



# Social value advisory capability





## Our social value advisory capability: supporting clients to improve lives

For over 150 years, Costain has been delivering projects that improve people's lives. We deliver social, economic and environmental value to society not only through the solutions we offer but via our wider investments in local communities to maximise the positive impact that we have on the lives of local people. Costain is helping clients through the use of digital solutions to enhance the delivery and measurement of public and social value using scalable enterprise level data sharing and digital visualisation.

Over the last fifteen years our focus on social value has sharpened as we have worked with our academic partners and clients to align our assessment methodology with the United Nations Sustainable Development Goals (UN SDGs), enhance our delivery mechanisms and integrate technology into our offering.



Our social value advisory approach, illustrated in Figure 1, aims to maximise the positive impact our clients can have on people's lives. Using digital solutions and our insight into data management, we enable our clients to:

- **Shape** their social value capability to address global challenges, aligning with the UN SDGs
- **Unlock** the social value potential within their assets and stakeholders
- **Maximise** the value they can deliver across the entire asset life-cycle, from concept through to end-of-life
- **Analyse** and quantify current social impacts, creating a trusted account of the value delivered and the legacy left behind.

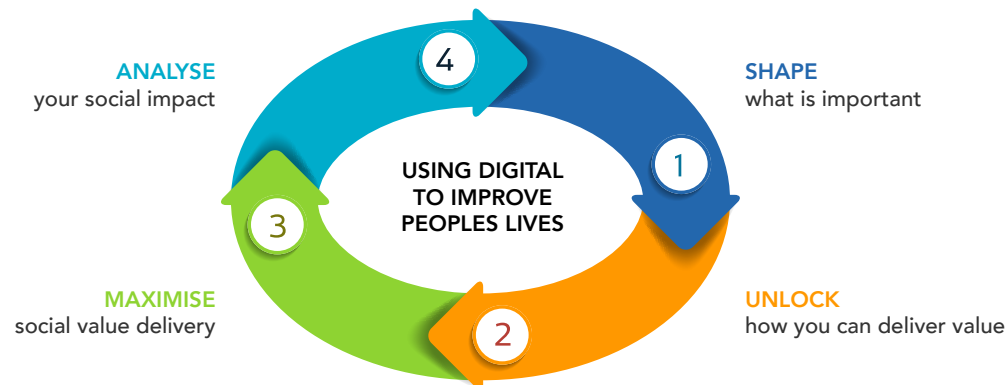


Figure 1: Our consultancy advice enables clients to connect with the needs of their stakeholders to maximise social value delivery



## Leadership and resources

Costain has 800 experts providing advisory and engineering consultancy services to help solve our clients' challenges across the UK. 50 of these are specialists in social value, decarbonisation, sustainability and environmental protection.

We support our clients to build a social value culture, continually identifying potential opportunities to deliver value across the asset life-cycle whilst building trust in the delivery of social value with customers, investors and wider stakeholders.

Drawing on our experience of delivering successful social value programmes for major UK infrastructure projects, we enable our clients to understand their social impact and performance against national targets by integrating targeted initiatives with technical methodologies for social value analysis.

## Shaping stage: establishing what is important

The Government has identified the importance of infrastructure projects as a key vehicle for the delivery of social value and supporting its objective to 'level-up Britain'.

Costain believe that the greatest opportunity to influence social value is at the concept stage of a project. At this stage, we work with our clients to:

- Identify key stakeholders for social value – reaching across the local community, the business and its supply chain, institutions, government and investors
- Establish stakeholder requirements
- Understand the impact of stakeholder requirements on the delivery, measurement, communication and evaluation of social value.

## Connecting with the local community

We enable our clients to maximise the social value they deliver through developing a deep understanding of local needs. We help our clients to identify the biggest challenges in the local area and opportunities to deliver the most value.

**Local needs analysis:** Establishing local needs and challenges relating to employment, income, education, skills, health, crime and housing and other demographic indicators.



### Jeremy Galpin, lead consultant for social value

Jeremy is a social value leader, with over 30 years' experience delivering social value for clients and communities. He is currently Costain's lead consultant for social value and the legacy lead for the East Section of the Thames Tideway project.

Jeremy adopts a targeted approach, identifying the opportunities which will deliver the greatest social impact to local communities, whilst balancing national and international priorities. His versatile approach to measuring social value aims to capture the whole picture, combining qualitative, human stories with quantitative and monetised data to measure impact. He also promotes the use of technology such as distributed ledger and secure data trusts to verify long term benefits.

Jeremy is adding to his specialism with an MSc in Business Innovation and International Technology Management at Birkbeck College, University of London. His research explores how technology can be used to increase social value delivered through major infrastructure projects. He is bringing findings from his research back into his work to support clients to maximise the social value they can deliver.



## London Bridge Station Redevelopment: Using technology to engage with stakeholders

Aligned to Network Rail's vision we established an innovation hub on the concourse at London Bridge train station to drive engagement with the public and other key stakeholders. The hub operated as an 'open doors' facility, welcoming anyone to engage with the technology in the hub. Visitors could see the future of maintenance via mixed and virtual reality using Microsoft HoloLens and HTC Vive. 789 people visited the hub throughout the opening period, with customer questionnaires used to gather feedback on the Hub and the wider redevelopment. Outcomes have improved future design of stations and informed and established new research programmes. A roadmap was produced and is being implemented at Gatwick Train Station Redevelopment bringing future societal value from ideas generated at the innovation hub.



For example: A desk-based analysis of open-source demographic data, e.g. indices of multiple deprivation, visualised using Costain GIS tools will enable the client to identify key recommendations to be integrated into the project's social value objectives.

**Stakeholder mapping:** Identifying key community stakeholders and connecting with them to gain buy-in for the project. By conducting extensive consultations with stakeholders you can understand the needs of the community and identify opportunities to maximise value.

For example: A community wish list can help to prioritise needs, enabling the client to focus on the activities which will have the greatest impact on the community.





## Thames Tideway: Developing strategic partnerships to maximise social value

Through connecting with local schools and London Youth Rowing to develop our integrated 'Breaking Barriers' programme, we maximised the social value delivered on our Tideway Project.

Together we have:

- Improved the employability of 107 local young people
- Targeted under represented groups: 79% of participants were female and 72% were BAME
- Delivered 704 hours of volunteering
- Provided 10 work experience placements.



## Systems Thinking approach to social value

In the UK millions of hours are spent redeveloping and creating new infrastructure annually. Typically project scopes are developed through a complex systems environment, with multiple stakeholders, differing motivations, purposes, aims, objectives and constraints. Finding social, economic, and environment leverage points within the complexity and then identifying metrics that illustrate quantitative evidence of the benefits across all aspects of the design, build and operational stages is immensely challenging.

Costain's method is different. We apply a systems based approach that integrates our experts in systems engineering, environmental, social-economic and decarbonisation. We collaboratively follow our four stage iterative process: Shape, Unlock, Maximise and Analyse, to provide flexible and adaptable solutions to each scenario and stage in the project or asset lifecycle. This approach optimises social, environmental and economic value added opportunities and has created quantifiable evidence for our clients who need to demonstrate how their investments make a positive difference to society and the environment at each stage of the project or asset lifecycle.

## Unlock how you can deliver the most value

Costain supports its clients to develop a clear strategy for the delivery of their social value objectives. Several headline initiatives will enable the client to target critical local needs and generate legacy through business as usual, projects and programmes. We work closely with our clients to develop plans for the delivery of social value, supported by clear KPIs to drive performance improvement. Through our experience of sustaining social value delivery across an entire project or programme, we have established that collaboration is critical to unlocking significant social value delivery and a sustainable legacy. Costain supports its clients to create strategic partnerships with local charities and community organisations to deliver initiatives targeted to those most in need. Integrating into existing social and community initiatives can also help to maximise social return on investment.

## Maximising social value: an end-to-end solution

Costain looks at the social value delivered not only through the benefits of the delivered asset, but also through how the asset is built. We provide services to our clients to enable them to maximise the social value delivered across the whole life of an asset, across design, delivery, operation and disposal.

### Demonstration and design development

Costain supports its clients in developing designs, contracting strategies and procurement models that build in the delivery of social value:

**Design:** Integrating social value initiatives into the project blueprint secures sustainable social, economic and environmental legacy following the project's completion. We advise clients on how they can build social value into design to secure a legacy following project completion.

**Procurement:** Integration of ISO:20400 (Sustainable Procurement) into all aspects of procurement, ensuring requirements are in place from expression of interest through the contract award and measurement.

We can provide advice on:

- Sustainable specification of products and services

## HS2 Enabling Works South: Enabling social sustainability through procurement

The social value brought via our HS2 Enabling Works JV Contract has been exceptional.

A key driver of this success has been our optimised procurement processes, which are designed to be accessible to SMEs, using 'Compete For' as standard.

Across the project:

- 66.45% of supply chain spend has been with SMEs, representing a total spend of £76.62m
- We have provided training to SMEs via our Supply Chain Academy to help grow their capability and improve their competitiveness when bidding for future work packages.



- Assessing potential suppliers on their attitudes towards the social value agenda
- Optimisation of procurement processes to maximise social, economic and environmental benefits locally and nationally. For example, maximising procurement from local businesses and SMEs
- Integration of digital solutions and innovations, including smart contracts to ensure prompt payment of suppliers and blockchain to increase trust and visibility of supply routes.

### Manufacture and construction

Costain supports its clients in developing methodologies and mechanisms to weave social value into the blueprint for project delivery to target local needs and maximise value delivered. We help our clients to develop a social value culture, in which social value is not an afterthought, but a critical component of successful project delivery. We encourage our clients to continually evaluate their progress against their objectives and identify opportunities to support people, communities and the local environment throughout project delivery to maximise social value.

## A14 Cambridge to Huntingdon Project

We worked with other delivery partners on this project to implement an education, employment and skills (EES) strategy, including an EES working group which included external partners from education, training and employment sectors.

This resulted in the sharing of sector wide best practice and the successful delivery of:

- Over 450 people on our training programmes, including;
- 149 apprentices
- 75 work experience placements
- Attended over 260 events at local schools



**People and communities:** We support our clients to develop key activities which integrate local people and communities into project delivery to deliver targeted social value that addresses local challenges and improve people's lives. Depending on local needs, this could be through targeted recruitment programmes, community volunteering, business mentoring or strategic partnerships with local charities to deliver collaborative initiatives within the local community. Supporting and investing in people delivers long term benefits, helping to reduce unemployment, improve living standards, and grow the economy.

### Business: optimising performance

Costain enables its clients to develop the best approaches to ensure their business or service delivers the social value expected through its day-to-day operation and that the legacy



of the delivery methodology is maximised. We enable our clients to integrate technology into their monitoring systems to continually measure asset performance and the social value delivered.

**Data trusts and blockchain technology provide the opportunity to capture the full legacy of a project over time and provide visibility and increased trust in the benefits.**

### Analyse: understanding your social impact

We support our clients to develop their technical methodology for analysing their social impact, integrating qualitative and quantitative tools to monitor, measure and report performance against objectives and KPIs. Our academic partners, including Cardiff Business School and our 24 PhD students provide research capability in developing qualitative and quantitative methodologies which best capture social impact and legacy. Costain supports its clients to identify what to measure and the most suitable methodologies to use, which can include:

**Quantitative analysis:** Social Impact Assessments (SIAs) are conducted using a range of tools and remain agnostic in methodology, to ensure we best serve our clients' needs.

On our Sellafield Decommissioning Delivery Partnership (DDP) contract, we provide our client with a quarterly report summarising performance against their social value objectives. An overall Social Value Added (SVA) figure, calculated using the TOMs framework, helps the client to understand the scale and breadth of social impact delivered.

**Qualitative analysis:** Real, 'human' stories which provide a compelling account of how social value initiatives have directly impacted the lives of individuals.



## Meet the team

Our multi-discipline, multi-sector team can advise on the best approach to develop your social value. Contact us to learn more.



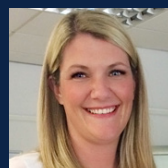
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