

CI501024

Society First! Maximizing Social Value in the Built Environment

Amy King
Pallet

Ann Woulfe
Mott Macdonald

Roni Deitz
Arcadis

Chris Crome
Autodesk

Ian McGregor
Autodesk


Learning Objectives

- Discover the transformative industry practice of social value delivery.
- Discuss the social, environmental, and economic outcomes achievable through the built environment.
- Learn about how connecting people, projects, and data can deliver better outcomes for society.
- Learn about using the industry drivers for social value delivery to build a business strategy for change.

Description

The decisions we make when building and maintaining the built environment can create or destroy value. Now, more than ever, there's a greater focus from public policy and project procurement on the delivery of value to the stakeholders that matter most—people and nature. This panel discussion will explore how the prioritization of social value will impact selection of future public investments and projects, as well as the supply chain contributors that can work on them. We'll discuss types of social value achievable in the built and natural environment, along with how organizations can prepare themselves to maximize the social impact that they make on the world and the communities they serve.

Speakers



Location
📍 Seattle, USA

Contact details
✉️ amy@palletshelter.com

Industry focus
Architecture, Engineering & Construction (AEC)

Expertise
Amy holds a degree in Psychology and spent most of her career in Healthcare Administration, with a focus on managing large surgical practices, as well as occupational and mental health

Amy King


Owner & CEO
#SocialPurpose #Housing #Engineering

- Owner and CEO of Pallet, a Seattle-based social purpose company working to end unsheltered homelessness and give people a second chance at employment
- Passionate about removing barriers for people actively engaged in recovery and reintegration and seeks to provide an opportunity for more individuals in transition
- Prevents and reduces homelessness, both through the high-quality products we build and the invaluable people who produce them


“

Creating housing supply and resources, across the spectrum, while offering opportunity and supportive community to individuals engaged in reintegration following incarceration, addiction, and homelessness.

”



Follow **Amy** on LinkedIn here: <https://www.linkedin.com/in/amy-king-5444027a/>



Location
📍 London, United Kingdom

Contact details
✉️ ann.woulfe@mottmac.com

Industry focus
Civil Infrastructure, Transport, Energy, Water

Expertise
Business and people change in the context of data, information and technology.
Ann is a Chartered Civil Engineer in the UK.

Ann Woulfe

Digital Lead, UK & Europe
#data #information #technology #socialoutcomes


- I make sure we deliver the best in digital ways of working to our clients to respond to their challenges. I work across a UK and Europe region through a network of digital leaders in our business.
- My focus is on continuously improving our everyday delivery and on building new services that result in transformational change to parts of our client's business.

“

I'm in this industry because I know I can contribute in a positive way to society through the projects that we deliver and the outcomes we achieve.

I do this by bringing the best of sector experience together with data, information and technology to help solve the most complex challenges communities are facing.

”



Follow **Ann** on LinkedIn here: <https://www.linkedin.com/in/ann-woulfe-22abb538/>



Location

New York City, USA

Contact details

Roni.deitz@arcadis.com

Roni Deitz, PE

Resilience Global Innovation Manager

#CivilEngineering #Resilience #Agile

- Manage global innovation portfolio across climate, water, energy, environment and sustainability
- Specializes in delivering innovative climate adaptation solutions for cities across the United States
- Celebrates co-creation with clients and communities to develop innovative responses to climate change



Industry focus

Civil Engineering



Expertise

Civil & Environmental Engineering, Energy & Water Sustainability

Roni holds a MSc in Environmental Engineering and a BSc in Civil Engineering with a concentration in water resources and sustainable cities.



Sitting in front of us is the single greatest transformation of our time – responding to a changing climate. We must be open to new ways of working, thinking, and trying things that have never been done before. This is our moment to get it right before it's too late.

AUTODESK

Follow **Roni** on LinkedIn here: <https://www.linkedin.com/in/ronideitz/>



Location

United Kingdom

Contact details

Chris.crome@autodesk.com

Chris Crome

Customer Outcome Executive

#CivilEngineering #SocialOutcomes #Change

- As an Outcome Executive, I am passionate about how the use of technology and data can deliver better outcomes and value not just for our customers projects, but for society as a whole.
- Evangelises “purposeful” digital transformation. Building strategies with clear measures of success and impact, as well as people-led change management plans to execute.



Industry focus

Civil Engineering



Expertise

Chris holds qualifications in Civil Engineering & Leadership and is a Change Management Practitioner.




Why should we digitally transform? And who should benefit?

I am passionate that the aim of digital transformation should be delivering better outcomes for people and nature. And if we can't measure it, then how do we know if we are achieving it?

AUTODESK

Follow **Chris** on LinkedIn here: <https://www.linkedin.com/in/chriscrome/>



Location

United Kingdom

Contact details

ian.mcgregor@autodesk.com

Industry focus

Civil Engineering

Expertise

Data and Information Management, Agile Methodologies, Civil Engineering

Ian holds a BEng in Civil Engineering from the University of Birmingham, is a qualified Product Owner in Scrum, and DSDM Framework practitioner.

Ian McGregor


Senior Consulting Manager

#CivilEngineering #Agile

- Leads a team of consultants across EMEA who orchestrate BIM transformation for major projects
- Specializes in data and information management for the vast amounts of data generated by Autodesk tools deployed on large projects.
- Thrives in tackling daunting customer problems with innovative custom tools and workflows

“

I manage a team of consultants that I am constantly inspired by—that's what gets me out of bed in the morning, the opportunity to work with brilliant people who are solving complex problems and delivering amazing outcomes for our customers in ingenious ways.



Follow **Ian** on LinkedIn here: <https://www.linkedin.com/in/ianmcgregor/>

Primary Questions

- What does social value/impact mean to you and your organization?
- How did you prioritise where to drive impact? And what on?
- What industry drivers have influenced your focus on social value?
- What role does technology and data have in increasing social value?
- How important is it for you to measure impact? And how do you do it?
- What would you recommend to anyone listening that has a desire to increase their social impact?

Define Social Value

There is no single definition of social outcomes and social value. However, a collective understanding is that:

Social Outcomes are the changes that people experience as a result of our actions. When planning, building and maintaining the built and natural environment, whilst we might make decisions based on the best interest of people, it is important to consider that social outcomes can be both positive and negative.

Social Value, as defined by [Social Value International](#), is the quantification of the relative importance that people place on the changes they experience in their lives. Quantifying social value in a financial form is becoming more commonplace in order to place greater emphasis on social impact when considering more traditional investment decisions. Social value in a financial form supports benefit-cost comparisons and driving value for money, where value is considered more broadly across social, environmental and economic pillars.

By better understanding the changes that we want to make in people's lives (outcomes) and how we will measure if we achieve them (value) we can better plan and make decisions to maximize our impact and make a better world, designed and made for all.

In order to maximize social value and the impact that we have on people, we must align on what outcomes are important and achievable within our work. Within the architecture, engineering and construction (AEC) industry we will find some common frameworks to help align around social outcomes.

International Frameworks



Image 1: 17 UN SDG's

The United Nations Sustainable Development Goals (*Image 1*), were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

National Frameworks

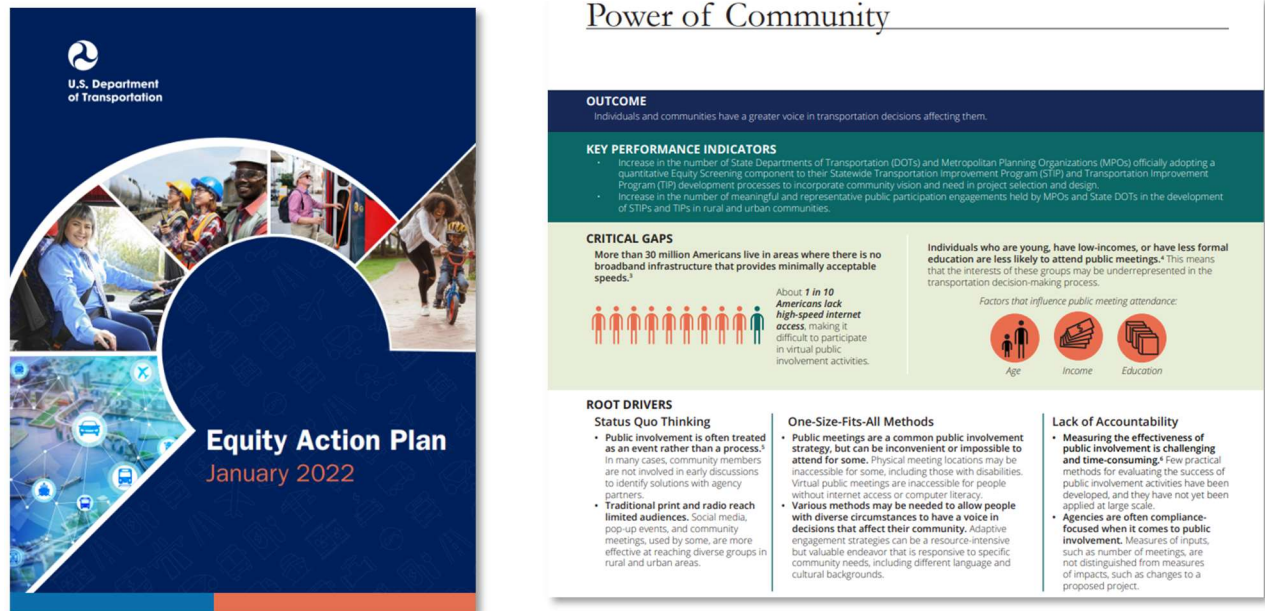


Image 2: U.S. Department of Transportation Equity Plan

As a national example, the US DOT released the Equity Action Plan (*Image 2*) in January 2022. The Equity Action Plan highlights key actions that USDOT will undertake to expand access and opportunity to all communities while focusing on underserved, overburdened, and disadvantaged communities. The actions described here fall under four focus areas:

- Wealth creation
- Power of community
- Interventions
- Expanding access

Each focus area has a measurable outcome with key performance indicators and an action plan to deliver.

Industry Frameworks

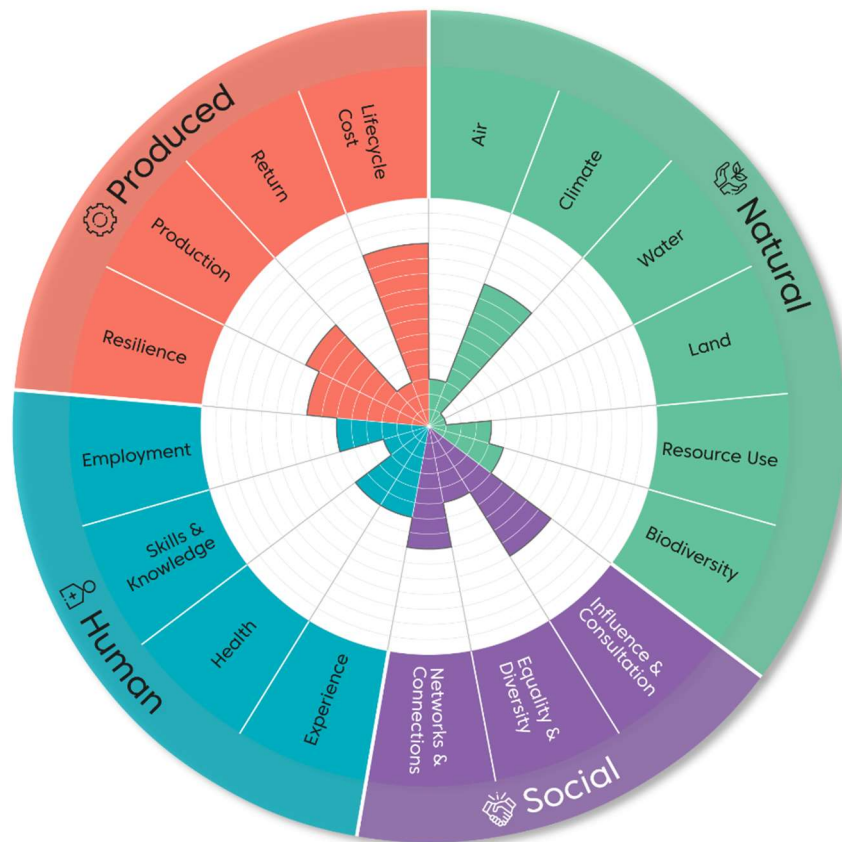


Image 3: Value Toolkit

We are even seeing social value frameworks developed at industry and organizational level. [The Value Toolkit](#) (*Image 3*), has been developed by the Construction Innovation Hub and is a UK government backed initiative designed to change the way the construction industry thinks about and measures value. The Four Capitals Model used in the Value Toolkit has been developed by the Capitals Coalition and defines a capital as any resource or asset that stores or provides value to people.

Why Social Value is important in the built environment

Development that takes place within the built and natural environment has an incredible opportunity to drive social impact. It is well understood that public and private investment in construction and infrastructure yields economic advancements for local communities and nations, as jobs are created and productivity within the area advances. Investment in social and economic infrastructure can also increase health, wellbeing, accessibility and belonging, as access to green space, health services, education, transport and security improves.

There are, however, well publicized challenges with construction and infrastructure. Construction is reportedly responsible for approximately 40% of global carbon emissions. In addition, social and environmental outcomes, which are promised to secure funding and approvals during planning, may never materialize due to the transactional structure of construction contracts that focus more on managing cost than realizing the collective outcomes for our people and the planet. There is also contention with mega projects like large infrastructure schemes, where they can quite literally divide communities, disrupt wildlife and quality of living, as well as under-serving the most vulnerable in communities.

In order for social outcomes to be realized and maximized, we need a vision for the built environment that prioritizes them in all aspects of project procurement and delivery.

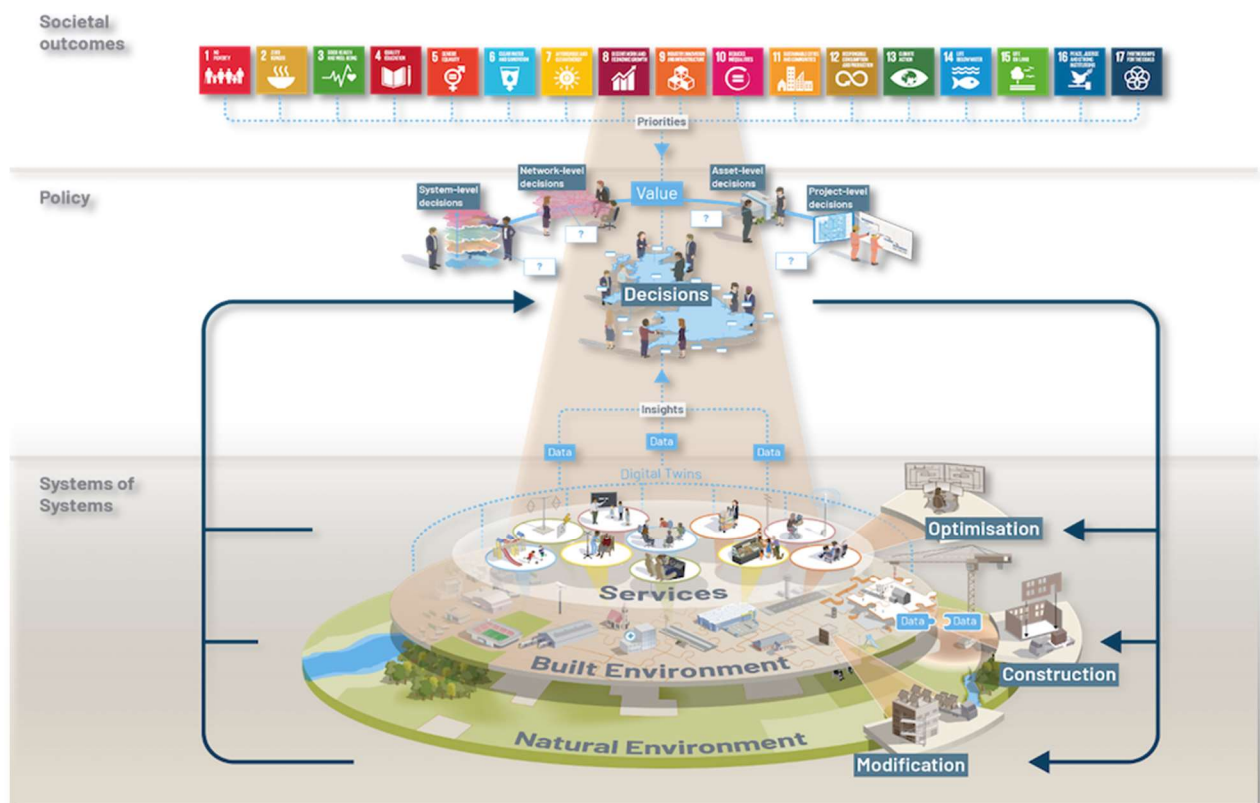


Image 4: Vision for the Built Environment

[The Vision for the Built Environment](#) (image 4), was created by a group of industry bodies and professionals to describe the future that we want from the built environment.

In order for our vision to be realized, intervention is needed and the way in which we select and reward our supply chains needs to be reformed. In the United Kingdom, the UK Government mandated in [The Construction Playbook](#) that all public contracts would place a 10% weighting

on the delivery of social value when assessing tender returns from suppliers. This means that the delivery of social value will now be a requirement, and a competitive differentiator, when trying to win public work in the UK. Those social value commitments must be executed upon during the life of the contract.

In parallel to the social value mandate during tenders, the structure of construction contracts are being challenged. [Project 13](#) claims that:

“...the transactional model for delivering major infrastructure projects and programmes is broken. It prevents efficient delivery, prohibits innovation and therefore fails to provide the high-performing infrastructure networks that businesses and the public require”

Project 13 promotes moving from transactional business models for construction, to enterprises.

*“An enterprise brings together owners, partners, advisers and suppliers, working in more integrated and collaborative arrangements, underpinned by long term relationships. Participating organizations are **incentivized to deliver better outcomes**”*

Measuring Social Value

If you can't measure social value, then how do you know if you are achieving it? And how can you learn and improve? An essential part of social value delivery is understanding how you will measure and track the outcomes that you want to deliver.

A specific method used for accounting for value is Social Return on Investment (SROI). SROI is a process used by Social Value International, who bring together practitioners, organizations and changemakers from around the world with a shared mission to change the way the world accounts for value. SROI provides a clear framework for anyone interested in measuring, managing and accounting for social value or social impact.

There is clear guidance on undertaking an SROI which can be found on the [Social Value International website](#). The guidance relies on eight clear principles, which can be seen in the following image.

The Principles:

Find out more about each of the Principles



- + Principle 1: Involve Stakeholders
- + Principle 2: Understand What Changes
- + Principle 3: Value the Things That Matter
- + Principle 4: Only Include What Is Material
- + Principle 5: Do Not Overclaim
- + Principle 6: Be Transparent
- + Principle 7: Verify the Result
- + Principle 8: Be Responsive

Image 5: 8 Principles of SROI

In addition to SROI, the [Social Value Portal](#) helps organizations to procure, measure, manage and report social value. The Social Value Portal developed the respected National Themes, Outcomes and Measures (TOMS) framework. The framework is designed for organizations that want to embed social value into their procurement or measurement activities, and it provides practical ways to unlock more social value for communities.

 <p>Social Healthier, Safer and more Resilient Communities</p>	Crime is reduced	NT24	+	Initiatives aimed at reducing crime
		NT25	+	Initiatives to be taken to tackle homelessness
	Creating a healthier community	NT63	+	Initiatives to support rough sleepers, inc. training for security & night staff
		NT26	✓	Initiatives to engage the community in health or wellbeing initiatives
	Vulnerable people are helped to live independently	NT27	✓	Initiatives to support older, disabled and vulnerable with community networks
		NT28	✓	Donations or in-kind contributions to local community projects (£ & materials)
	More working with the Community	NT29	✓	No. of hours volunteering time provided to support local community projects
		NT30	+	Support local community draw up their own Community Charter/Stakeholder Plans
		C19-14		Strategy on best practice COVID-19 workspace social interactions for own & supply chain staff
		C19-15		Enable staff on the contract to safely volunteer within their community (COVID-19 support)
	Supporting communities to deal with the COVID-19 crisis	C19-16		Direct support to local authorities/VCSes to deliver services to the vulnerable (COVID-19 support)
		C19-17		Campaign funding to increase understanding of crisis behavioural norms
		C19-20		Redesign of spaces to address Covid related risks and impacts on staff and work

Image 6: Extract from National TOMS

Call to Action

To borrow a quote from [The Vision for the Built Environment](#):

*“It is only when we shift our focus from creating the built environment to the **outcomes enabled by it** that people and nature can thrive together for the generations to come.”*

In order to maximise the social value that we deliver to people through the built environment, we need to ensure that we are prioritizing it during project selection, procurement, design, construction and operation of built assets. AEC organizations should be incentivized on delivering outcomes to people and nature, which means every organization having a culture of social impact, along with a strategy on what outcomes they will drive and how they will measure them. This greater emphasis on social outcomes will ensure that the AEC industry remains an attractive industry to work in, where projects delivered enrich the lives of others, and creates an environment that allows both people and nature to prosper together.

Resources

Social Outcome Frameworks

[United Nations Sustainable Development Goals](#)
[US Department of Transportation Equity Action Plan](#)
[UK Government Social Value Model](#)
[Infrastructure Australia - Delivering Outcomes](#)
[Mott Macdonald Outcome Framework](#)

Social Outcomes Enablers

[Vision for the Built Environment](#)
[The Construction Playbook](#)
[Project 13](#)

Social Value Measurement

[The Value Toolkit](#)
[A Guide to Social Return on Investment \(SROI\)](#)
[National TOMS](#)