

Social Value. Our expertise.

HOARE LEA
2020





Relevant specialisms.

Social value. Shaping purpose.

“Social value is meeting the current needs of the industry and the communities in which we work; improving the quality of life for generations to come.”

We see social value as an opportunity to rediscover our industry’s role in society and to why we do what we do.

Social value represents a tremendous opportunity for generating economic value through creating societal benefit. Rethinking how business strengths, assets, experience and priorities align to societal challenges, as well as recognising what’s important for the communities directly impacted by what we do, is the starting point for creating social value.

It’s a complex but rewarding task what we pursue; taking strategies into outcomes that deliver a tangible social benefit. We are leading the way with a game-changing approach that leverages improved social value through responsible project design, delivery and operation.

Pioneering collaboration.

Social value is a whole encompassing task, that requires if anything, collaboration.

We have embarked on a strategic partnership with long-standing social value pioneer Rob Wolfe and his company CHY. We bring together the best of two worlds: Hoare Lea’s heritage, capabilities and untouchable reputation for best practice, with CHY’s unique expertise and agility for creating, delivering and measuring social value since 2006.

We approach social value through the lenses of our sustainability framework comprising five key elements: Social, Human, Natural, Physical and Economic- allowing us to influence a development at every stage.

The result is an unrivalled ability to provide informed, strategic advice that materialises into tangible benefits for all.

Embedding responsibility.

Doing the right thing means assuming responsibility in everything we do. This requires embedding social value all the way through the project life cycle, ensuring that actual benefits are created for the society, the stakeholders and shareholders, and to the project operation.

Enabling change.

We believe that social value is about creating actions that will make tangible change, not just a platitude in a strategy.

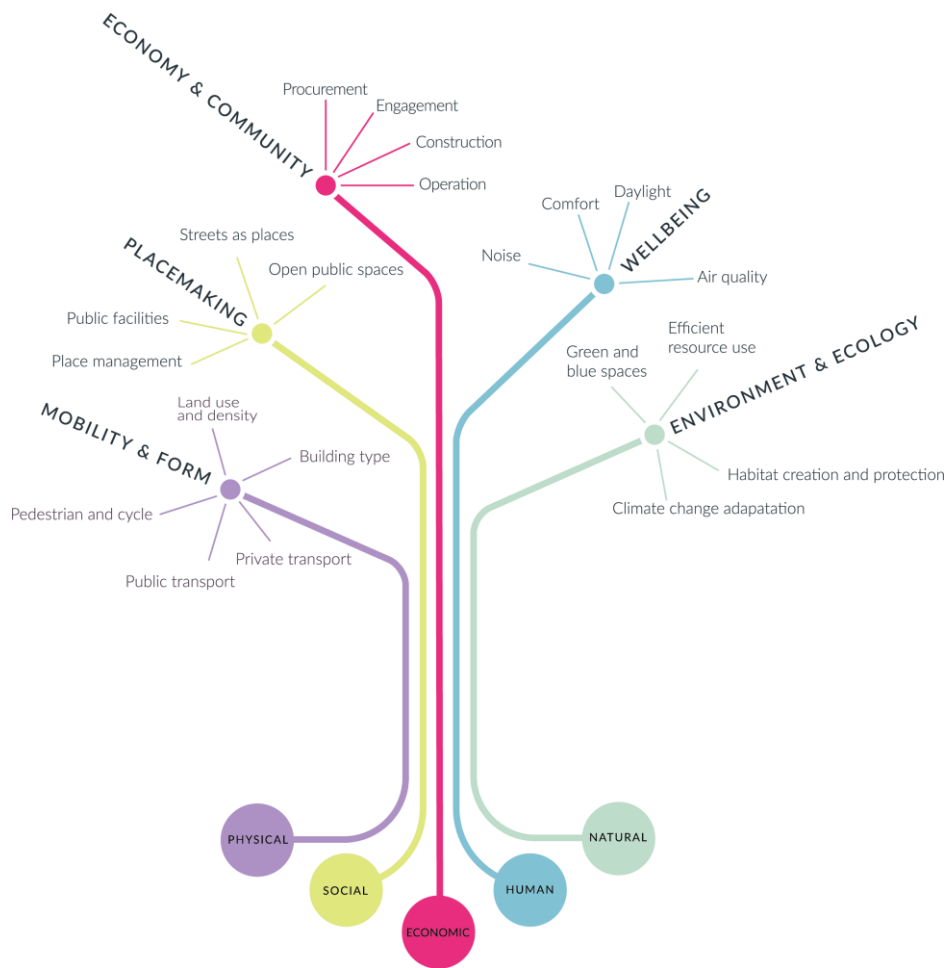
We help answer the question – where does your business or project have enough influence to achieve the most positive change for society and stakeholders?

We conduct in-depth research using open data, advice industry bodies and led the way in driving social value best practice in the built environment

Our services:

- Comprehensive social value strategies.
- Detailed social value delivery plans.
- Social measurement & calculation
- Social value outcome mapping
- Socio-economic and demographic analysis
- Monitoring & Reporting

Our approach.



Our holistic lenses

We approach social value through the lenses of our sustainability framework comprising five key elements: Social, Human, Natural, Physical and Economic—allowing us to influence a development at every stage.

This approach ensures going beyond minimising and managing impacts, it seeks the creation of value and generation of benefits to all stakeholders.

We embrace an interdisciplinary approach that makes sustainability an opportunity for growth rather than a challenge to overcome.

The Five Key Factors.

Social Capital

“...the web of communities, jobs creation, spaces and placemaking, etc.”

Natural Capital

“...the access to, quality and productivity of the natural environment and resources.”

Human Capital

“...the life skills, social skills and techniques that give people the self-efficacy to lead autonomous lives.”

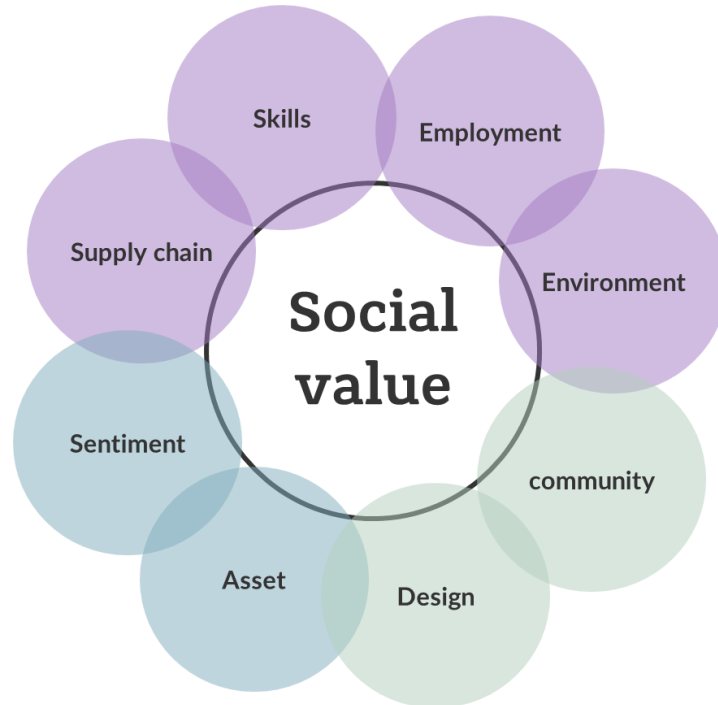
Physical Capital

“...the quality of the built environment, mobility, communication and energy infrastructure, etc.”

Economic Capital

“...the productive power of the other types of capital and equitable access to liquidity and fair wages.”

Our approach.



Focus on what matters most

Our understanding of social value responds to eight distinct aspects covering the full project life cycle and from which potential opportunities are identified.

In order to preserve and enhance inclusive long-term value, we focus on those areas which matter the most to the key stakeholder who directly experience the impacts of the projects we work on.

Quality not quantity

Often social value is reduced to a number - how many jobs a project supported. However, social value creation goes far and beyond that.

Our approach fundamentally addresses the relevance, impact and performance of contribution. Our social value outcome mapping illustrates the added value, change and social impact generated for local residents and businesses, informing decision making and resource allocation.

We use socio-economic analysis to quantify the quality of actions and to measure the financial value of the social outcomes you achieve.

Strategic alignment

In developing Social Value Strategies, we align outcomes measures against business objectives and specific needs relevant to the community where the project sits.

We define a bespoke set of socio-economic project objectives, action areas, and performance measures, responding to local policies, government strategies and global agendas, such as the UN Sustainable Development Goals (SDGs).

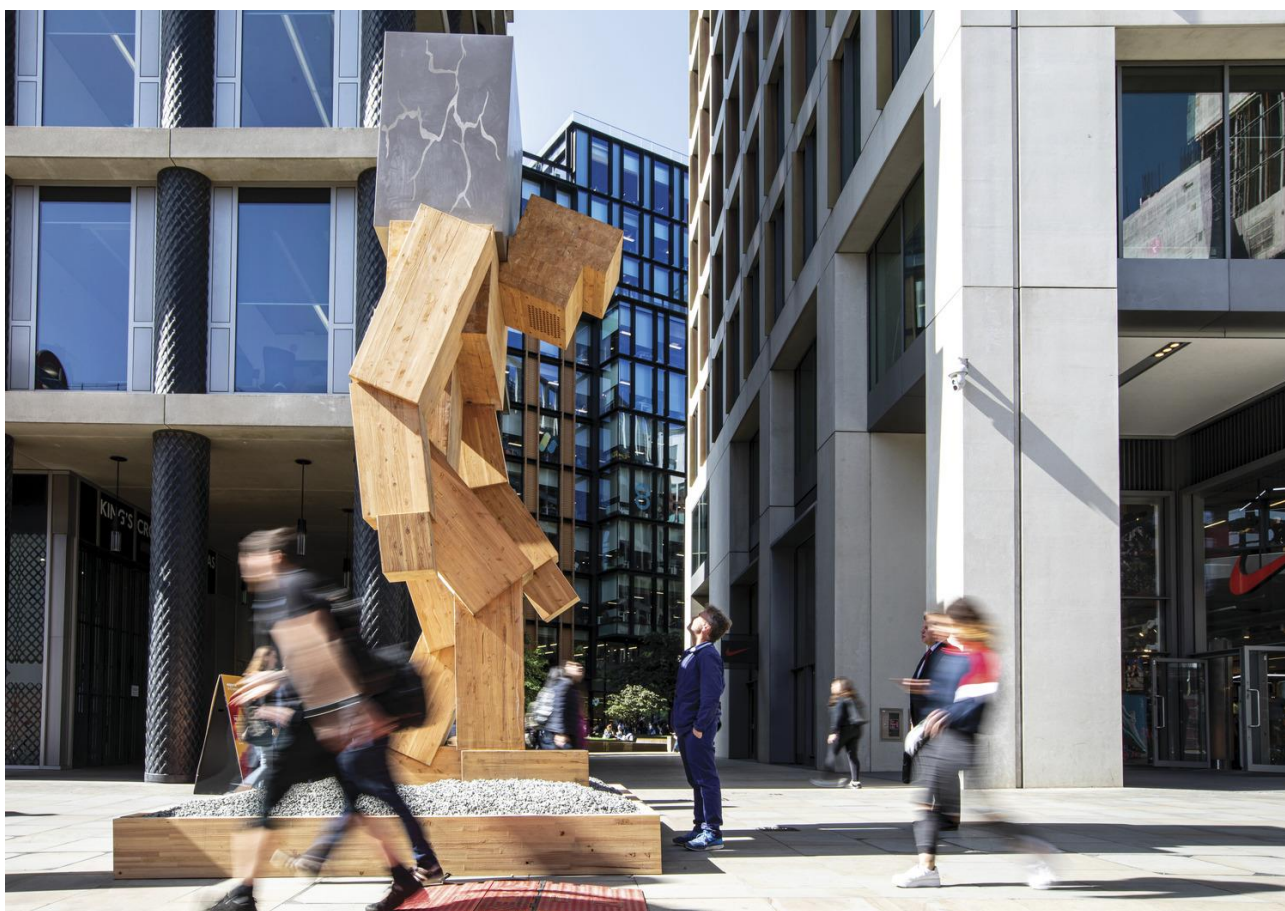
Pragmatic advice

Simple choices can make massive impacts – but it starts with the right information to make it happen.

We put in place practical tools and clear frameworks for executing and embedding social value through projects.

Our offering spans from design to construction and operation, touching all sectors in the built environment and informing developments throughout the UK.

Opportunity. Maximised value for all.



Social value-led business practice is not a new concept. There has been an increased pressure for business to demonstrate their contribution to society, adjusting both mandatory and voluntary expectations. At the same time, as the social context evolves, new opportunities arise for our industry to create value. For those going above and beyond to delivery tangible social value and create award-winning sustainable projects, the opportunities are abundant.

Opportunity.



Changing legislative landscape.

With growing emphasis on social value in emerging local plans and associated planning mechanisms the planning process is increasingly driving the agenda.

Opportunities

- Effective response to social value, wellbeing and inclusive growth requirements.
- Best practice economic assessments
- Tangible societal benefits identified.

Benefits for the project

- Ease the planning process
- Cost and time savings for current and future planning applications

Effective community investment.

Need for lasting tangible benefits to local areas from both, obligatory financial contributions (e.g. Section 106) and strategic social investments.

Opportunities

- Deep understanding of local context, needs, expectations.
- Focussed strategies to direct funding at communities local to the project.
- Quantifiable social and economic benefits to the communities

Benefits for the project

- Maximised value for money of community spending and investment.
- Attract and open additional funding routes for scaling up the impact.

Opportunity.



Shifting societal expectations.

Organisations are under increasing pressure to demonstrate their wider contribution to society.

Opportunities

- Identification of key areas of action ensuring greatest impact
- Tailored strategies and initiatives tackling local needs and priorities.
- Measurement of social value contributions
- Stronger ties with local communities.

Benefits for the project

- Enhanced reputation and credibility.
- Improved social value capabilities & skills.
- Enhanced community relations, getting local people to buy-in to the project vision.
- Increased efficiency and cost savings in planning and options appraisal process

Shared value.

Evolving mindset finding opportunities in social problems, maximising the potential for a symbiotic relationship between business and societal progress.

Opportunities

- Identified connections between societal and economic progress.
- Business & social development opportunities
- Social impact measured, evaluated and communicated to all stakeholders.
- Contributions aligned to UN SDGs

Benefits for the project

- Increased accountability investors in ESG related matters
- Enhanced competitive advantage
- Increased potential for investment



Considerations. Placemaking



Throughout the planning process, considering both placemaking and architecture in tandem is the key to creating spaces that enhance how people live.

Placemaking: the heart of successful urban planning.

Life is the activity that is most often generated in the spaces between buildings. As such, successful planning involves considering the placemaking aspects of a project.

We know that the success of spaces and places is defined by the people who use them. It's therefore

vital that public-realm environments are designed to let people thrive. As engineers of human experiences, we can use our analysis of the environmental factors at play to be instrumental in promoting the placemaking aspect of any project.

"Inevitably, life between buildings is richer, more stimulating and more rewarding than any combination of architectural ideas."

Jan Gehl, architect, urban design consultant

Considerations.



Embedding social value

Planning & regeneration

- How does the development identify and align with existing social initiatives and organisations?
- Are there any opportunities to enhance existing provision in terms of community needs?
- How does the development strategy enable co-design by existing and future communities and stakeholders?
- How will skills, enterprise and job creation improve the quality of life of local people?

Considerations.

Inclusive growth



“It is not ambitious enough to have record jobs growth, unless those jobs are secure and delivering real growth in wages” UK Industrial Strategy

Making sure that social value is central to our role in delivering the aspirations of the Government’s Industrial Strategy should be a key priority for our industry. This will ensure shaping a stronger and fairer economy.

Delivering tomorrow’s infrastructure requires our industry to create the skills and technologies that will underpin the next generation of the workforce. This involves greater diversity in people, skills and training, as well as providing good quality and stable jobs.

The success of our future cities depends on the efficient provision of safer, healthier and more affordable places to live and work. But these places only create value if they truly meet the needs of the communities they serve.

Through our holistic approach to sustainability and expertise in socio-demographic analysis and social value outcome mapping, we can help to empower communities and facilitate the integration of critical local considerations in strategic decision-making to maximise shared value creation

Considerations.



Embedding social value

Design & construction

- How does the construction process address local challenges and reduce barriers to the economic and market opportunities it generates?
- Are jobs and apprenticeships accessible, inclusive and what value are they creating in the local area?
- How does the building enable opportunities to be accessible and inclusive?
- How can design and construction processes better leverage the opportunities from greater community engagement?

Considerations.

Health & wellbeing



At Hoare Lea, we are engineers of human experiences and believe building design & operation must be informed by a people-centric approach.

All buildings should be built with the health and wellbeing of the occupants in mind, whether the goal is to pursue certification or not.

This includes a holistic consideration of strategies, technologies, and policy measures for the optimisation of physical, mental and social/lifestyle wellbeing of building users.

Creating a socially conscious and agile workplace

culture that also creates links and tangible benefits for the wider community is a key determinant for attracting and retaining best talent.

Should you chose to incorporate health and wellbeing measures, rather than pursuing formal certification, we offer a bespoke service fit for your development.

Considerations.



Embedding social value Operation

- How does the operation enable a sustainable and socially conscious culture of decision making?
- How does the fit out support the generation of “good” jobs and drive innovation in the industry?
- How does the operation of the space promote a culture of ownership, equality and inclusivity?
- How does the operation measure, monitor and financially quantify social and environmental standards?



The Hive, Kew Gardens

Project stories.



Westgate Oxford.

Growth for good.

The transformation of Westgate Shopping Centre was all about providing a long-term sustainable retail heart for Oxford. The development has given Oxford residents and visitors a spectacular new space in which to meet, eat, and shop.

Year one impact

One year after opening in October 2017, Westgate had generated important economic growth in the year creation of 2,000 full time equivalent jobs, £29m worth of wages and a £2m yearly local spend by staff.

Delivery of community programmes also generated over £132,000 of social value through supporting disadvantaged people in to employment and engaging local schools and charities. 50 local students took part in the centre’s ‘Made in Oxford’ education programme, with 94% feeling more prepared for the labour market.

The focus on inclusivity and safety throughout the design process is also paying off. Public surveys showed 8/10 people enjoy the quality of public space, feeling safer during the day and evening. Footfall has increased by 8.9% in the city centre since Westgate opened, with visitors staying longer now than ever before.

Source: https://www.revocommunity.org/blog/westgate_oxford_one_year_on_ & https://landsec.com/sites/default/files/201811/Westgate_Total_Impact_Report_One_Year_On.pdf

£132,000 of social value through supporting disadvantaged people in to employment and engaging local schools and charities.

2,000 full time equivalent jobs

£29m worth of wages and a £2m yearly local spend by staff.

Client:	Westgate Oxford Alliance (JV- Land Securities and Crown Estate)
Architect:	BDP with Allies & Morrisons, Glen Howells, Panter Hudspith and Chapman Taylor
Services:	Acoustics, Daylight Design, Façade Access, MEP, Sustainability, Utilities & Energy Infrastructure, Vertical Transportation
Sector:	Retail
Status:	Complete

Project stories.



Be First, London.
Designing and delivering legacy

Barking and Dagenham is at the heart of London’s eastward regeneration and growth. Ensuring inclusive economic growth, opportunities for local people and lasting community wellbeing has been a key commitment.

A comprehensive social value strategy was designed and implemented by our partner CHY in order to create long-term positive change in the London Borough.

Forecast social value calculations, socio-demographic research and stakeholder engagement underpinned the strategy, identifying specific needs to be addressed and revealing opportunities for social value creation.

This strategy was successfully adopted by the local authority and embedded within planning and procurement processes.

Throughout an implementation plan contractors and local partners have been able to deliver social value objectives, set monitoring and reporting mechanisms for the outcomes achieved via the construction framework contracts.

Doubled social value generated from £0.77 to £1.48 for every pound invested.

1,762 new well paid jobs lasting at least 5 years

264 new apprentices directly recruited and 25,000 weeks of training.

Client:	Be First
Services:	Social value
Sector:	Mixed use residential
Status:	Complete



Project stories.



Extra MSA Leeds Skelton Lake.

Long-lasting positive impact

Investment owner, developer and operator Extra MSA Group wanted to take a new approach to their projects; one that would generate a positive impact on the economic, social and environmental wellbeing of the local communities in which they operated.

The project raised the aspirations of local east Leeds residents by supporting students to realise their full potential, offering them quality jobs and long-lasting full apprenticeships and training. Meaningful work experience and contracts were opened to local SME and Social Enterprise businesses.

Working together with long-established local network of expert public and third sector organisations, it was also possible to target and benefit those most vulnerable and deprived.

CHY audited and evidenced every social value output and outcome put forward by project partners. This included measuring and quantifying the value of the benefits achieved by the project.

This approach has now been embed on 3 UK Extra developments currently in the planning process.

17 apprentices supported equating to 6% of the FTE workforce on the project, 2.5% above the Leeds average

58 new jobs created, of which 30% were secured by residents from local deprived communities.

23 educational projects delivered, in partnership with supply chain.

Client: Extra MSA Group

Services: Social value

Sector: Education

Status: Complete



Influencing industry guidance .

Industry leadership. Social value.

Association of Consulting Engineers

Hoare Lea sits in the Sustainability Sector Group, supporting the sustainability agenda for the industry as well as advising on social value considerations.



BRE - Construction Innovation Hub:

We are advising and reviewing and the development of the Procurement for Value Tool, an online-based software tool that supports value-based decision-making during the procurement phase of new asset delivery projects. The new practical tool will assist users in making informed outcome-driven decisions within predefined, policy-led boundaries based on local needs and user priorities.



Constructing Excellence

Sitting on the Procurement Theme Group CHY advises on social value procurement frameworks and initiatives, investigating on models and collaborative to support behavioural change in the procurement process.



Social Value UK

CHY is a key partner of Social Value UK, working in the improvement of social value measurement and management tools. Together, we co-design training, deliver workshops, host events, campaign for progress, and develop a global movement to change the way the world accounts for value.



Our people.



Diana Sanchez

 12 YEARS EXPERIENCE

SENIOR ASSOCIATE

ENVIRONMENTAL SOCIAL & GOVERNANCE TEAM LEAD

MBA MSc BSc (Hons) AMIOA

I am passionate strategist with demonstrated skills in driving value creation for business' innovation and growth. With more than 12 years' experience I have a comprehensive understanding of the key economic, environmental and social challenges and opportunities influencing the future of the industry, enabling me to develop innovative approaches for integrating, managing and measuring sustainability impacts. My formal degree level of qualifications comprise economics, philosophy, and socially focused sustainability.

Specialist/sector expertise.

I help organizations crafting comprehensive value creation strategies aligning commercial, financial and social objectives to generate lasting positive impact. I focus on strategy design and innovation and led the creation of holistic plans to shape our future cities places and buildings. I also engage with different industry bodies and academic institutions for knowledge sharing and to collaborate in innovation & research projects. I've built a network of contacts and relationships with business, universities, government institutions and city leaders

Project experience.

- One of the most successful projects I've developed in recent years was the creation of a comprehensive sustainability strategy for a new exemplar community in East Hemel, by the Crown Estate. The development will include 2,500 new homes, employment opportunities and neighbourhood centre and services. This project embraced a holistic approach, making sustainability an opportunity for growth rather than a challenge to overcome. The strategy aimed to create value and generate a flow of social, economic and environmental benefits to all stakeholders and investors, and was developed on the basis of the Five Capitals Model.

Diana has an uncanny ability to absorb and assimilate, delve and discover, and, importantly, to provide a different perspective. She has been influential in motivating thoughtfulness in the ways of modern building design and in so doing brought an innovative spark to our world of engineering.

Andrew Bullmore – Partner, Hoare Lea

Our people.



Rob Wolfe

 20 YEARS EXPERIENCE

MANAGING DIRECTOR CHY

I have worked in physical and social regeneration at a front line and strategic level for 22 years and went on to set up CHY in 2006. Partnership working, and social value are at the heart of my experience and expertise: ensuring projects and people achieve the combined objectives of all sectors, while benefiting the communities they serve.

I have gone on to influence local, regional and national social value policy; assisting local authorities to maximise the socio-economic impact of their local plans and the private sector to embed, deliver and measure the socio-economic impact of their projects, products and services.

I believe in radical collaboration; bringing innovation, expertise and leading practice from across different sectors to benefit the built environment, their clients and the communities in which they work

Social Value is an area in which very few people specialise, but that is exactly what I, and CHY, do. I believe wholeheartedly in it and, for me, this is a vocation and a passion.

Project experience

Since 2006 I have worked on 100s of built environment projects at every stage of the project lifecycle; from the very small scale £10k Binyard Project in Leeds (2007) to major commercial developments such as the £60m Leeds Arena (2009) to the £1.2bn BeFirst regeneration programme in Barking and Dagenham (2019). Projects vary in size, scope and social impact but the social value strategy answers the same question; where do we have enough influence to achieve the most positive change for society and stakeholders?

I continue to draw from my extensive practical knowledge and experience designing, delivering and measuring social value on projects to ensure that every project achieves the most positive impact possible for all.

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Thank you.
hoarelealea.com.

Locations

Abu Dhabi

Birmingham

Bournemouth

Bristol

Cambridge

Cardiff

Doha

Glasgow

Leeds

London

Manchester

Oxford

Plymouth

Madrid (associated office)

