Social Value in Construction

Ani Raiden, Martin Loosemore, Andrew King and Chris Gorse
Contents

List of illustrations ix
About the authors xi
Preface xvii
Acknowledgements xix

PART 1
Principles and conceptual foundations 1

1 Introduction 3
ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING AND CHRIS GORSE

Social value in context 3
The language of social value 6
The economics of social value 7
Social procurement and social value 10
The political context of social value 14
The opportunity for industry leadership in social value 15
Defining the social value proposition of a construction project 17
Creating social value through the construction project life-cycle 20
Creating social value in the design stage 20
Creating social value in the construction stage 22
Creating social value through the operations and facilities management stage 25
The ethics of social value and what it means for measuring social value 26
Barriers to delivering social value 30

2 Social value in the built environment: the legal framework in the UK 39
BEULAH ALLWAY AND MARTIN BROWN, ANTHONY COLLINS SOLICITORS LLP

The legal framework for social value creation 39
Understanding social value – opportunities in the built environment 40
### Contents

**Understanding social value – the legal framework** 42

**Applying social value in practice** 48
- The need for a social value policy 48
- Preliminary market engagement 52
- Social value at pre-procurement stage 53
- Social value during the procurement process 55
- Social value during the contract term 55
- Social value post contract 57

#### 3 Theoretical justification for social value 60

**ANDREW KNIGHT**

- Some conceptual distinctions between moral and non-moral reasons 60
- Utilitarianism 61
- Kantian ethics 62
- Decisions between alternatives 64
- Some existential conclusions 65

#### 4 Creating social value within and between organisations 69

**ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING AND CHRIS GORSE**

- Partnerships and hybrid collaborations 69
- Social enterprises and social businesses – with Anna Mimms, MBE 70
- Employment and employability 73
  - Diversifying the construction workforce to create social value 74
  - Pay and benefits 76
  - Training 79
  - Apprenticeships 81
  - Managing aspirations 84
- Embedding social value in strategy and practice 85

#### 5 Social value assessment 93

**ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING AND CHRIS GORSE**

- The case for social value assessment 93
- Measuring social value in practice 96
- The social value assessment process 98
  - Step 1 – Planning and programme development 99
  - Step 2 – Developing a ‘theory of change’ 108
  - Step 3 – Developing a measurement framework 115
  - Step 4 – Implementing the programme and assessing and monitoring social impact 129
  - Step 5 – Reporting to stakeholders, learning and improving 137
## PART 2

### Case studies: showcase of good practice

<table>
<thead>
<tr>
<th>Case Study</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Building social value into design and placemaking</td>
<td>147</td>
</tr>
<tr>
<td>SOPHIA DE SOUSA, THE GLASS-HOUSE COMMUNITY LED DESIGN</td>
<td></td>
</tr>
<tr>
<td>People and place 147</td>
<td></td>
</tr>
<tr>
<td>Empowering design practices at The Glass-House Community Led Design</td>
<td>148</td>
</tr>
<tr>
<td>Participatory design 148</td>
<td></td>
</tr>
<tr>
<td>Design as a vehicle for social value in placemaking 151</td>
<td></td>
</tr>
<tr>
<td>White City Green 152</td>
<td></td>
</tr>
<tr>
<td>Tidworth Mums: a case for soft play 154</td>
<td></td>
</tr>
<tr>
<td>Granville New Homes 157</td>
<td></td>
</tr>
<tr>
<td>Placemaking and media skills exchange 159</td>
<td></td>
</tr>
<tr>
<td>Invest in and learn from collaboration and experimentation 162</td>
<td></td>
</tr>
<tr>
<td>7 Meadowhall, Sheffield, UK: co-creating social value on a large private sector project</td>
<td>165</td>
</tr>
<tr>
<td>ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING AND CHRIS GORSE</td>
<td></td>
</tr>
<tr>
<td>The project 165</td>
<td></td>
</tr>
<tr>
<td>The organisations 166</td>
<td></td>
</tr>
<tr>
<td>British Land 166</td>
<td></td>
</tr>
<tr>
<td>Laing O'Rourke 166</td>
<td></td>
</tr>
<tr>
<td>Clearline 166</td>
<td></td>
</tr>
<tr>
<td>Evergrip 166</td>
<td></td>
</tr>
<tr>
<td>The case study participants 167</td>
<td></td>
</tr>
<tr>
<td>Key themes 168</td>
<td></td>
</tr>
<tr>
<td>Values and priorities 168</td>
<td></td>
</tr>
<tr>
<td>Employment and training 170</td>
<td></td>
</tr>
<tr>
<td>Section 106 agreements 172</td>
<td></td>
</tr>
<tr>
<td>Tendering, monitoring and measuring 175</td>
<td></td>
</tr>
<tr>
<td>8 Multiplex’s Connectivity Centres©: an exemplar of social value in action in Australia</td>
<td>179</td>
</tr>
<tr>
<td>DAVE HIGGON AND JOANNE OSBORNE</td>
<td></td>
</tr>
<tr>
<td>What is a Connectivity Centre? 179</td>
<td></td>
</tr>
<tr>
<td>Context 180</td>
<td></td>
</tr>
<tr>
<td>Programme philosophy 181</td>
<td></td>
</tr>
<tr>
<td>Community-driven 181</td>
<td></td>
</tr>
<tr>
<td>Shared value 181</td>
<td></td>
</tr>
<tr>
<td>Collective impact 181</td>
<td></td>
</tr>
<tr>
<td>Wrap-around services 182</td>
<td></td>
</tr>
</tbody>
</table>
# Contents

Benefits 182
Measuring the social impact of Multiplex’s Connectivity Centres© 183
Social impacts 186

9 **Latch, Canopy, and CITU, Leeds, UK: three unique SMEs providing secure housing** 188
ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING
AND CHRIS GORSE

*Latch* 188
   Background and more recent impact 188
   Developing, volunteering and working alongside experienced trades 189
*Canopy: a community housing project* 190
*CITU: eco-developers with a strong focus on social integration* 191

10 **Deconstructing social value in decommissioning: industrial heritage at Dounreay, UK** 194
CARA MULHOLLAND, PAUL W. CHAN AND KATE CANNING

*Dounreay: from ushering a brave new world of energy security to securitising the site* 194
*The fast breeder reactor programme and UK energy security* 195
*Securitising the site: making sense of uncertainty and change* 196
*Finding a focus: dawn of the decade of planning through socio-economic strategies* 198
*A nuclear vision for the north of Scotland* 198
*Creating cultural heritage and legacy in a period of decline* 201
*Social value as an organic or a planned process?* 204
*Nuclear legacy as industrial heritage* 205

11 **Conclusion** 208
ANI RAIDEN, MARTIN LOOSEMORE, ANDREW KING
AND CHRIS GORSE

*The legal and ethical framework* 209
*Co-creating social value* 210
*Measuring social value* 211

*Index* 214