



Workplace Futures 2022

**FM & Sustainability -
The Social Challenge**

22nd February 2022

**make
good
go
further**

The slogan 'make good go further' is presented in a bold, black, sans-serif font. The word 'make' is on the top line. The word 'good' is on the second line, with an orange semi-circle to its left. The word 'go' is on the third line, with a yellow circle to its right. The word 'further' is on the fourth line, with a green arrow pointing right to its left. A thick black horizontal line is positioned below the word 'further'. The background features light blue geometric shapes on the right side.



Contents

About us – Why, How & What

Legislation is driving change

Measuring social value

Revenue update

Product Development update

IT & Security

TDI update

Project Bastion

Why, How & What

Why are we here?



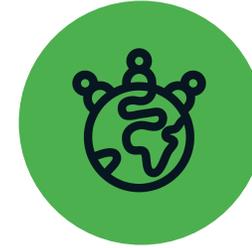
Jobs



Growth



Social



Environment



Innovation

16,700 jobs for people furthest from the job market

45,000 expert hours donated to VCSEs and SMEs

227,000 hours volunteering in the Community

65,000 jobs created or sustained

£6BN local spend in the Community

3M tonnes of carbon saved

230,000 weeks of apprenticeships & training

£16M spend with VCSEs

£12M donations

£28M spend with SMEs

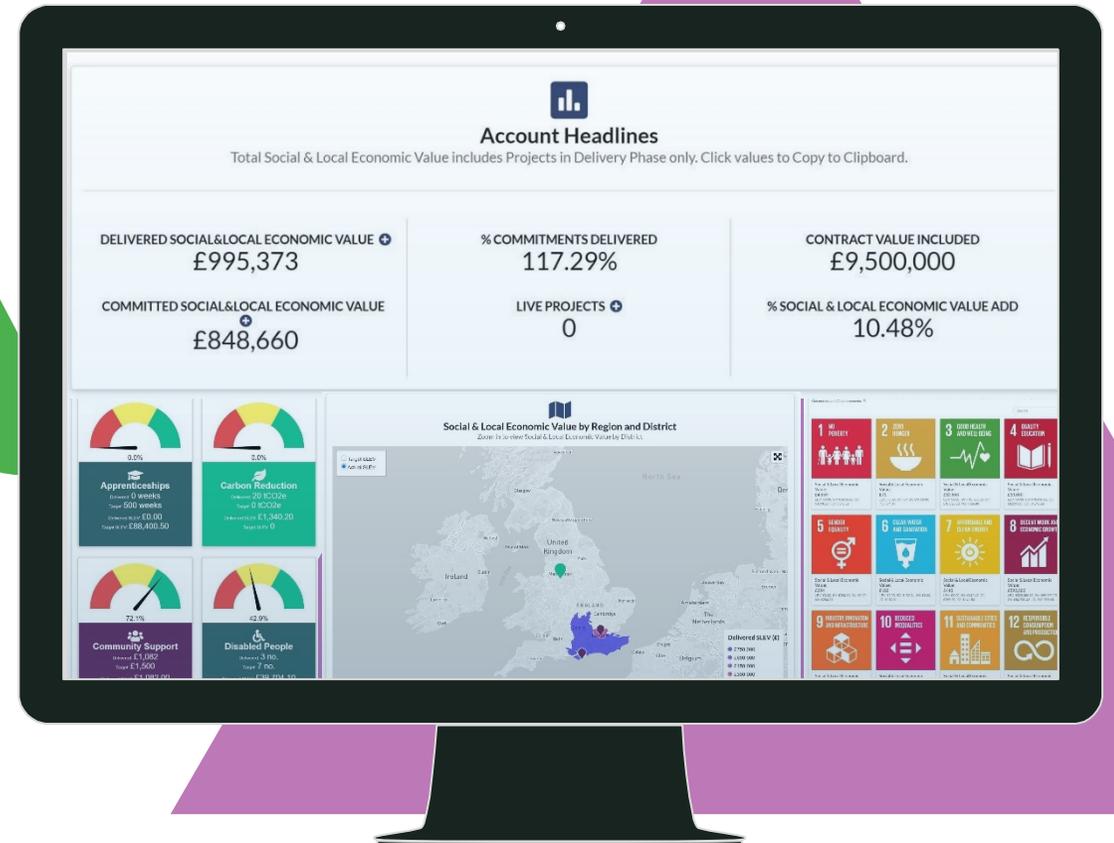
131,000 hours supporting staff wellbeing

Social Value Portal is the market leader in social value measurement and reporting

▶ Our management tool helps organisations to calculate their social value in terms of environmental, social and economic contributions.

We help you to measure, manage and maximise your broader contribution to society.

making good go further...



Core services

We support organisations with embedding social value across all of their business activities helping communities flourish

making good go further...

We provide a suite of business services



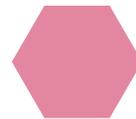
Measurement

A nationally-approved accounting methodology for measuring social value



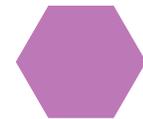
Procurement

A platform to manage the tender process and to unlock social value in the supply chain



Contract management

An interactive solution designed to set targets and manage performance and store evidence



Reporting

Live reporting with interactive dashboards and displays

We work across sectors

Public Sector



Private Sector



Proud to partner

Crown
Commercial
Service
Supplier



HM Government
G-Cloud
Supplier



We partner for an integrated procurement system



Our product and business
is Cyber Essentials
Certified Plus



We are in the process
of becoming a B-Corp



Founding member of the
National Social Value Taskforce



Partnered to develop the
FM plug-in



We're a Living Wage employer
and support the movement

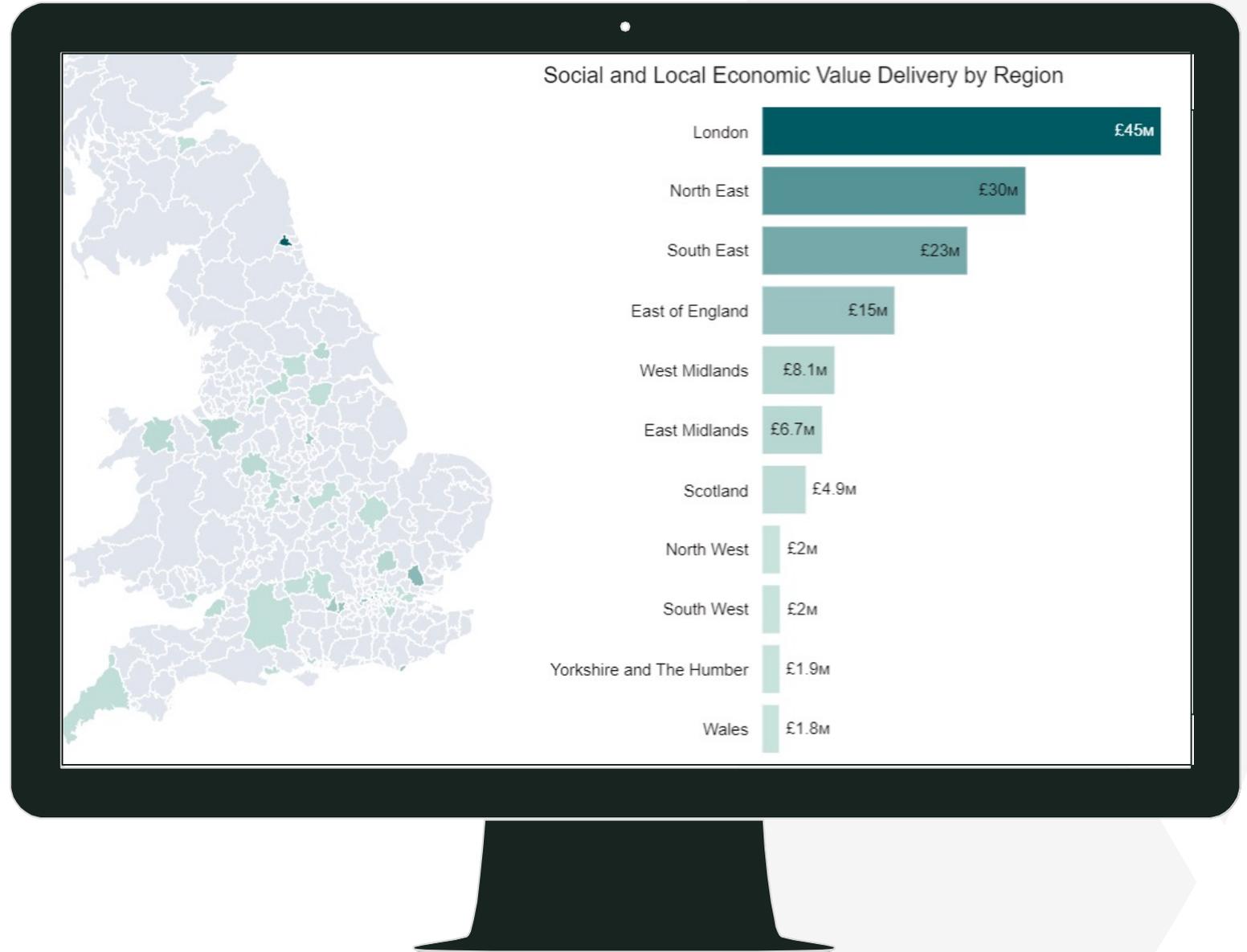


CLILC • WLGA

Our National TOMs is endorsed by the
LGA and the Welsh LGA.



SVP Analytics Tool



We are leading the way with new initiatives

The Social Value Academy

Supplier Accreditation



- Aimed at upskilling organisations in social value
- Training journey including learning 'gateways'
- We can tailor training for key customers

- Supplier solution to ensure basic understanding
- Linked to Social Value Academy
- To be delivered with accreditation partners (e.g. CHAS)

Salford Central Project Case Study: Volunteering



- Supporting The Bread and Butter Thing (TBBT) charity helping people on a low income
- Volunteers collaborated from different contractors to help pack and deliver fresh food to local families

Legislative Context

How is Social Value being applied – Local Government

Social Value refers to the additional economic, environmental and social benefits that a supplier can bring to a contract above and beyond the right price and technical solution

- The Social Value Act requires social value to be considered in all public sector procurement all tenders over the agreed threshold
- Public authorities have to have “regard to **economic, social and environmental well-being**”
- In June 2020 the Cabinet Office updated central government requirements (PPN06/20) – social value is now compulsory on ALL procurements at 10% weighting
- The Construction Playbook refers to all central government construction and FM contracts and requires 10% weighting on procurements



Transforming the relationship between public sector and business

Social value weightings in local authority procurements

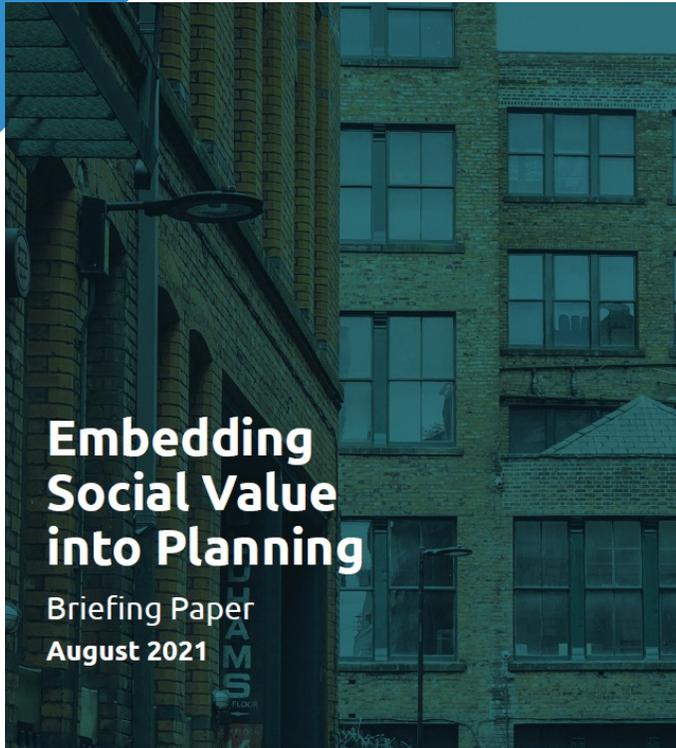
If you want to win work with the public sector and don't have a social value strategy, you will struggle

Birmingham	10%
Bradford	10%
Bristol	20%
Coventry	10%
Enfield	5%
Oxfordshire	10%
Essex	10%
Manchester	20%
Redbridge	10%
Plymouth	5-20%
Rotherham	20%
Scarborough	5%
South Ribble	10%
Walsall	5%
Wolverhampton	10%

Solihull	5-15%
Sheffield	15%
Southwark	10%
STAR Procurement	15-20%
Waltham Forest	10%
Wirral	10-15%
WMCA	5-20%
Bath and North East Somerset	5%
Blackpool	20%
Brighton & Hove	10-30%
Herefordshire	10%
Lancashire	5-10%
Sutton	10%
Kirklees	5%

Private sector organisations are now looking to include social value in their own procurement activities

Embedding social value into planning



Embedding Social Value into Planning

Briefing Paper
August 2021



ISLINGTON

Salford City Council



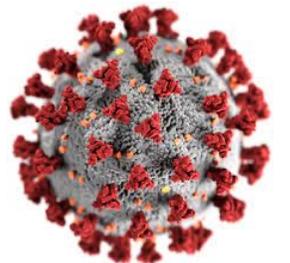
Other drivers

▶ There is now a growing movement looking at Social Value – it will grow and likely become as important as the environmental challenges we are all facing

- Social Value Act 2012 and PPN 06/20 – where government leads, business usually follows
- Investors are increasingly wanting to understand IMPACT
- There is an urgent need to help our communities recover
- Employee attraction and retention - people prefer to work for organisations with a purpose.



**BUILD
BACK
BETTER**



Moving from compliance to value

ESG

Social value

A framework for minimising risk

ESG is all about 'examining' a business against a given set of rules that are general and untailored. Generally about understanding and minimising the **negative**.



Avoid harm



Meet regulation



Disclose ESG metrics

A framework for maximising impact

Social value is about value creation and how a business meets its social purpose and contributes **net positively** to society.



Create value and social outcomes



Benefit communities



Contribute to long-term wellbeing

Corporate measurement & reporting

Our social contribution - 2020 update

At Landsec, our ambition is to deliver positive impact in our communities, creating opportunities for local people to ensure we have an inclusive industry with the skills we need, both now and in the future.

Spotlight on our programmes

£25m Our commitment is to create £25m worth of social value by 2025 through our four social sustainability programmes.

£4.8m Amount of social value we created in 2019/20, the first year of our new target.

This report gives more detail behind these figures and the people we've supported.



Employment	Volunteering
Supporting people facing significant barriers with the skills and experience to find sustainable work.	Empowering our people and partners to create positive impact by using their skills and expertise.
£2.6m Social value created, including:	8,527 Total volunteering hours
£930k Supporting people with an offending background	£402k Social value created
£649k Supporting young people aged 16-24	3,400 Total number of people directly supported
£226k Supporting people experiencing homelessness	40%+ of workforce who volunteered (at least once)
180 Number of people helped into employment.	539 Total volunteer engagements
Charity partnerships	Education
Working with our communities to address and raise awareness of important societal issues.	Inspiring young people from diverse socio-economic backgrounds about careers in our industry.
£1.82m Value of support given to charities, including:	298 Total students engaged in formal programmes
£293k Total of direct donations	95% of students surveyed felt more prepared for their future career
£1.11m Value of in-kind space donated	97% of students surveyed reported an increase in teamwork skills

What is social value?

Social value is the positive impact a business has on its local community through its actions. It includes social and economic factors, and considers how these contribute to the long-term wellbeing and resilience of individuals and communities.

Reporting our social value means we can quantify the difference we're making in financial and non-financial terms. We work with The Social Value Portal, using their methodology to apply value to the outputs of our four social sustainability programmes, which gives us insights into where our work has the greatest impact.

Using these insights, we focus on engaging more excluded groups in our society including young people, individuals experiencing homelessness, and people leaving prison. As the world changes, we're looking to the future, committed to ensure we have a meaningful impact on people, communities and society as a whole.

Case studies

Future Property School

Future Property School is our education programme with Construction Youth Trust in Westminster, which works with students over three months, opening their eyes to careers in property.

Our volunteers and partners showcase exciting opportunities to the students through weekly workshops, as they create their own ideas for sustainable developments in London. Future Property School inspires local young people about the exciting opportunities in our industry, helping to address the future skills we'll need in sustainability, technology and innovation.

"I think this programme is rewarding for people at my age because it gives them a different view of projects. I would definitely consider working in this sector."

Future Property School student

Volunteering

Our volunteering programme engages our employees' talents in a targeted way to support people and charities in our communities through mentoring, business expertise and employability support.

A big focus is supporting individuals with offending backgrounds in prisons and communities, helping them develop motivation and resilience to help them enter employment. This also has a positive impact on our own people, who develop their own skills, confidence and awareness.

"Volunteering with young prisoners has helped them prepare for work. Other residents have truly changed my attitudes. Working to make sure they don't reoffend when released is a role of the rehabilitation process that deserves more recognition."

Development Director at Landsec

For more information please contact: sustainability@landsec.com
or visit: landsec.com

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Measuring Social Value

The National Social Value Taskforce

The National Social Value Taskforce has developed a national measurement solution called the National TOMs (Themes, Outcomes and Measures).

The Taskforce is chaired by the Local Government Association and supported by Cabinet Office and Crown Commercial Services.



National TOMs Framework

Developed by Social Value Portal in collaboration with 40 public, private and third sector organisations, and endorsed by the Local Government Association.

One social value measurement & reporting standard

- A consistent measurement solution that **creates a level playing field for businesses**
- Designed to **embed social value into procurement** or measurement activities
- Allows **benchmarking** and **comparability**
- Gives practical ways of **creating more social value** for communities
- Themes of **visionary** social value creation

20 outcomes

across **5** themes

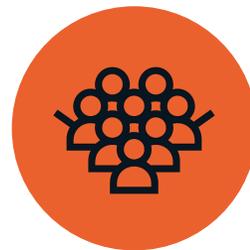
with **48** core measures



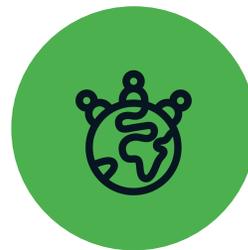
Jobs



Growth



Social



Environment



Innovation

National TOMs Framework

Example application of the National TOMs

THEME	OUTCOME	MEASURE	UNIT	VALUE
JOBS: Local skills and employment	More opportunities for disadvantaged people			
	More opportunities for local SMEs and VCSEs	No. ex-offenders employed	No. people	£23,119/pp
GROWTH: Responsible and local business	More working with the community	Spend in local supply chain	No. hrs	£16.07/hr
	Reducing inequalities	No. voluntary hours	£ spent	Local Spend
SOCIAL: Healthier, safer & more resilient communities	Vulnerable people are helped to live independently	Tonnes CO ₂ e reduced	tCO ₂ e	£69.35/tCO ₂ e
	Carbon emissions are reduced			
ENVIRONMENT: Decarbonising and safeguarding our world	Air pollution is reduced			
	Safeguarding the natural environment			
INNOVATION: Social innovation				

TOTAL SOCIAL VALUE = SUM (MEASURES x VALUE)

We now have a FM Social Value Framework

▶ Designed to enable a targeted and sector-specific engagement with social value measurement and management in the Facilities Management sector.

- Launched December 2020
- Developed by Social Value Portal for IWFM and the National Social Value Taskforce
- 12 additional measures added
- Part of the official National TOMs Reporting Standard for Social Value



Facilities Futures

FM & Workplace Futures....

▶ It is no longer sufficient for workplace and facilities managers to be good at only rent collection and environmental building performance.

They must now also look at how to actively promote community engagement so that the occupier and the community can both flourish.

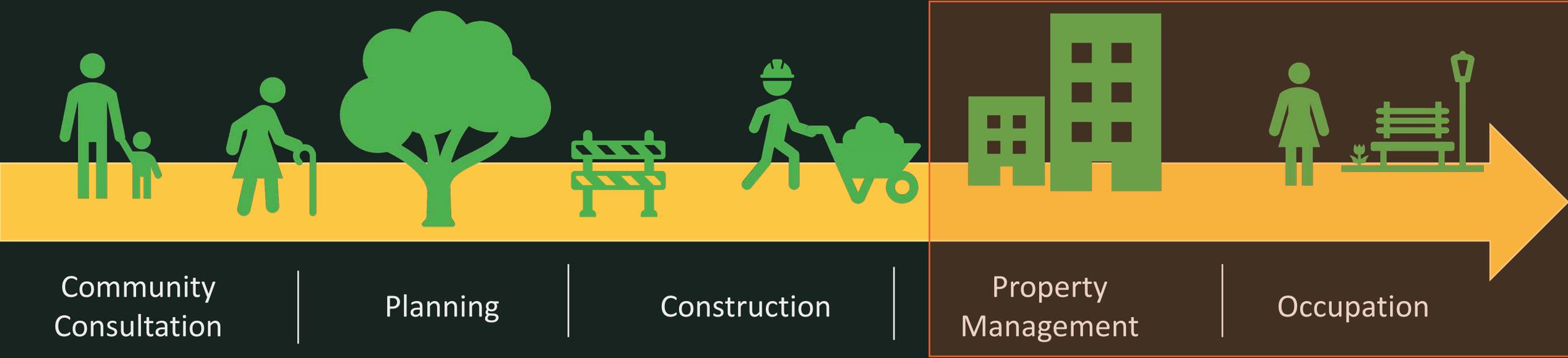
This will ultimately lead to a more affective business and a better performing asset.



Developing a Social Value Strategy



Social Value can be **the golden thread** to maximising benefits throughout the lifecycle of the development

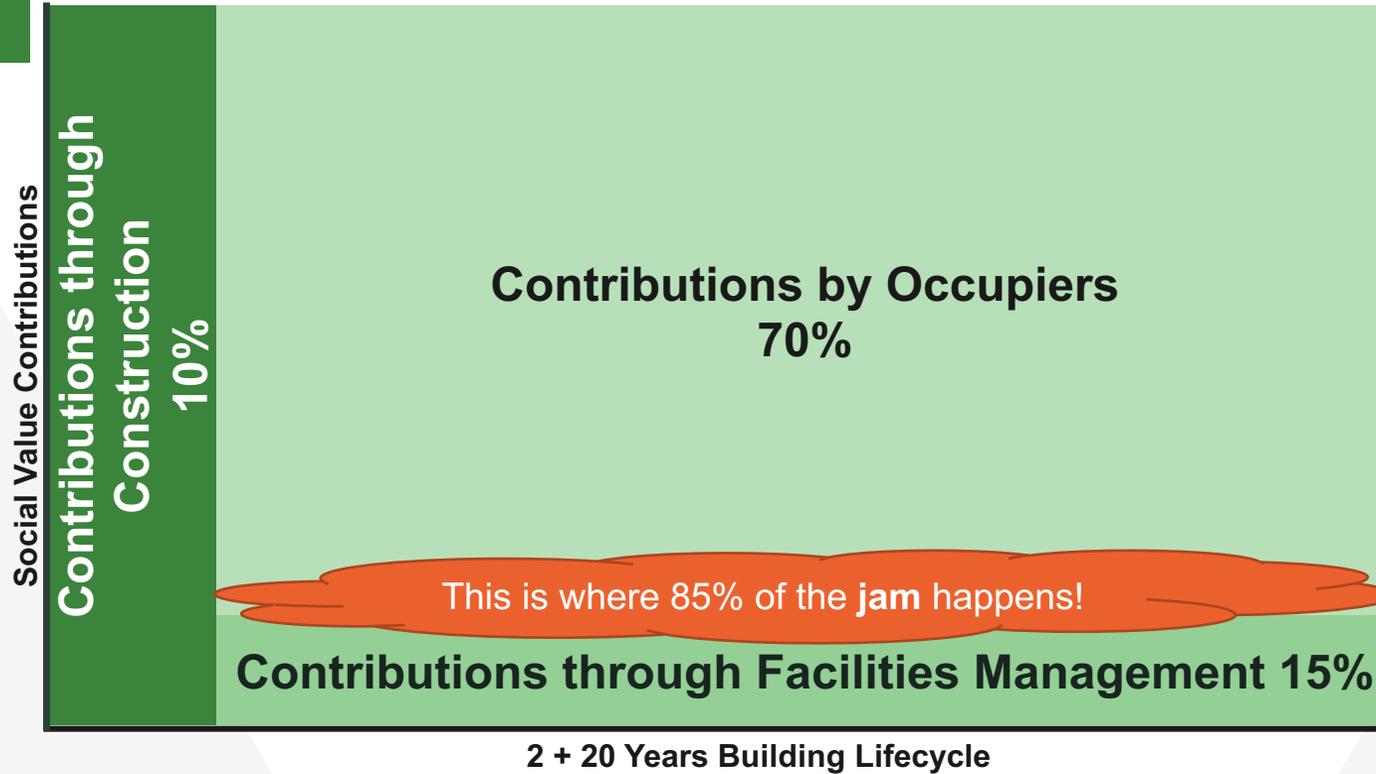


Real Estate - Lifetime social value

e.g. local labour, local spend, school visits, waste management

e.g. volunteering, community events, apprenticeships or work placements

Over 10 years the total contribution to the community could be worth as much as +300% of the initial investment



e.g. local security staffing, local supply chains, community engagement

Opportunity

What can you do?

In-house team	
Employment & skills	In-house employment of local people
	Job opportunities for disadvantaged people such as long term unemployed
Office supplies	Prioritise the use of local businesses to deliver services and provide goods and works
Reduce Climate Change	Invest into energy efficiency to save £ and carbon
	Use a low carbon tariff and buy offsets to achieve net zero carbon
Resource management	Target 100% diversion from landfill
	Offer old equipment to local charities
Community engagement	Offer use of accessible spaces to local community
	Curate community events in outside spaces
Outsourced FM team	
Procurement	Embed social value into procurement processes for suppliers
Local spend	Prioritise the use of local businesses to deliver services and provide goods and works
	Use voluntary, community and social enterprises where viable
Occupiers	
Employment & skills	Offer jobs to local people
	Engage with council to provide jobs and training to disadvantaged people including those who have lost their job due to the pandemic
Support local community	Organise school visits or on-line careers talks
	Support local community projects through volunteering
	Provide expert business advice (pro-bono) to local VCSEs and SMEs in

Four key stages to maximising social value



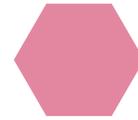
Step 1: Needs & priorities

- Understand local challenges & needs
- Identify relevant local & national policies



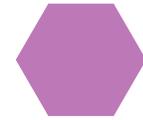
Step 2: Place-based strategy

- Design a coherent Measurement Framework using the TOMs
- Identify partners and initiatives



Step 3: Targets

- Assess potential impact of scheme
- Set targets to improve social outcomes
- Produce a Social Value Statement

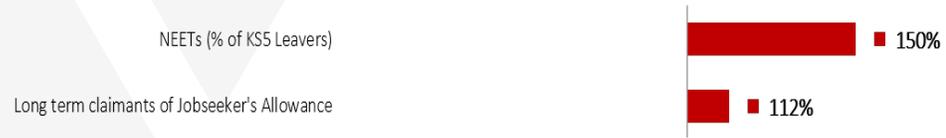


Step 4: Monitor, report, improve

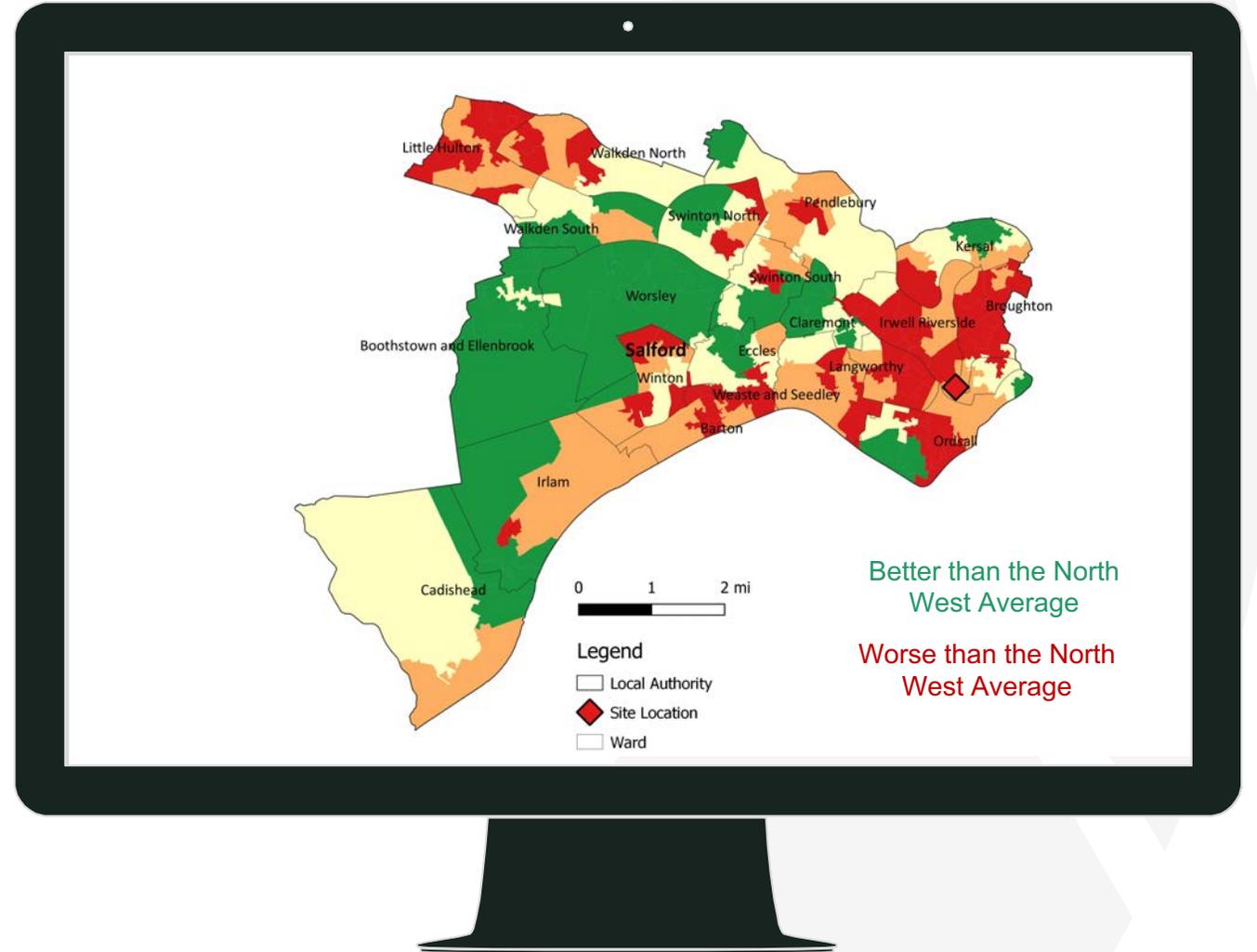
- Monitor
- Manage
- Report
- Improve

Responding to local needs

Local Skills and Employment: Salford



Healthier, Safer and More Resilient Communities: Salford



245 Hammersmith Road



“As a major asset holder with the responsibility of managing many billions of pension fund investments, we recognise that delivering more than just a good rate of return is now essential part of our real estate investment strategy. As a result, we expect our whole supply chain to engage with this agenda especially our FM providers who are on the front line of this transformation”

Mark Tyson, Head of Occupier Engagement
& Service Delivery, Legal & General

245 Hammersmith Road

The FM team focused on social value

- Local supply chain partners
- Community space used by local residents
- Procured terrace landscaping with local company
- Sponsored Hammersmith community gardens beehive.
- Saved £30,000 by sourcing locally

Total social value delivered was **£28.2m** representing **28%** of the **construction costs**.

Targets were exceeded by 211%



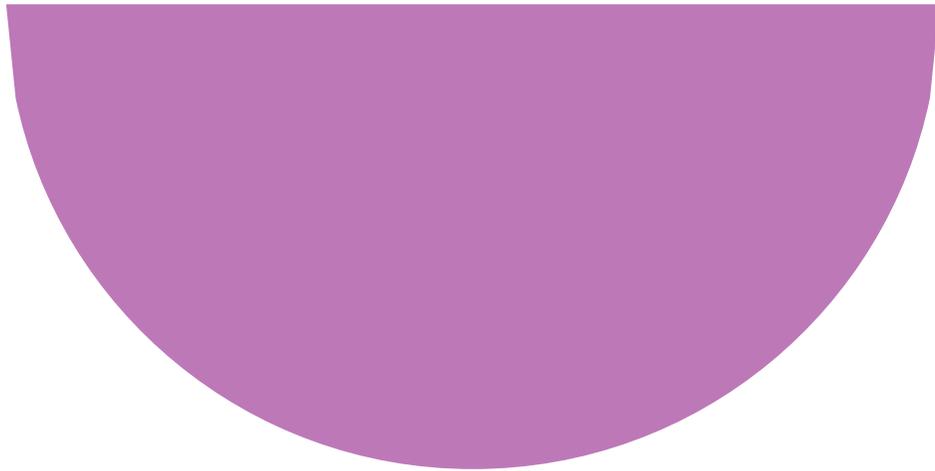
Re-Imagining the workplace and Facilities professional

The role of the Facilities Manager is expanding to include a greater focus on occupiers' wellbeing AND community engagement.

- Owners are increasingly interested in the broader societal impact of their assets
- Facilities Managers are on the front line of this demand and need to embed 'Impact' into their day-to-day operations and reporting
- Facilities Managers should consider extending the scope of services to include greater interaction with occupiers, local authorities and the local communities



Thank you!



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