



Scape Group

10 YEARS
DELIVERING
EXCELLENCE

SOCIAL VALUE POLICY

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

July 2018

Version 1.3

Scape Group Social Value Policy

Purpose

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

Background and Scope

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

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

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

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

Social value is not just a compliance issue, it is a statutory requirement that goes beyond the simple cost of service provision, to securing the wider benefits for the community every time an investment is made.

Scape ensures socio-economic development and environmental responsibility sits at the heart of every service, project and commission undertaken.

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

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

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Social Value Policy Objectives

The aim of this policy is to:

- Define the social value standards and behaviours Scape expects of its organisation and its people, in the way in which the services offered by Scape Group are planned, managed and delivered;
- Articulate why social value is important to Scape and how it adds real benefit to the communities Scape serves, setting out our organisations commitments;
- Establish a position of thought leadership in respect of social value outcomes, helping to change attitudes and behaviours in everyone engaged in the built environment; and
- Set out expectations of our framework delivery partners and their supply chain as new frameworks are procured and collaborative relationships are entered into for delivering public services.

Policy Context

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

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

The **Wellbeing of Future Generations (Wales) Act 2015** places an obligation on public bodies to carry out sustainable development.

A social value act for Northern Ireland is expected to follow in due course.

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Delivering Social Value

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

Scape not only sets the social value requirements for contracts and projects, but ensures they are consistently achieved through performance management.

Scape generates social value both directly, through the activities of Scape Group employees and initiatives such as joint ventures and Scape Reinvest; and indirectly, by stipulating and regulating supplier behaviour through procurement and thought leadership, which helps to shape how clients think about social value.

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

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

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Our Social Value Commitments

Scape will ensure that:

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

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Measuring, Recording and Reporting Social Value

Key Principles

The quality of the data captured is fundamental to the success of our social value strategy. Scape are seeking to measure positive and meaningful social value impacts for clients.

The data collected provides the supporting evidence for this.

Adopting the TOMs approach

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



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

Scape Group is working with the Social Value Portal to implement National TOMs, alongside KPIs, as the basis of social value delivery in all future frameworks. The current version of the National TOMs matrix is included in Appendix A.

The National TOMs will form part of the tender documentation when the procurement of frameworks is presented to the market, and when other directly delivered services are established by Scape Group.

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

Ensuring the supply chain, including Small and Medium-sized Enterprises (SMEs) and Social Enterprises (SEs) are invited and enabled to contribute, will be key to achieving successful social value outcomes.

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Adopting the TOMs approach (continued.)

The TOMs matrix will be used to establish similar performance management arrangements for our directly delivered services, and local social value delivery plans developed in each case, relevant for the specific partnerships and the social value outcomes prioritised by the clients involved.

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

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

Policy Responsibilities

The Scape Group Chief Executive is responsible for this Policy, and for ensuring this Policy is reviewed periodically.

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

All staff (including employees, volunteers, contractors and consultants) have a responsibility to comply with this policy.

The Scape Procure Performance and Support Manager is responsible for updating, promoting and ensuring compliance with the Policy.

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

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

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

Theme	Outcomes	Measures
Growth: Supporting Growth of Responsible Regional Business 	More opportunities for local SMEs and VCSEs	Total amount (£) spent with VCSEs within your supply chain
		Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)
		Equipment or resources donated to VCSEs (£ equivalent value)
		Number of voluntary hours donated to support VCSEs (excludes expert business advice)
		Total amount (£) spent in LOCAL supply chain through the contract.
		Total amount (£) spent through contract with LOCAL SMEs
	Improving staff wellbeing	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses
	A workforce and culture that reflect the diversity of the local community	Diversity training provided for contractors and subcontractors
	Ethical Procurement is promoted	Percentage of procurement contracts that includes commitments to ethical procurement, including to verify anti-slavery and other relevant requirements.
	Social Value embedded in the supply chain	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required

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

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

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

Theme	Outcomes	Measures
Environment: Protecting and Improving Our Environment 	Climate Impacts are reduced	Savings in CO2 emissions on contract not from transport (specify how these are to be achieved).
	Air pollution is reduced	Car miles saved on the project (e.g. cycle to work programmes, public transport or car-pooling programmes, etc.)
		Number of low or no emission staff vehicles included on project (miles driven)
	Better places to live	Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean
Sustainable Procurement is promoted	Percentage of procurement contracts that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	
Innovation: Promoting Social Innovation 	Other measures (TBD)	Other measures (£) - please describe any additional initiatives that you would like to make and £ to be invested
		Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. expert hrs)
		Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)