elizabeth Park as [£1,701,000](#). Other clients believe that case studies are a more effective demonstration of social impact. [Willmott Dixon Foundation's Annual Review 2017](#), for example, demonstrates impact through examples and numbers - some numbers are financial but they are not monetised.

The market for predictive social return tools is not yet as mature as the market for carbon prediction tools.

6.3 Procurement strategy

Figure 11 summarises how the type of contract(s) a client uses to establish a supply chain has implications for social value.

 TYPE OF CONTRACT	 IMPLICATIONS FOR SOCIAL VALUE
Establishing multi-year framework	Supply chain will be less motivated to deliver social value if the £ value of work that they are likely to win decreases significantly over the life of the framework. Also, if call-off decisions are being made on the basis of lowest price and/or with challenging timetables.
Calling-off multi-year framework	The terms and conditions under which a framework is established influence the extent to which social value requirements can be included in the call-off. Social value is integrated into the procurement and management of certain frameworks (e.g. Scape ).
Management	Social value efforts by the supply chain are largely dependent on the extent to which the management organisation understands, promotes and requires social value generation and measurement.
Fixed price	Supply chains can require reassurance before sharing certain social value data (e.g. local procurement, spend with SMEs) if they perceive it to be commercially sensitive.
Design contract(s) + different build contract	There is a risk of social value being lost between designer(s) and contractor(s). Effort will be required to bridge potential communication gaps and conflicts of interest.
Design & build	There is a risk of social value being lost between teams, through the supply chain and at asset handover.
Design, build and operate	Decision-making on the basis of whole-life cost is more likely compared to other forms of contract, as the same contractor that absorbs any initial cost will be making longer-term gains.

Figure 13: Implications for social value of using different types of contract

6.4 Stage 0 – Strategic definition

Core objectives: Identify client's Business Case and Strategic Brief and other core project requirements



What to consider

- ▶ Client drivers and desired outcomes
- ▶ User expectations and past experiences
- ▶ What's possible across any portfolio or programme
- ▶ Local social needs and how the asset might address them
- ▶ Precedent examples: what's worked, or not, previously and lessons learnt



What to do

- ▶ Start assessing social value risk and opportunity and build process to continue doing so into project plan
- ▶ Identify key stakeholders (even those outside project scope) and begin engagement
- ▶ Use available tools
- ▶ Integrate social value into Strategic Brief, Business Case and other core project requirements



Tips

- ▶ Don't assume client yet understands needs and wants of all key stakeholders
- ▶ Think long-term, through all stages of design, construction and asset use
- ▶ Be innovative and open minded - consider all ideas
- ▶ Identify what will add most value to the client, end users and other stakeholders

TOOL 2

Place Standard



The Place Standard tool was created in Scotland to facilitate conversations about places - the physical elements (for example its buildings, spaces, and transport links) and social aspects (e.g. whether people feel they have a say in decision making). It is designed for all types of stakeholders, including community groups, developers and local authorities.

TOOL 3

Equality Impact Assessments (EQIAs)



EQIAs are used by bodies to anticipate the likely effects of policy or activity on people-based characteristics (including those protected by the Equality Act 2010) and to enable action to be taken to manage or mitigate any negative effects. Examples include EQIAs for activities of [Nottingham City Homes](#) and [Highways England](#) and [phase one of the High Speed 2 \(HS2\) line](#). EQIAs for HS2 have assessed potential equality effects, and mitigation measures, in relation to loss of housing, noise, impacts on schools, cultural facilities and places of worship, health services, employment and businesses, public spaces and playgrounds, isolation, and physical accessibility. Network Rail uses Diversity Impact Assessment.

Consult early to get the best design. It's difficult to improve social value performance retrospectively. Opportunity needs to be recognised and seized, early.

TOOL 4

Highways England / Mott MacDonald Equality, Diversity & Inclusion Tool (EDIT)



The excel-based EDIT Tool takes people planning highways projects through a set of questions. In doing so, they consider the local area (and issues specific to people with characteristics protected under the Equality Act 2010 and other groups who would potentially suffer disadvantage), the scheme type and design, understand the construction effects and plan what to do next.

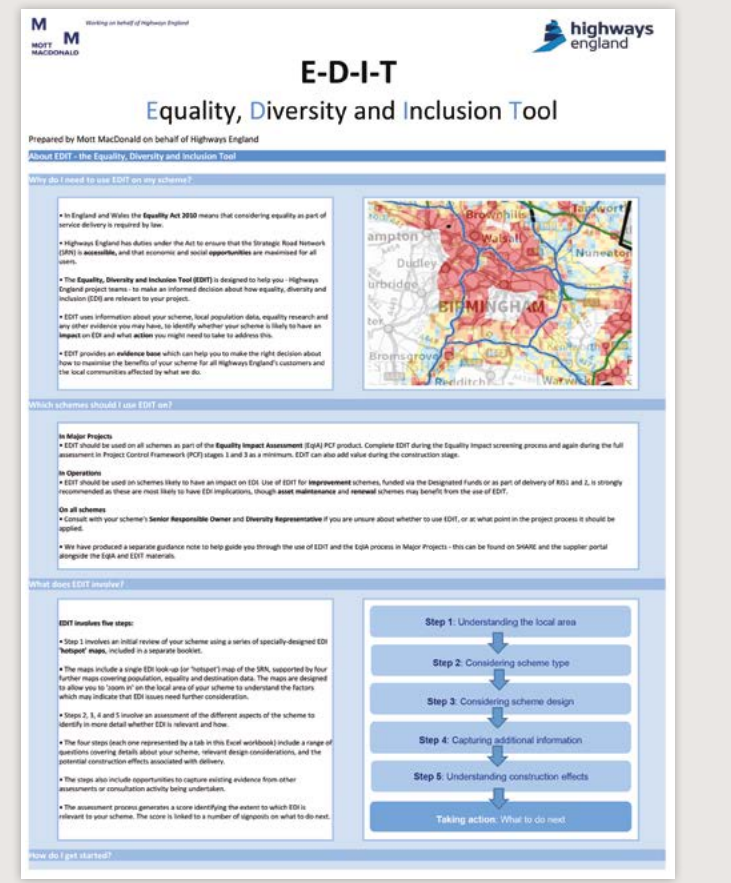


Figure 14: Introduction page of EDIT Tool

CASE STUDY 8


Strule Shared Education Campus, Omagh

In Northern Ireland the education system largely mirrors historical societal divisions. However, there has been long history of community relations work in schools and youth organisations.

Many schools now engage regularly in Shared Education activities, providing opportunities for children and young people from different community backgrounds to learn together. Widespread political and community support for Shared Education has been provided with strong foundations in the Shared Education Act of 2016 and 'Sharing Works: A Policy for Shared Education' published by the Department of Education (NI) in 2015.

Strule Shared Education Campus, Omagh will bring together six different schools drawn from the controlled and voluntary sectors, each with their own individuality and ethos.

Strule has been fundamentally designed to encourage cohesion, collaboration and partnership by individual schools cooperating and working together. It will be a vibrant, exciting place to be where those from different backgrounds can learn together, putting education right at the heart of the community.

The sharing of facilities, skills and resources at Strule will deliver significant educational benefits to learners, enabling a more flexible approach to learning with enhanced curriculum choices. The campus approach will also facilitate better



Figure 15: Strule shared education campus

connectivity between mainstream and special needs schools.

Strule is a game changer, and will be a centre of excellence in terms of the provision of state-of-the-art facilities, including a Shared Education Centre, Shared Sports Centre and Sports Pavilion with both synthetic and grass pitches. The pitches will also provide opportunities for community use.

Teachers will also benefit from improved professional development and sharing of good practice.

Pupils attending schools not situated on the Campus will also be able to avail of Campus facilities, through the Omagh Learning Community's partnership arrangements.

KEY SOCIAL VALUE BENEFIT:

✓ Social cohesion

6.5 Stage 1 – Preparation & brief

Core objectives: Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or

constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information



What to consider

- ▶ How social value ideas in Strategic Brief and core Project requirements have been received by client and other stakeholders
- ▶ How peer projects are addressing social value
- ▶ How considering social value can meet client drivers (e.g. long-term asset value) and wider stakeholder expectations



What to do

- ▶ Define social value objectives, outcomes and aspirations alongside those for cost, quality, programme, environmental etc.
- ▶ Define social value objectives relevant to placemaking, detailed design, construction and asset use
- ▶ Integrate social value into feasibility studies
- ▶ Think ahead to positively influencing section 106 / CIL planning negotiations



Tips

- ▶ Support your client to consider social value when making strategic programme decisions
- ▶ Be ambitious - it's easier to scale back in later stages than to recapture missed opportunities
- ▶ Stay open to changes in the external environment. New stakeholders emerge and priorities can change through the life of projects
- ▶ Continue to engage with stakeholders

TOOL 5



BREEAM Communities

BREEAM Communities provides a framework to support planners, local authorities, developers and investors through the master planning process, before embarking on procurement, detailed building-level design and construction. It assists decision makers to better understand and improve upon the impact their decisions will have upon the longer-term environmental, social and economic aspects of the development. The standard advocates community engagement and consultation prior to any decision making.

CASE STUDY 9

Tabley-Mere Parish Hall



Improvements to the A556 Knutsford to Bowdon road required creation of an expensive retaining wall for Tabley Parish Hall - a community facility built in the 1950s which, by 2014, was relatively under-used. Discussions with the parish led to Highways England deciding to buy and demolish the hall and redesign the scheme, without the need for the retaining wall. Money saved was contributed to Tabley, enabling co-location with neighbouring Mere Parish and the upgrade of Mere Parish Club to include a new function room and kitchen and toilet improvement, to the benefit of communities of both parishes.



Figures 16 & 17: Old (top) and new (bottom) Tabley-Mere Parish Halls

KEY SOCIAL VALUE BENEFITS:

- ✓ Social cohesion
- ✓ Reduced disruption during construction

CASE STUDY 10

University of Bradford STEM Project



Figure 18: University of Bradford STEM building (Photo by Watson Batty Architects Ltd)

When considering the specification for its new, £1m Science, Technology, Engineering and Mathematics (STEM) building, the University of Bradford considered how local schools struggle to access the resources to teach certain aspects of the advanced STEM curriculum. The space was therefore designed to include facilities for primary and secondary school education, teacher training and laboratories - all within an inspirational, Passivhaus building.

KEY SOCIAL VALUE BENEFITS:

- ✓ Productivity (learning)
- ✓ Social cohesion

6.6 Stage 2 – Concept design

Core objectives: Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost

Information along with relevant Project Strategies in accordance with the Design Programme. Agree alterations to brief and issue Final Project Brief.



What to consider

- ▶ What designing for social value would look like on this project
- ▶ The implications on social value of decisions being made around structural design, building services systems, outline specifications, project strategies and design programme
- ▶ How to manage any trade-offs, e.g. those associated with DfMA, how different (e.g. local or non-local) materials have different maintenance and cleaning requirements, how different building systems require specialised (i.e. non-local) labour to maintain them



What to do

- ▶ Identify, assess and prioritise design features that will generate social value during construction and asset use
- ▶ Engage and consult with stakeholders on initial proposals
- ▶ Be explicit with client where shorter term cost is required to deliver longer term value
- ▶ Integrate social value into all outputs of design stage



Tips

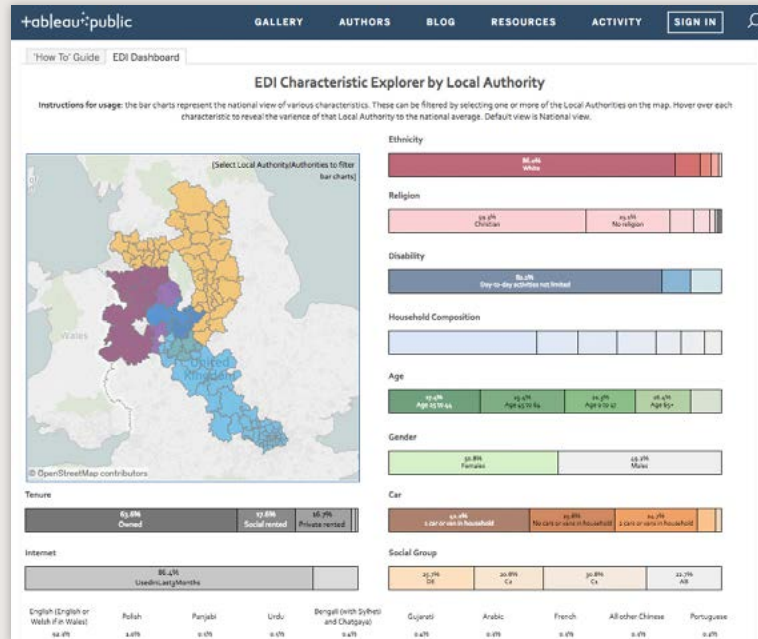
- ▶ Consider as wide a range of options and implications as possible, to reduce risk of strategies having to be significantly amended in stages 3 or 4
- ▶ Don't ever lose sight of stakeholder needs and wants. Re-engage whenever necessary, for example to test the acceptability of the key decisions being considered
- ▶ Make sure there is two-way communication with any team involved in planning negotiations

06 What designers can do and when

TOOL 6



HS2 EDI Dashboard



Figures 19: Screenshot of HS2 EDI Dashboard

By integrating UK census data and [Tableau Public software](#) (↗), High Speed 2 Ltd has enabled the equality, diversity and inclusion (EDI) characteristics of local authorities along its route to be displayed in a dashboard, and therefore considered in all decision-making.

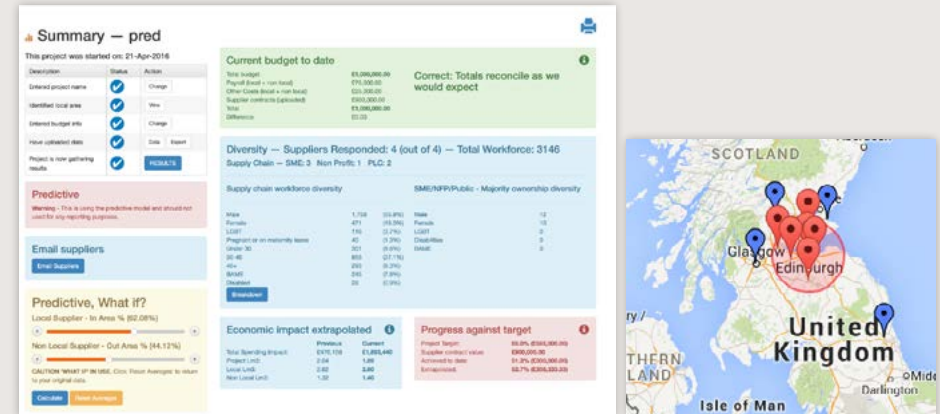
STAGE

2

TOOL 7



LM3



Figures 20 & 21: Screenshot of LM3Online demonstration (© 2007-2017 Impact Measurement Ltd. All rights reserved)

Morgan Sindall has worked, since 2014, with a commercial partner to develop LM3 Live and is using it on High Speed 2. Budget, procurement and wage costs, and anticipated suppliers are entered into the tool at the commencement of a project. The system predicts the economic and social outcomes and provides a local multiplier score that indicates how much benefit will be achieved and where.

The project team can then work proactively to maximise benefits, by remodelling the project and re-entering data.

Checklist: Community engagement

What good community engagement looks like:

- ✔ Anyone who has an interest in the asset (i.e. all stakeholders and stakeholder groups) researched (e.g. desktop research) and recorded (e.g. excel spreadsheet)
- ✔ Stakeholders are truly consulted – not talked at
- ✔ Consultation taken to the stakeholders – for example community halls, schools, places of worship, carnivals
- ✔ Team behaviours and language are positive and encouraging with everyone
- ✔ Particular effort made to involve the hardest to reach and the silent majority
- ✔ Stakeholders are made to feel valued
- ✔ Questions asked in ‘plain English’, through hard copy and digital (e.g. Survey Monkey) communications and in accessible formats and – when appropriate – other languages
- ✔ Information shared and people’s spoken views are captured – recognising that many people don’t read or write, in English or any language
- ✔ Visual prompts (e.g. maps, scheme illustrations) and creative techniques (e.g. modelling) used to stimulate discussion
- ✔ 3D models used to answer questions and enable stakeholders to best understand proposals
- ✔ All views are valued and considered – no idea is a bad idea
- ✔ Positive language and behaviours used – no one is ‘shut down’
- ✔ Stakeholders are kept informed of progress, and how their ideas have been used, after the initial consultation and at each stage of the design process
- ✔ Involves a trusted, third party ‘critical friend.’

Keywords

- ▶ Inclusive ▶ Accessible ▶ On-going ▶ Agile ▶ Responsive ▶ Accountable

Examples of stakeholder groups to engage with:

- ▶ Client
 - » Budget holder
 - » Consultants employed to act on their behalf
 - » Any framework managers
- ▶ End-users
- ▶ Local communities
- ▶ Any end-client (e.g. your client’s client)
- ▶ Investors
- ▶ Asset managers
- ▶ Local authorities
 - » Regeneration, employment, and skills teams
 - » Neighbourhoods teams
- ▶ Planning authorities

An example of good community consultation:



Over three months, social enterprise [PLACED](#) ([↗](#)) and its volunteer ambassadors consulted with 325 people at nine different events and through on-line and paper surveys, to understand what they really wanted from the redevelopment of Prescott Market Place on Merseyside. Engagement techniques included model making, site visits and visual precedents to prompt discussion. Very popular recurring themes and design principles emerged and they were written, in detail, into the design brief when it was issued for [open design competition](#) ([↗](#)).

Figures 22, 23, 24 & 25:
Prescot Market Place consultation (Photos by PLACED)

Two examples of community engagement positively influencing design decision-making:

▶ City West Homes consulted residents of Avenue Gardens, Westminster, on the design of new, in-fill build housing on their estate. The residents suggested switching the planned position of kitchens and bathrooms. This was so that kitchens – and people working at their sinks – would look out over an area of open land and reduce the risk of anti-social behaviour taking place there, keeping everyone safer, through design.

▶ When constructing the 50m Old Hall Lane Underpass beneath the A556, Costain organised and took account of the feedback from stakeholder engagement sessions. The height of the underpass was raised around 40 cms to accommodate horse riding and prevent riders having to dismount and lead their horses under on foot.

CASE STUDY 11

Designing to use local materials



Figure 26: TEC, University of East Anglia (Photo by Morgan Sindall)

[The Enterprise Centre \(TEC\)](#) ([↗](#)) at the University of East Anglia, was designed with the question “could this project be used to kick start or improve local trades and businesses?” always in mind.

Hemp and local timber were identified as key building materials. As a result, a new project created uses for

hemp; as an insulator within walls and mixed with lime to form ‘hempcrete’ (a replacement for conventional, higher-carbon alternatives) which was used in the foundations. The Thetford and Brandon Forest (just 30 miles away) provided Corsican Pine for the timber frame, which extended its product range significantly from the fencing material it had traditionally provided.

Other local natural materials used include Norfolk flint, re-processed glass, re-purposed mahogany benches, reclaimed oak, clay plaster and nettle boards.

Using the Local Multiplier Tool (LM3), contractor Morgan Sindall identified that for every £1 invested in the project, an additional [£1.34](#) ([↗](#)) was re-invested in the local economy within 25 miles.

KEY SOCIAL VALUE BENEFIT:

- ✓ Local economy

CASE STUDY 12

Our Lady Queen of Martyrs RC Primary School, York



Figures 27 & 28: Our Lady Queen of Martyrs RC Primary School, York (Photos by Watson Batty Architects Ltd)

When this school opened in 2012, it brought together two single form entry primary schools, uniting young people from contrasting communities. The new school was designed with interdependence of faith and learning at the heart of the school. Design options had been explored through student engagement workshops. The truly flexible building design facilitates learning and allows for community meetings, sports activities and use as a place of worship.

KEY SOCIAL VALUE BENEFITS:

- ✓ Social cohesion
- ✓ Productivity (learning)

6.7 Stage 3 – Developed design

Core objectives: Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost

Information and Project Strategies in accordance with the Design Programme.

It's important to track social value through the project – just as we do cost, carbon, water and so on.



What to consider

- ▶ Social value requirements within any contract, 106 / CIL planning agreement and how design decisions can help meet them
- ▶ Implications for social value of structural design, building services systems, methods, materials and other aspects of specifications and strategies now being considered



What to do

- ▶ Explicitly address social value within the design stage outputs
- ▶ Track and report predicted social value of asset alongside cost and carbon - integrate process into project plan to continue doing so through to stage 7
- ▶ Continue engagement and consultation with stakeholders (e.g. future users and managers of asset)
- ▶ Use tools and case studies for inspiration



Tips

- ▶ Make sure that stakeholder engagement is meaningful - ideas might be shared that really will help reduce risk and maximise opportunity, through construction and use
- ▶ Beware of confusing different types of social value. For example, local employment and local supply chains are related but different issues, and completely different actions, by different teams, are required to achieve them
- ▶ Try to work with the planning authority to influence the contents of any s 106 / CIL planning requirements so that they are partnership arrangements, for example by including incentivisation rather than penalties

The build programme has direct implications for:

- ▶ Risk of noise, nuisance, poor air quality and disruption during construction
- ▶ Types of skills and workers required
- ▶ Opportunities for local employment, apprenticeships, work placements and other employment and skills outcomes.

Decisions the designer or architect makes benefit or thwart the ability of supply chain partners – including contractors - to generate social value. This is a particular issue for those companies who have contractual or planning requirements to deliver social value. For example, one popular type of cladding can only be provided and installed by a company based in Italy and specifying this reduces opportunities for local procurement. Designers and architects should ask planners, clients, procurement and regeneration teams about what social value each supply partner will be expected to deliver and design accordingly.

TOOL 8



Health and Wellbeing in Homes



Figures 29: Health and Wellbeing in Homes

(© UK Green Building Council)

The UK-GBC Task Group Report, 2016 [“Health and Wellbeing in Homes”](#) ([link](#)) proposes exactly what ‘healthy’ homes and ‘healthy’ neighbourhoods look like and provides design guidelines and indicators. It also, very usefully, considers what ‘value’ means to residents, businesses and the economy.

TOOL 9



Health, wellbeing and productivity in offices; the next chapter for green buildings



Figures 30: Health, Wellbeing and Productivity in Offices

(© World Green Building)

This [2014 World Green Building Council report](#) ([link](#)) explains how overall productivity is shown to be enhanced through reduced absenteeism, medical costs, medical complaints and physical complaints, and improved staff retention.

The document provides information on specific building design features known to have positive impacts on the health, wellbeing and productivity of office occupants. It also indicates financial implications, where known. A high-level framework is provided (including specific questions to ask) for building owners, occupiers and their advisors to start tracking the impacts of buildings on employee health, wellbeing and productivity, and to use that information in financial decision-making.

CASE STUDY 13

Network Rail BEAP and Leeds Station



Figure 31: Interior of South entrance, Leeds Station (Photo by Network Rail)

Network Rail has a [Built Environment Accessibility Panel \(BEAP\)](#) ([↗](#)) that works with designers, architects and project teams. BEAP helps designers to consider the diversity of rail passengers, including those with limited mobility and vision impairments. They can then better understand accessibility issues and make sure that major building works, station designs and other amenities across Britain are inclusive for all.

During the construction of a new, southern entrance to Leeds station, the BEAP advised on the entrance design, including:

- ▶ The gradient of ramps across the four entrances and types of lift
- ▶ Wall colour - beige or yellow, rather than grey and stainless steel
- ▶ Floor colour - a single floor colour, rather than a floor tile pattern or attempt to highlight specific areas

The lighting and colour recommendations were made because, for example, having colour definitions at the bottom of stairs and lifts can confuse users by giving the appearance of a step.

KEY SOCIAL VALUE BENEFITS:

- ✔ Social cohesion
- ✔ Placemaking

CASE STUDY 14

Tenure-blind doors: Erith Park



Figure 32: Erith Park, Kent (Photo by Diane Auckland – Fotohaus on behalf of Wates Group)

“At its best,” the [Built Environment Trust](#) ([↗](#)) explains, “mixed tenure helps integrate people and cultures, stimulates opportunities, creates neighbourhoods that are resource-rich and full of potential”. New housing developments are almost always a mix of social, affordable and open-market properties.

But, as the Mayor of London has observed, some developers have historically provided visibly inferior entrances, or ‘poor doors’, into social or affordable housing stock within mixed tenure estates.

Progressive planners and developers are working to eliminate visible differences between tenures. For example, Erith Park in Kent has been designed, by Wates Group for Orbit Group, to be 100% “tenure blind”. Also, all units have been designed to meet [Secured by Design](#) ([↗](#)), [Lifetime Homes](#) ([↗](#)) and the [London Housing Design Guide](#) ([↗](#)).

KEY SOCIAL VALUE BENEFIT:

- ✔ Social cohesion

Third-party consultants, particularly those appointed to handle procurement, can be a 'weak link' in the social value chain. When they come on-board, they should clarify the following and act appropriately:

- ▶ The social value aspirations of all stakeholders (including different people within the client organisation)
- ▶ Likely planning requirements
- ▶ Any social value opportunities offered by frameworks they are considering calling off.

6.8 Stage 4 – Technical design

Core objectives: Prepare Technical Design in accordance with the Design Responsibility Matrix and Project Strategies to include all architectural, structural and building

services information, specialist subcontractor design and specifications, in accordance with the Design Programme.



What to consider

- ▶ There can be a change of project team between stages 3 and 4 - make sure social value isn't lost in the change
- ▶ Aligning the supply chain so that social value aims and objectives remain visible and are addressed, at all tiers
- ▶ How to maintain an optimum mix of social value outputs and outcomes, through construction and asset use, as programme pressure mounts and detailed technical decisions are being made



What to do

- ▶ Share social value learning objectives and features with new project teams - don't lose momentum, capacity or capability
- ▶ Integrate social value into Technical Design and stage output documents
- ▶ Include social value requirements within procurement process(es), evaluate them and integrate scores into contract award decision-making. Include clauses in contracts. Link incentivisation and/or penalty to delivery



Tips

- ▶ Seek to work with procurement and commercial teams - make sure there is a social value and design voice within their decision-making
- ▶ Do not consider handing a list of social value requirements to a successful bidder at the end of a procurement process and expecting them to deliver. They either won't deliver or there will be a cost
- ▶ Supply chain partners vary significantly in their capacity, capability and willingness to generate and report social value. By fully engaging them in the rationale and including requirements in procurement processes, you are most likely to have a 'social value responsive' supply chain

CASE STUDY 15



Off-site construction and supply chain development

Modern methods of construction change opportunities for social value generation and location of impact. Jaimie Johnston, Director and Head of Global Systems at Bryden Wood, explains further:

“ The use of an industrialised approach allows the supply chain to be treated very differently than in traditional construction.

Design and delivery analysis is used to start identifying supply chain partners for the delivery of the scheme. This assessment may be far-ranging and will consider components in terms of size, weight and complexity.

The diagrams shown are a typical output of an assessment. For example, mapping shows percentage of overall value to be delivered within a known kilometre radius of sites.

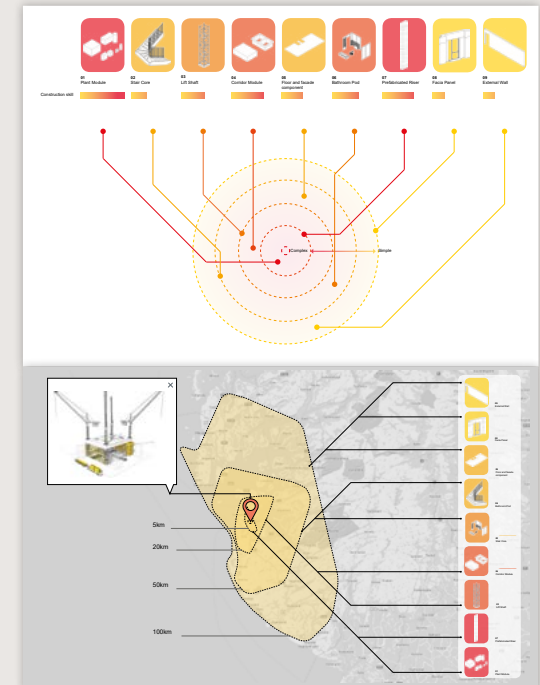
The design of the repeatable elements can be refined in line with supply chain capability and capacity. By working with and designing ‘towards’ a supply chain, the benefits of their existing skills

can be optimised, with benefits to cost and quality.

For instance, manufactured products are often made many thousands of miles away from their point of use - value is created where operatives are low cost and abundant. We can ensure those products are assembled by low skilled personnel, making the supply chain as wide (and therefore as competitive) as possible; this may extend to non-construction companies.

Outcomes of this approach should include:

- ▶ Programme and commercial benefits
- ▶ Wide and resilient supply chain with good coverage for all sites, minimising transport and logistics costs and impacts
- ▶ Ability to utilise more small companies rather than rely on large, single source suppliers
- ▶ Ability to manufacture complex components where specialised skills exist, but use local labour for final on-site assembly. ”



Figures 33 & 34: Outputs of an assessment for a Norwegian project (Images by Bryden Wood)

KEY SOCIAL VALUE BENEFITS:

- ✔ Productivity
- ✔ Local Economy
- ✔ Reduced disruption during construction

6.9 Stage 5 – Construction

Core objectives: Off-site manufacturing and on-site construction in accordance with the Construction Programme and resolution of Design Queries from site as they arise.

A designer's choice of construction materials has several social value implications, including:

- ▶ The health and wellbeing of people who will use the asset
- ▶ How much of the project budget can be spent with local supply chains
- ▶ Degree of ethical risk (e.g. poor labour standards associated with material extraction or processing) within supply chains



What to consider

- ▶ Preventing social value from being value engineered out
- ▶ If budget and/or programme come under pressure, preventing social value design features or activity being unnecessarily sacrificed
- ▶ How to best collect social value data and information, from the whole supply chain, and manage their performance



What to do

- ▶ Keep social value Business Case, objectives, requirements and commitments visible and share them with new teams, e.g. contractors
- ▶ Use a system for social value reporting that best demonstrates impact, meets client requirements and can be used by the whole supply chain
- ▶ When programme changes are being considered, explicitly flag-up social value implications within the decision-making process



Tips

- ▶ Don't allow social value to be diluted as new people and partners become involved
- ▶ Most programmes come under cost, deliverability or time pressure. Don't allow social value to be unnecessarily value engineered out
- ▶ Report social value achievements of the whole supply chain on to the client. Collect case studies. On big projects, consider organising a supply chain forum and giving awards for exemplar performance

CASE STUDY 16

Eden School, Blackburn



Eden School, Blackburn, provides for pupils who have special educational needs related to social, emotional and mental health. When constructing the new £3.1m school building, ISG worked consciously to create social value.

To keep students and staff safe and involved, ISG provided weekly site visits and reminded them of site dangers. This exposure provided unexpected benefits. The behaviour and attitude of student Mike, for example, changed significantly on-site and amongst the construction team. As a result, he was tasked with carrying out the weekly fire alarm testing and checking the site register after all personnel had gathered at the meeting point. Mike and others were allowed to do some school work (supervised) in the site meeting rooms and to run their weekly tuck shop there.

Construction staff raised £700 to support local charity The Oliver King Foundation, which was used to buy a defibrillator for the school.

ISG delivered a bespoke employment and skills plan, which included:

- ▶ Developing a sector-based work academy with Blackburn Jobcentre Plus and local training provider, Vocational Solutions.
- ▶ Supporting twelve unemployed individuals on a four-week work experience journey and training programme, allowing them to gain their CSCS cards and L1 Construction Certification. Recruitment agency, Minstrell, interviewed



Figure 35 (top): Eden School, Blackburn

Figure 36 (bottom): Naeem, a construction management student at Bolton University, on his work placement. This supported his aspiration to move into project management. (Photos by ISG)

the trainees and provided some with manual handling and vehicle banksman training.

- ▶ Providing site tours, and access to programmes and drawings, to trades and interior design students from Blackburn, Accrington and Rossendale, and Wigan and Leigh colleges. These were used as part of a college project and supported curriculum activities for 33 students.

KEY SOCIAL VALUE BENEFITS:

- ✔ Productivity (learning)
- ✔ Wellbeing

As an example of good practice, at a section of the new A556 road, Costain made the decision to use a precast concrete earth-retaining solution, rather than a Continuous Flight Auger (CFA) piled retaining wall in order to reduce noise to neighbouring Bucklow Manor Nursing Home.

6.10 Stage 6 – Handover & close out

Core objectives: Handover of building and conclusion of the Building Contract.



What to consider

- ▶ How to ensure that hard work to generate social value continues during asset use and disassembly
- ▶ Passing learning on to future projects



What to do

- ▶ Explain directly how social value design features should be used and maintained. For houses, this could be in the form of a Living Guide provided to residents. For commercial buildings, it could be a handover meeting and briefing to the asset managers
- ▶ Introduce asset manager(s) to any external stakeholders you have encountered who might be able to help deliver the social value legacy (e.g. an effective employment and skills brokerage service)
- ▶ Include social value monitoring and reporting within in-use metrics and indicators
- ▶ Record your own achievements and 'lessons learnt' and share with colleagues



Tips


- ▶ Emphasise social value objectives, targets and opportunities in all handover briefings and documents
- ▶ Support the asset manager to become as familiar with social value as you are
- ▶ Don't rely on the Building User or Health and Safety Manuals alone to explain social value features to the asset user; some users don't refer to them until there is a problem, or use them at all
- ▶ Share case studies on your website and in tender submissions. Consider entering awards

CASE STUDY 17


Low carbon retrofit delivering wider social value


In 2010-2012, Arup worked with Salix Homes (an arms-length housing management organisation) on its Decent Homes Plus

programme on the New Barracks Estate in Salford, to determine low carbon retrofit options. An estate-wide tenant engagement programme was carried out both pre, and post, retrofit, to understand tenants' energy behaviours and to establish what changes the retrofit had brought to tenants' lives, energy spend, and to calculate carbon savings.

A [Social Return on Investment \(SROI\) study](#)  was undertaken following the retrofit to understand the wider impacts of the scheme. This meant that the environmental, economic and social value resulting from the programme investment could be captured, measured, monitored and articulated. Tenants pointed to improvements in cosiness, night chills, health and happiness and noise reduction. The study showed that for every £1 invested in the retrofit programme a predicted return worth £1.58 will be made to society over the lifetime of the retrofit.



Figures 37 (top left), 38 & 39: New Barracks Estate, Salford, following low carbon retrofit (Photos by Arup)

KEY SOCIAL VALUE BENEFIT:

 Wellbeing

▶ Potential loss of social value as assets are sold on

Some developers create an asset – for example, housing – with a view to selling it upon completion. Social value features might not be fully communicated to new owners during the sales process and so are lost when in use. The risk of losing social value might be perpetuated as assets are re-sold.

For example, apartments that are built to wheelchair user standards, but without care equipment pre-installed, will appear more spacious than apartments built to 'visitable' (category 1) or 'accessible and adaptable' (category 2) standards. They can command a sales price premium and be sold to wealthier owners. New owners might not be aware of how quickly and easily their home could be adapted if someone in their household were to develop a disability and they might never make use of that functionality, even when it might be useful to them.

A further implication of this is that wheelchair accessible homes are less affordable to the people that need them, compared to people who don't.

The risk of relying on Building User Manuals to communicate social value

Architects provide examples of how the value of prized design features have been lost at handover, sometimes despite them being explained in user manuals:

- ▶ One school hadn't plugged in their solar panels 18 months after handover
- ▶ Another school didn't know how to source fuel for their biomass boiler and it was never used
- ▶ Offices often lose window keys and workplaces become uncomfortably hot.

Conscious effort (and good communication between designer and asset manager or end user) is required to prevent loss of social value at handover.

6.11 Stage 7 – In use

Core objectives: Undertake In Use services in accordance with Schedule of Services.



What to consider

- ▶ Social value created through the lifetime of the asset
- ▶ How design decisions contribute to that social value
- ▶ What techniques to use to most effectively assess and evidence social value of the asset
- ▶ How to share good practice



What to do

- ▶ Monitor the effectiveness of social value interventions on asset users. For example, by conducting post-occupancy surveys and using social value questions within them. Use the findings to inform future approaches
- ▶ Evaluate the social impact of the asset. For example, by undertaking a Social Return on Investment (SROI) study that can consider impacts on a wide range of stakeholders



Tips

- ▶ Ensure a feedback loop with the building owners, occupiers and stakeholders
- ▶ Work with clients at the outset to ensure in use feedback is included in the project brief, this is particularly important where the client will be commissioning assets again

CASE STUDY 18

Oxford Street,
Southampton
streetscape

Balfour Beatty Living Places worked with Southampton City Council to design and deliver a streetscape scheme in Oxford Street. This included increased space for pedestrians, allowance for restaurants and cafés to use frontages as spill-out spaces, a ‘shared use’ calmed street with restricting parking (but allowing access for servicing and deliveries), and use of high quality materials, street furniture and new tree planting.

A year after the scheme was completed, a survey of visitors and businesses was undertaken to measure the impact.

- ▶ Six new businesses have opened
- ▶ Four have closed (mainly due to the loss of parking and restrictions on drivers)
- ▶ 54 new jobs have been created, whilst 15 were lost
- ▶ £800,000 was invested by the council to improve the street and £1,800,000 has been invested commercially by businesses in renovations
- ▶ Profits are up on average 5%, mainly in the restaurants and bars, but the local florist has seen a 15% increase in trade due to their trade with the bars and restaurants
- ▶ Five businesses reported 10% or more increase in trade.

KEY SOCIAL VALUE BENEFITS:

- ✔ Placemaking
- ✔ Local economy



Figures 40 & 41: Streetscaping Oxford Street, Southampton before (top) and after (bottom)

07 'Business as Usual'; doing business responsibly

The practices that designers and architects operate or work for can, themselves, create social value through the way they do business. And that, in turn, can benefit practices.



CASE STUDY 19

Benefits to one, small practice of creating social value

[David Miller Architects \(DMA\)](#) ([↗](#)) is a twenty person design practice, with a client base that includes local authorities, housing associations and private developers.

When bidding for contracts, the company is frequently asked to explain its track record in creating 'community-orientated buildings' and how it will create social value during contract delivery. Answers are scored and included in a balanced score-card approach to contract award.

DMA is able to evidence how it:

- ▶ Provides at least 15, 1-week work placements a year to young people interested in design and architecture as a career. People contact the firm directly to ask for placements and also come through [Open City's Accelerate mentoring programme](#) ([↗](#)) for Sixth Form students. DMA is proud to support several work placement students at any one time, including people without the family networks to otherwise secure such an opportunity. Students have subsequently won places on prestigious architecture courses including those at Cambridge University and University of Westminster.
- ▶ Provided pro-bono architectural services to local community initiatives. For example, the [Maida Hill Place](#) ([↗](#)) social enterprise, where DMA now sit on the advisory group and other DMA clients and partners (e.g. Bouygues UK) supported the construction. The centre provides services to the community such as affordable,



Figure 42: DMA design workshop with Fitzrovia Youth in Action. Pro-bono services will create vital new meeting and performance space. (Photo by Agnese Sanvito)

commercial kitchens for food start-ups and healthy eating workshops.

- ▶ Creates an inclusive organisational culture through collaborative working practices and skills development. Employee opinions matter. Industry norms are being over-turned by encouraging female, ethnic minority and other under-represented groups to join the team and using that diversity to find new solutions to client challenges.

DMA has realised that the business achieves benefit from social value activity. In a competitive market for talent, the company has become an SME 'employer of choice'. The company's good reputation secures new business introductions and places on tender lists.

KEY SOCIAL VALUE BENEFITS:

- ✔ Social cohesion
- ✔ Local economy
- ✔ Wellbeing

08

Frequently asked questions

If there is no legal definition of 'social value', what is the point of the Public Services (Social Value) Act?

The Public Services (Social Value) Act requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The [UK government](#) explains that, "the Act is a tool to help commissioners get more value for money out of procurement. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems."

The Act does not provide any actual definition of 'social value' in the way that key terms are generally defined within legislation.

The absence of a legal definition enables stakeholders to define what they mean by 'social value' in relation to their context and stakeholders. Because the Act makes reference to 'social, economic and environmental benefits', some clients choose to use this term to explain 'social value', but many stakeholders create their own definitions.

How are some clients and stakeholders defining 'social value'?

[Social Value in Salford](#) (a partnership of public, private and voluntary community and social enterprise sector organisations) [defines social value](#) as:

"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?' This involves looking beyond the price of each individual contract and instead looking at the collective benefit to a community."

Clients can be very explicit about what they mean by 'social value'. The Greater Manchester Combined Authority (GMCA), for example, has published a [GMCA Social Value Policy](#) that explains nine outcomes the GMCA seeks to achieve and examples of what suppliers could do to help deliver them.

[Social Value International](#) uses a definition that focuses on outcomes, explaining that "social value is the value that stakeholders experience through changes in their lives".

Finally, 'social' is one of the three dimensions of sustainable development (alongside 'economic' and 'environmental') and 'social sustainability' can be used as a proxy for 'social value'.

How is social value addressed within the planning process?

Developers might be asked by planning authorities to negotiate and sign section 106 agreements. These can include a wide range of social value requirements. Financial penalties can be imposed if the requirements are not met. Examples of requirements include:

- ▶ A defined number of new apprenticeships to be created and/or apprentices to make up a defined percentage of the workforce
- ▶ A defined number of jobs to be provided to previously unemployed local people
- ▶ A defined level of supply chain spend is to be with local small and medium enterprises (SMEs)
- ▶ A defined number of cycle racks, cycle storage facilities and/or showers to be provided within the development.

How is it legal for public sector clients to require designers and architects to deliver 'social value'?

The Public Contract Regulations 2015 and Public Utilities Contracts Regulations 2016 allow relevant contracting authorities to base the award of contracts on the most economically advantageous tender (MEAT), using a cost-effectiveness approach, which may include environmental and/or social aspects, linked to the subject-matter of the public contract in question.

Contracting authorities may lay down economic, innovation-related, environmental, social or employment-related considerations relating to the performance of a

contract, provided that they are (a) linked to the subject-matter of the contract and (b) indicated in the call for competition or in the procurement documents.

How does the Equality Act 2010 relate to architects and designers?

The Equality Act 2010 places certain, important obligations on employers and on providers of services.

- ▶ All workers are protected against discrimination, harassment and victimisation in the workplace because of their 'protected characteristics': age, disability, gender reassignment, marriage and civil partnership; pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation
- ▶ Employers (including designers, architects and their clients) must make 'reasonable adjustments' for a disabled employee or job applicant
- ▶ Businesses or organisations providing facilities or services (free or paid for) must not treat a person worse because of one or more of their protected characteristics (e.g. disability). This aspect of the law is particularly relevant to companies providing public transport, shops, restaurants etc. as it relates to access to services
- ▶ Public sector organisations must "have due regard" to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good community relations by tackling prejudice; this is the Public Sector Equality Duty.

How are clients asking designers and architects to create social value during tender processes for design contracts?

Clients typically use one or both of the following approaches.

- ▶ Some clients define a minimum set of social value standards that they expect their supply chain to work to, and require contractors and suppliers to agree to this during the tender process. For example, to ensure that all staff working on the project are being paid, as a minimum, an appropriate Living Wage (as defined by the Living Wage Foundation).
- ▶ Some clients state social value requirements and ask bidders to provide action plans to explain how they would deliver on these requirements. In doing so, the bidder might be asked to set targets that they would commit to deliver during contract delivery. Responses are evaluated and scored, and the scores included within a balanced scorecard approach to contract award. Crown Commercial Service's '[Procuring for Growth Balanced Scorecard](#)' ([↗](#)) is one example of this approach.

What are the seven principles of Social Return on Investment (SROI)?


Theories underpinning social accounting and audit, sustainability reporting, cost-benefit analysis, financial accounting, and evaluation practice, suggest that social value accounts should be prepared with seven principles in mind:

1. Involve stakeholders
2. Understand what changes
3. Value the outcomes that matter
4. Only include what is material
5. Do not over claim
6. Be transparent
7. Verify the results

09

Glossary

Built environment means all the physical parts of where we live and work, including: homes, buildings, streets, open spaces, and infrastructure.

Balanced scorecard approach to contract award means using requirements and evaluation criteria so that more straightforward matters (e.g. cost) are balanced against more complex issues such as social and environmental considerations. The [UK government](#)  perceives this type of approach as helping to achieve the Government's key objectives, like sustainable economic growth.

Cultural integration means one group accepting the beliefs, practices and rituals of another group without sacrificing the characteristics of its own culture.


Design for Manufacture and Assembly (DfMA) is the use of modular units or flatpack construction and stage 5 of the RIBA Plan of Work being considered as 'assembly' rather than 'construction'.


A Diversity Impact Assessment (DIA) is a tool used by Network Rail and others to anticipate the likely effects of activity on people, based on the characteristics protected by the Equality Act 2010, and to enable action to be taken to manage or mitigate any negative effects. Other organisations might refer to similar tools as Equality Impact Assessments.

Environmental Impact Assessment is the process governed by the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 as amended. These regulations apply the EU directive "on the assessment of the effects of certain public and private projects on the environment" (usually referred to as the Environmental Impact Assessment Directive) to the planning system in England.

Equality Act 2010 is the key piece of legislation in relation to equality and anti-discrimination in the workplace and delivery of services, in England, Wales and Scotland.

Living Wage. There are two types of Living wage:

- ▶ [The Living Wage Foundation](#) 's 'real Living Wage' which is independently-calculated each year based on what employees and their families need to live. Employers choose to pay the real Living Wage on a voluntary basis
- ▶ A wage that the UK government introduced in April 2016 – referring to it as a 'national living wage' - is the minimum legal wage that must be paid to a person over 25 years of age. The rate is currently lower than the Living Wage Foundation's 'real Living Wage'.

Social cohesion is the 'glue' or 'bonds' that keep societies integrated; academically defined as [the belief held by citizens of a given nation-state that they share a moral community, which enables them to trust each other](#) .

Placemaking is a creative, collaborative process that includes design, development, renewal or regeneration of our urban or rural built environments.

Productivity is about doing (or achieving) [more with the same](#) (☞). It can relate to financial returns, and also to outcomes such as learning and health.

The Public Sector Equality Duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

Public Services (Social Value) Act 2012 is the key piece of English legislation relevant to social value. Separate legislation applies to Scotland and Wales.

Reasonable adjustments. A requirement of the Equality Act 2010 is that employers must make 'reasonable adjustments' to make sure disabled workers (including contract workers, trainees, apprentices and business partners) aren't seriously disadvantaged when doing their jobs.

Section 106 documents are agreements between planning authorities and developers, through which developers provide contributions for infrastructure and/or mitigate the impact of development to make it acceptable in planning terms.

Social Impact Assessment (☞) is the process of identifying and managing the social issues of project development, and includes the effective engagement of affected communities in participatory processes of identification, assessment and management of social impacts.

Social Return on Investment (SROI) is a framework for measuring and accounting for social value, using a methodology developed from social accounting and cost-benefit analysis and based on seven principles; involve stakeholders, understand what changes, value the things that matter, only include what is material, do not over-claim, be transparent, verify the result.

Social value has no legal definition. Many clients and stakeholders provide their own (see 'frequently asked questions'). For the purposes of this document, social value means the direct, positive impacts for people and communities that can be created by going beyond 'fit for purpose' built environment design, and creating socially sensitive infrastructure or architecture.

It is also about getting [more value for money out of procurement](#) (☞).

Social value data includes:

- ▶ Indicators; indication of performance; how likely you are to hit target(s)
- ▶ Metrics; points against which data is collected and from which indicators can be calculated
- ▶ Inputs; what's been contributed to create social value (e.g. number of volunteer hours, number of new job vacancies)
- ▶ Outputs; what's come out of social value activity (e.g. number of previously unemployed people gaining employment, number of apprenticeships completed)
- ▶ Outcomes; indication (at least to some extent) of impact. Particularly useful when supported by case studies or information about context

Supply chain. Everyone involved in the design, construction and operation of an asset, including the design team, contractor, sub-contractors (including specialist sub-contractors) and suppliers of materials and other aspects.

[Supply Chain \[Sustainability\] School](#)  is a collaborative partnership to develop built environment competence in sustainability through supply chains.

10 Where can I find out more?

Please visit

www.supplychainschool.co.uk/SVbyDesign (↗)

to access a free e-version of this document and links and resources connected to it.

For information about social value during construction and asset use, please visit

www.supplychainschool.co.uk/socialvalue (↗)

which hosts:

- ▶ 'The Briefing Paper'; a construction industry briefing paper on social value
- ▶ Appendix to the briefing paper – example social value metrics and indicators relevant to construction
- ▶ Construction social value case studies
- ▶ Two e-learning modules – 'What is social value?' and 'Measuring and reporting social value'.

The wider Supply Chain School (www.supplychainschool.co.uk (↗)) is a collaborative partnership to develop industry-wide competence in sustainability through supply chains. It provides free materials and free face-to-face training that builds knowledge and capacity in all aspects of sustainability, for any person or organisation working in the built environment in the UK.