

From the Ground Up – Improving the Delivery of Social Value in Construction

Appendix B: Case Studies



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CASE STUDY

Connswater Community Greenway, Belfast

The multi-award winning, multi-partner Connswater Community Greenway was a £40 million investment that has transformed the quality, safety and vibrancy of a large underprivileged area in East Belfast, where more than 40% of children live in poverty, life expectancy is low, and the sedentary proportion of the population is high.

The project, combining improvements to flood protection with new, high-quality public and green spaces linked by a network of pedestrian-cycle paths, initially faced strong opposition due to concerns about anti-social behaviour, but this was overcome with a significant consistent, skilled and sincere public engagement effort using traditional and online channels. The number of schools, colleges, community groups and volunteers engaged greatly exceeded the project target.

Today, Connswater is a 9km linear park boasting a network of pedestrian-cycle routes and a civic square for outdoor events, supported by a busy visitor centre-café and a Sustrans active travel hub. The project's civil engineering interventions improved flood protection for 1,700 homes and 5km of restored watercourses. Works also included the removal of unnecessary fencing, seven new and five restored bridges, and two refurbished play parks and MUGA pitches.

A core goal of Connswater Community Greenway is to encourage healthier and more active people and communities and to improve the public health of residents. Whilst the project delivered significant environmental and

economic benefits, including improved flood protection for 1700 homes, 5km of restored watercourses, training and employment of 325 people, and a doubling of visitor numbers to the area, the desired health improvements have not yet been realised. The PARC 'before and after' study on the activity, health and wellbeing objectives showed that these in particular were ambitious. In 3 health-related indicators (self-reported general health, meeting physical activity target and use of 'active' transport), the project-end measures were lower than the starting measures. The research was completed in the context of worsening inequality indicators for the area and austerity measures which may have had negative impacts on the health and wellbeing of the population which the project could not counter-balance.

A 2019 evaluation concluded that ongoing work to promote the use of the park and encourage physical activity are critical to success and achieving health outcomes. It recommended great care is needed when setting objective and timescales in areas of changing behaviours and attitudes as these are challenging and take a long time; monitoring also therefore needs to take a long-term timeframe.

For more information contact Michele Bryans at the East Side Partnership: michele@eastsidepartnership.com

Partners: EastSide Partnership, Belfast City Council, Northern Ireland Department for Infrastructure Rivers Agency, Northern Ireland Department for Communities, Connswater Community Greenway Trust, Big Lottery. BSG Civil Engineering, McAdam Design, AECOM, Jacobs, Arup, Farrans, Paul Hogarth Company



Photos © Chris Hill Photographic

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Changing minds, changing places, 'Mini Holland', Waltham Forest

The London Borough of Waltham Forest secured £27 million in 2014 to create a greener, healthier and more sustainable borough - reducing polluted and congested residential streets, increasing cycling facilities with secure parking, and improving walking and green public spaces. Their vision was to join cycle routes into a connected network, attract growth into the area, and reach 10% of journeys by cycle by 2020. The scheme, dubbed "Mini Holland", met with strong opposition from many in the local community, including demonstrations and an application for a judicial review.

Delivering the scale of engagement required to overcome these barriers on a borough-wide basis could not have been achieved using traditional communication methods. Waltham Forest recognised that a digital platform would enable them to deliver the quality, intensity and consistency of engagement at scale and provide evidence of local needs to inform the design process. They wanted to understand the perceptions right at the beginning of each of the 33 local schemes.

They chose Commonplace as their digital engagement platform because of its highly interactive and intuitive interface, and success in getting people to talk about their local needs, aspirations and challenges. The openness of the platform increases trust - people can see that other residents are participating, and what comments they have made: a 'social proof' that it's not made up.

This encourages more people to take part and reduces challenges.

The Waltham Forest team used the granular evidence to play back to the community what was being said by different groups, such as businesses and visitors, as well as demographic segments. It was fed into the design proposals, which were then presented back to the community in a virtuous circle. Over 50,000 people engaged, and 15,000 actively responded across the 15 local areas.

Across the borough, there was twice as much positivity from the public in response to proposals for change compared to how they initially felt about their neighbourhood during the perception survey. More importantly, the first year of a longitudinal follow-up study led by University of Westminster found that people were already both walking and cycling more, and including a new uptake of cycling, not just existing ones riding more. A study from King College London found that people living in the borough will live longer because of the air quality improvements from these improvements. These changes were consistent across demographic and socio-economic groups, not just the perceived beneficiaries of the white middle class.

For more information, contact enjoy@walthamforest.gov.uk



Judge throws out campaigners' bid to derail £27m 'Mini-Holland' cycling scheme

SEBASTIAN MANN | Friday 6 November 2015 15:50 | 34 comments



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Hollybank Trust and volunteering, TransPennine Route, Western Alliance

The TransPennine Route upgrade (TRU) is a multi-million-pound rail improvement programme designed to have a lasting impact on people and communities and economic growth in the North, including the upgrade of four stations, and more track for improving journey times. BAM Nuttall, Amey and Arup formed the West of Leeds Alliance to work on GRIP 3 stage, identifying and appraising the various options for this major infrastructure investment.

Regardless of the size of the geography and the investment, local things are really important, and can change lives. The Alliance chose an amazing charity, the Hollybank Trust as their charity. Hollybank is situated in the centre of the route and shares connections with many mutual stakeholders – strengthening local partnerships is fundamental for the future of TRU. Their sustainability strategy focuses on 3 main areas: the world that sustains us, the communities around us, and the people that make us.

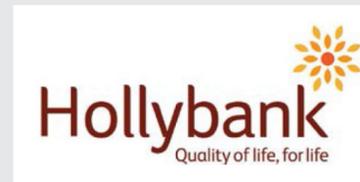
For over 60 years, the Trust has cared for babies, children and adults with profound, complex and life-limiting disabilities. Hollybank provide quality residential care for life, including education and wellbeing programmes which allow the residents and their families to lead a full life. It was recognised that the long term social and economic benefits of this service provision meant that these residents and their families can play an active part in society.

The West of Leeds Alliance delivered a number of volunteering events, one of which included the donation of disused railway sleepers to build raised flower beds. This enables residents to grow their own food, providing educational and social benefits. The team have also made improvements to the grounds, including upgrading recreational spaces in partnership with some of the residents and their carers.

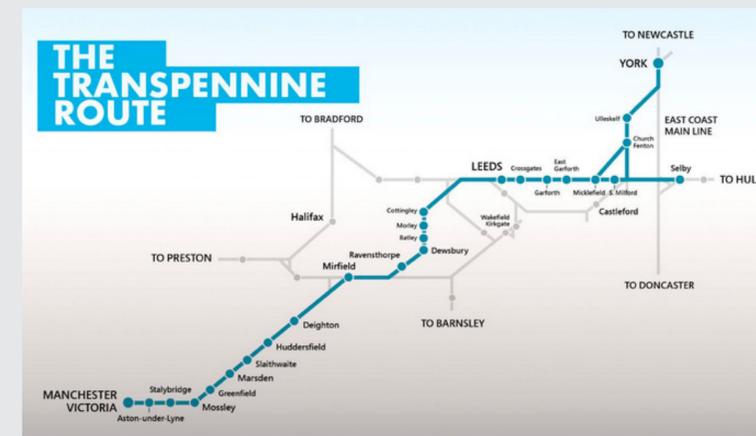
Staff members collaborated with teams from the East of Leeds Alliance, Leeds Central and the TRU Programme Leadership to create a coast-to-coast cycling event covering 90 miles over two days. Over 30 local volunteers joined the Alliance volunteers, including cyclists, a logistics team and support staff, who gave a collective 480 hours of their time.

The £10,000 raised from all activities went towards the ‘Little Pips’ service provision for families who find themselves facing early life needs for babies with profound disabilities. It is the only service of its kind in Kirklees and Calderdale, and the life-changing completely support available includes a fully equipped nursery, early years’ speech and language therapy, and a hydrotherapy pool.

For more information, contact Faye Jenkins at Bam Nuttall.



The Tour de TRU reaches Batley



Volunteers from the West of Leeds Alliance build raised flower beds from disused railway sleepers

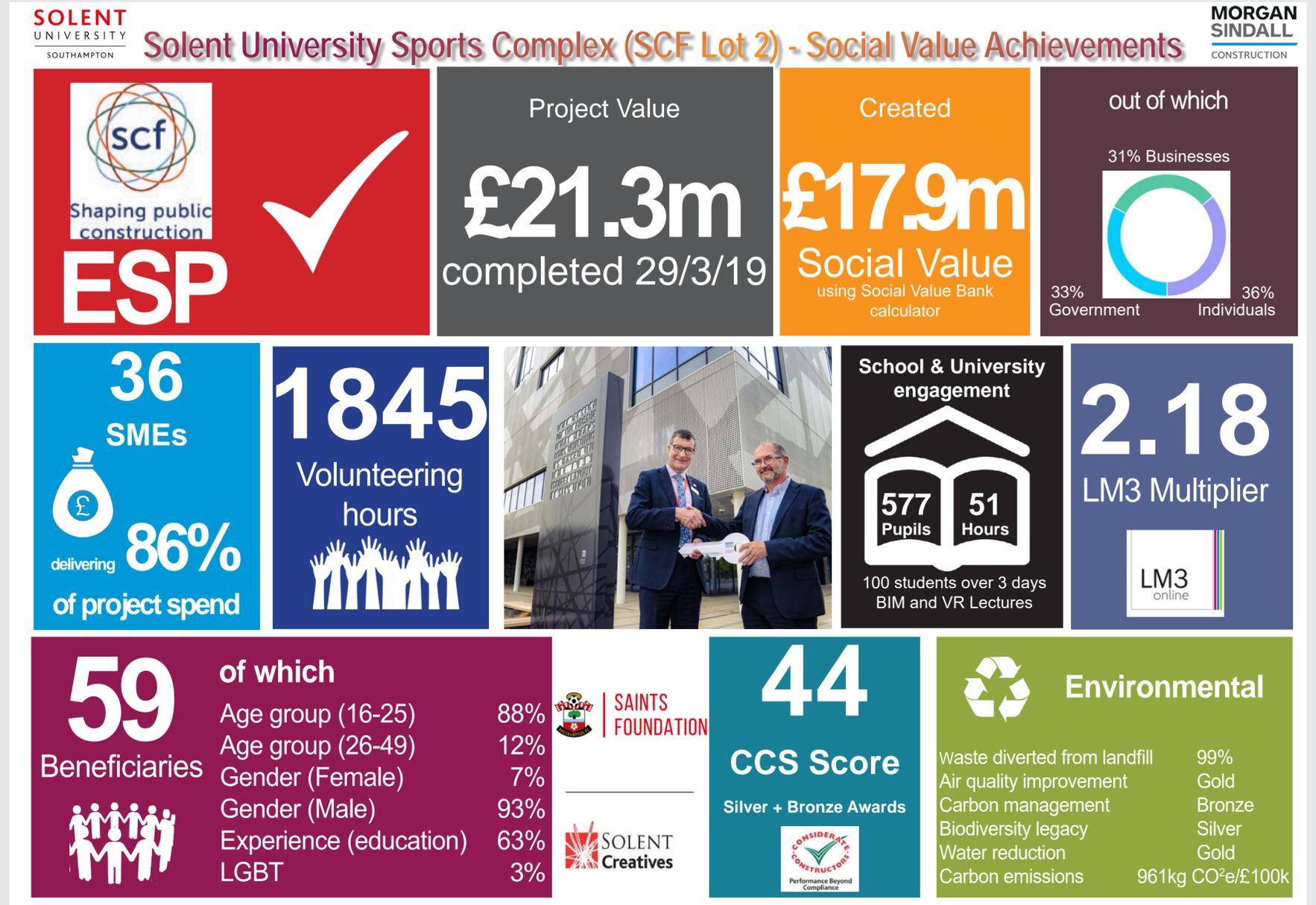
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CASE STUDY

Solent University Sports Complex

The following two case studies show how a range of social value has been captured in two new build projects. Situated in the heart of the city, the Solent Sports Complex is based at the University's main East Park Terrace campus and is the latest addition to a wider £100 million estates development plan.

For further information, contact Louise Townsend at Morgan Sindall



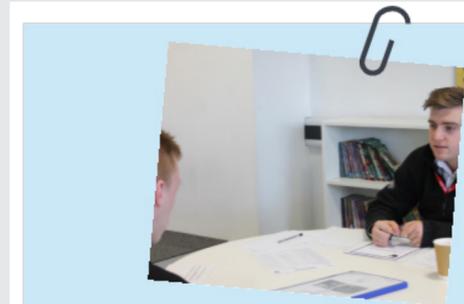
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Harborough Grow on Centre and exceeding SROI targets

The Harborough Grow on Centre at Compass Point in Market Harborough was built to provide grow-on space for local businesses, at a cost of £6.6 million, co-financed by ERDF, the District Council and the Leicester LEP. Completed in 2019, the BREEAM Excellent building is expected to enable the creation of 230 jobs and £20 million into the local economy, and the project has already significantly exceeded its targets for social value as set out below.

For further information, contact Mark Beddow, Major Projects Manager at Harborough District Council.



Mock Interviews

Nathan, Terry, Connor and Zoe from the site team took part in mock interviews across the region in various schools and colleges. In total 350 students were interviewed as part of the initiative. The Students had to complete an application form prior to the interview. A member to the team talked through the applications with the Students, practiced interview techniques with them and gave them constructive feedback. The sessions received positive feedback from the students for increasing their confidence and skills in interview situations. It was also felt that it was excellent preparation for their forthcoming college or apprenticeship interviews.

TELLING THE STORY



We spent the whole day, in three locations, with the local council, delivering IT support to elderly people in the community. We also visited three community centres and had also arranged chair yoga and bowls competitions.

63%
SPEND
WITHIN

20
MILES

from sites

1,020
hours supporting
unemployed
people into work

147

Payments made
in line with
government
fair pay
charter (19 days)
Industry average of 47 days

23

No of new
posts
created

SOCIAL RETURN ON
INVESTMENT TO DATE
£1,132,062.51

10,241

hours supporting
young people into
work.

99.57%
SME
SPEND

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Building local SME and VCS capacity in the Supply Chain agenda, Tower Hamlets

There are nearly 17,000 businesses based in the London Borough of Tower Hamlets. While the borough is home to some of the world's largest financial institutions, 98% of local enterprises are small businesses which employ fewer than 50 people.

LBTH recognises that building the resilience of small businesses, increasing their capability of bidding for larger contracts, and enabling access into supply chains brings a genuine competitive advantage to both larger business customers and smaller suppliers. LBTH commissioned GetSet for Growth to deliver a new service, Supply Ready, in the borough to upskill and educate 1000 local SMEs and VCS organisations in formal procurement over a two-year period. This also ensures a greater local legacy and robustness in supply chains.

The GetSet for Growth service provides flexible, high quality, strategic support to help SMEs grow their bottom line, delivering an average 62% turnover increase within 12 months of support. The specialist Supply Ready programme was embedded within it, focusing on upskilling participants in all aspects of getting 'fit to supply', from understanding how formal public and commercial procurement works, how to assess tenders, how to articulate strong value propositions and write effective tenders, the various policies and supporting documentation required in different sectors, and how to manage contractual relationships.

Most importantly, participants learned how to manage and deliver a significant new contract win successfully. This included planning and ensuring sufficient cash flow and working capital, having a ready supply of quality labour/staffing/equipment, and the skills to manage the growth process itself - being operationally sound and ready, so that over-trading as a result of a good contract win is avoided and sustainable growth achieved.

Via a series of workshops, masterclasses, 1:1 hands on help and expert mentoring interventions, delivered across the borough, Supply Ready also helped small businesses and third sector organisations understand how to partner and work collaboratively to deliver greater value. They were provided with access to GrowSmart, the online learning programme providing the equivalent of a two-week course in all aspects of growing a business underpinned by a library of in-depth resources.

Participants had already secured nearly £11 million of new contracts before the project ended, with another £3 million in the collective tender pipeline, and 46 new staff had been hired.

For further information, contact **Huw Morgan-Thomas** at **London Borough of Tower Hamlets**.



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Social value activity with young people, Bouygues

Whilst Bouygues carries out a wide range of people-focused social value activities in the UK, one of their particular areas of focus is working with children. This small photogallery shows some of their activities to inspire, educate and get young people more involved in STEM, their environment and construction.

“Single use plastic not so fantastic!” - An initiative with primary schools across the North and Midlands. Here, using single use plastic waste from Salford Quays, Yr4 students learned about the impact of waste plastic on the environment whilst they had fun creating marine sculptures.

“Wonderwall” - The Greenfields Children’s Building Collective was formed at the Children’s Centre in the heart of the vast regeneration area of Southall, following studies about walls including the Great Wall of China, Berlin and Wailing walls, and how they were built.

The collective launched a project to build an actual wall, starting with building a scale model by making their own bricks from garden clay. Then with the help of Bouygues site team and Catalyst housing, turning it into a Wonderwall that could be walked around, and decorated with children’s artwork in a spirit of hope and optimism for the future.

“Future Cities Challenge 2019” - In association with Minecraft, students from across the UK created a virtual building 100 years in the future on the theme of air pollution and plastic free. As well as producing the Minecraft design, entrants had to produce a scale model of their building, with extra points awarded for models with recycled material and moving parts! They also had to create a vlog about their learning journey and the unique attributes of their city, and make a 12 minute presentation to the judges followed by a short Q&A session.

The teams showed amazing creativity and dedication, and one of the regional winners now going on to the national finals, TBAP Academy in Cambridge, beat some very tough competition!

For further information, contact **Jeff Joseph at Bouygues.**

For further information, contact **Huw Morgan-Thomas at London Borough of Tower Hamlets.**



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Embedding social value in site employment and training, Mace

Mace offer the delivery of employment and training on our sites, specifically aimed at those people who are long term unemployed and hard to reach, and have experienced barriers to work. We have a successful legacy of working with those socioeconomic and hard to reach groups, utilising a sector-based model for construction, which focuses on the provision of employability and skills. The model is built around Service Level Agreements with a range of social partners including Jobcentre Plus, Crisis Skylight, Women into Construction, and Evolve (a part of CITB), all of whom are not for profit organisations.

We reinforce our expectations through our procurement and commercial teams to ensure contracts with our supply chain reflect our values and to support our suppliers to actively engage. We implement contractual obligations in our contract documentation so that all companies who are awarded the packages are also aware of their expected contribution to the socioeconomic benefits which will be gained on the project.

In terms of social value delivery:

- Apprenticeships: 30 apprentices are employed every year in Mace's business units, with roles ranging from quantity surveyors through to construction managers. We also identify vacancies through the supply chain which averages 90 further new apprentices on sites per year.
- Workless job starts: local labour is an important consideration on all our sites and in order to satisfy our commitment to employing local people, we broker opportunities with local Jobcentre Plus offices and local

council-led brokerages as a matter of course. In London alone, we sit on the Hackney Council Construction Forum, Kings Cross Construction Centre Board in Camden and Westminster Construction Forum. Almost 80 people who worked on a Mace site in London have come through these arrangements.

- Ex-offenders: Mace launched a scheme in partnership with the probation service and Crisis, the charity which combats homelessness issues, to provide employment opportunities for offenders being currently released from prison. In partnership, we have supported 20 ex-offenders with securing temporary accommodation on release from prison and a job opportunity.
- Local procurement: Mace integrates its local procurement strategy as part of our employment, skills and procurement plans, which include the following:
 - Identifying and putting forward suitable local suppliers/subcontractors for appropriate works packages;
 - Identifying the subcontracts that could be most suitable for SMEs;
 - Simplify the Pre-Qualification process; and
 - Organising a Meet the Suppliers day whereby Tier 1 subcontractors meet with suppliers in trades they need to procure.

Through this approach we have managed to achieve local spend of up to 13% of overall contract value and have a total supply chain made up of 40% SMEs.

For more information, contact **Sue Hardy** at Mace Sue.hardy@macegroup.com



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Lendlease - BeOnsite initiative for sustainable careers for disadvantaged people

Lendlease is an international property and infrastructure group with core expertise in shaping cities and creating strong and connected communities. It has a long history of prioritizing environmental, social, and economic outcomes to support people. And that means everyone, including society's most marginalized groups. Lendlease has worked with serving prisoners and ex-offenders on their construction projects in the UK for over 20 years and in 2008 established a not-for-profit organisation, BeOnsite, to further focus activities. BeOnsite works alongside the business's property and infrastructure projects to support less advantaged people, from all walks of life, into sustainable careers. Its work serves to ensure that regeneration does not simply change the physical built environment but delivers on the opportunity to transform lives.

The key to BeOnsite's work is employing individuals directly as a Living Wage employer. 87% of BeOnsite employees have at least one, and often multiple indices of deprivation as measured by the Government, which can result in them facing, complex and overlapping practical issues – any one of which can, without appropriate support, be enough to overwhelm their efforts to access and sustain employment.

Self-employment, or employment through complex umbrella arrangements or traditional agencies, for inexperienced new starters can be precarious and risks individuals sinking into rent arrears and financial hardship.

Direct employment, on living wages mitigates these risks and is fundamental in providing the foundation upon which employees can build a successful career. BeOnsite employees are hosted out to the Lendlease supply chain with both employee and contractor supported by a dedicated recruitment and retention team, thus allowing the employee to concentrate on their work, their personal development and their team.

As well as a strong focus on improving diversity, (71% of employees are from an ethnic minority), the BeOnsite team are equally as passionate about continuing to improve life chances for those with criminal convictions. With one in three males between 18 and 52 having a criminal record, they form a significant proportion of the groups excluded from the job market. With this demographic in mind, BeOnsite developed Mind the Gap, a specialist programme funded by the CITB. Mind the Gap is delivering 60 sustainable employment opportunities through delivering long-term training and support for 400 businesses, and offering sustainable employment opportunities to 120 serving prisoners and ex-offenders.

Working with project partners A Fairer Chance, Bounce Back, Dominic Headley Associates and Nacro, the programme has already supported over 350 businesses, employed 134 people, and helped 55 individuals sustain their budding construction careers.

For more information, contact **Jessica Mellor-Clark** at **BeOnsite**



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Social value through environmental future proofing at Hampstead Heath

Atkins were commissioned to design and secure consent for a scheme that virtually eliminated risk of dam failure in extreme storms. The proposals included raising and restoring dams, a new flood storage dam, spillways, pond enlargement and associated landscaping, habitat creation and desilting.

The Heath is a sensitive site of significant historical, recreational and ecological value. This Project set a new benchmark in landscape-led holistic design, protecting and enhancing the landscape character of Hampstead Heath and ensuring the protection of downstream communities from flooding. It included mitigation to protect trees and wildlife during the work and to restore areas after engineering works. Sustainable alternatives to concrete, including turfed bioengineered spillways, were used and silt was re-used to create wetland planting. Nature-based solutions improved water quality and biodiversity and over a thousand wild flower bulbs and plants, 40 trees and 140 shrubs were planted.

In addition to Future Proofing the Heath against climate change and enhancing the natural environment, the Project has improved accessibility around the Heath and provided a new, accessible changing facility at Ladies' Bathing Pond.

It also engaged and gave a voice to local people who helped to inform the Project, forging close and ongoing relationships between different resident, user and amenity groups, and the Heath management team. While many local people were in favour of the scheme, the proposals were controversial and received extensive media coverage. Collaborative working between City of London, Atkins engineers, planners and environmental specialists, BAM the contractor and the Project Stakeholder Group alongside an effective communication strategy was key in educating stakeholders, securing buy-in and ensuring the successful delivery of the project. Communication included: site information boards, guided walks, a website, social media, mailshots, a poster campaign and a successful education programme engaging over 3,000 pupils. Early contractor involvement, with proactive involvement in consultation, was critical in ensuring effective delivery. The consultation format is now being used by the planning authority on future similar sized projects in the borough.

Awards: ICE London Community Benefit, CIRIA Big Biodiversity Award.

Contact: Jo Farrar, joanne.farrar@atkinsglobal.com



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STAR framework

STAR is a public sector shared procurement service, established in 2014. STAR have moved from a three to a six-partner organisation and works collaboratively with Councils, Clinical Commissioning Groups, Housing Trusts and the Greater Manchester Combined Authority to name a few.

STAR's ambition, beyond their own sustainable growth and delivering increased savings is to improve economic growth by increasing the local spend within our partners' Boroughs and Greater Manchester with a particular focus on local businesses, SMEs and VCSE organisations.

With a clear vision and targeted, multi-pronged approach, STAR have improved local spend, improved compliance and more recently, demonstrable social value outcomes. All these work streams are interdependent and have enabled improvements at a considerable pace with the support of leaders, members, chief officers and commissioners.

With proactive stakeholder engagement, the outcomes have far exceeded expectations:

- 55% of tenders awarded have been to Greater Manchester businesses
- Of the £78 million contract values through the Portal, £21.6 million of committed social value has been secured, a return of 28%
- 37% of bidders are local to Greater Manchester

STAR is not standing still and is continuing to drive forward this agenda within our region. We're happy to share the key lessons that have been learnt along the way.

For more information and case studies, contact **Lorraine Cox** at STAR.

