

# INSIGHTS 2017

## SOCIAL VALUE

---

Underpinning our  
future legacy





**Jason Millett**

COO for Consultancy

Jason is responsible for Major Programmes and Infrastructure (MP&I) and is driving our goal to be the UK's leading programme manager by 2020. He has over 20 years' industry experience and leads on some of the UK's most significant projects alongside the largest global programmes. Under his leadership, MP&I has seen 43% growth over the last three years. He was CLM's programme director for the London 2012 Olympic and Paralympic Games, responsible for the delivery of the Games venues and the commercial closure of the most successful Olympics ever.

Prior to joining Mace he was CEO of Bovis Lend Lease while also holding the role of CEO of Catalyst Lend Lease.

Jason is an advisor to the Mayor's London Infrastructure Delivery Board, a fellow of the Chartered Institute of Building and the Association of Project Management.

**James Merrett**

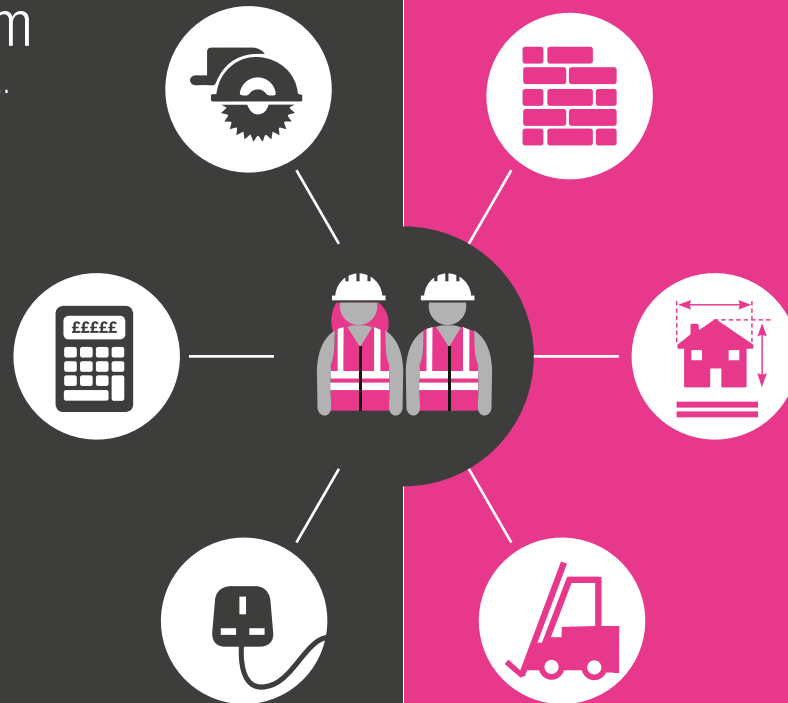
Director of Advisory Services

James leads the specialist advisory services department working across Mace's consultancy business, covering: strategic business planning, programme and project controls, risk and value management, and socioeconomic and sustainable policy.

He works directly with a number of our major clients, providing advice at executive level on infrastructure programmes in the energy, transport, and aviation sectors to further strengthen and enhance the value Mace delivers through its service offer globally.

The construction sector employs over...

**2.3m**  
people...



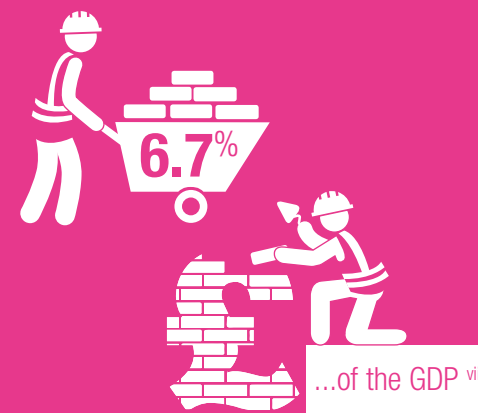
...making it the sixth biggest source of employment in the UK <sup>ii</sup>

Construction contributes...



...every year to the UK economy...

...which is...



...of the GDP <sup>vii</sup>

**EXECUTIVE SUMMARY**

The importance of leveraging improved social value through industrial investment is not a new concept, especially in terms of infrastructure and transport upgrades. With the publication of the Government green paper on an Industrial Strategy, it is clear that the construction industry will need to work harder to demonstrate how pound for pound investment in new assets will provide improved environment, amenities, connectivity and opportunity for the communities they serve.

The construction sector is an increasingly important driver of growth and jobs, employing over 2.3m people and is the sixth largest source of UK employment. Already contributing £90bn to the UK economy, it is anticipated that spending on major infrastructure and construction programmes will top £500bn by 2025. Construction therefore has a significant role to play successfully delivering the Industrial Strategy through direct generation of social value through its investment and operational activities.

Proactive approaches to generating social value should be a commercial priority for construction, as creating opportunity and benefit for national priorities and local communities enhances the reputational value of the sector. This can, in turn, create mutual benefit for the construction sector as it promotes investment in improved productivity through skills and other factors such as maximising the use of small and medium enterprises. The creation of a better economic cycle through

social value can support firms in meeting the emerging national investment commitment in a post-Brexit economy. The challenge for those involved in construction is how can the industry better leverage the opportunities from greater community involvement in its activities?

One area in which the industry can leverage this opportunity is in the creation of the next generation of workforce, skills, and technologies that will be essential to delivering tomorrow's infrastructure. With well-documented potential skills shortages in the construction sector it is essential that more is done to change the more traditional perceptions of the industry if it is to continue to support economic investment. Widely perceived as a low-status industry with hard and inflexible working conditions<sup>i</sup>, the sector could use a more inclusive approach not only to the workforce it attracts through employment opportunity, but also in ensuring the assets it delivers truly meet the needs of the community.

To this end, we see a number of specific recommendations are necessary:

- 1. Defining specifically what social value means for the construction sector** and linking key outcome measures against the objectives of the industrial strategy;
- 2. Developing social value measures that are relevant.** Development of measures that are linked to community needs (created preferably by

an industry body rather than government). While a rigid suite of measures may not be practicable, it may be beneficial to create a 'shopping list' of easily implementable metrics that create a link between construction delivery and community values;

such that firms can be more productive in the long-run through a more widely-available workforce with skills relevant to the technologies and practices that will support future construction.

While continuing to make a positive contribution to UK industry and the Government's Industrial Strategy, the construction sector will increasingly have to meet demands being made on it at a political level for social value outcomes. But the ambition to marry social value to delivery will not be achieved on aspiration and good will alone. The industry should make priority outcomes for social value central to its strategy, and use major projects as an opportunity to deliver them at measurable scale.

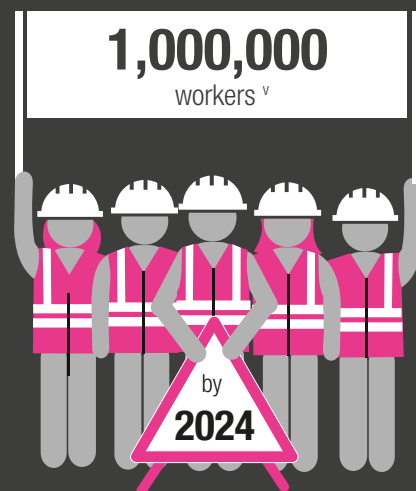
A straight forward way for construction firms to begin developing their strategy is to address the development of skills and link them directly to the projected outcomes of the Government's Industrial Strategy. This can create the opportunity for the communities in which the project sits: firms can be more productive in the long-run through a more widely-available workforce, with skills relevant to the technologies and practices that will support future construction. By starting on this first step of the journey, construction firms and the sector as a whole has the opportunity to become a more inclusive sector that realises its full potential to deliver value to the communities they serve.

3. **Social value should be embedded formally in all major projects.** To help establish the above, major public projects should be required to publish a social value plan that aligns outcome measures against the industrial strategy that are specific to the community in which the project sits;
4. **An industry-wide programme for incorporating social value.** An industry leadership initiative should be created by a sector body to encourage and promote a positive vision for social value. This could include items such as guidance on metrics and a social value awards system linked to clear outcomes – for example, to diversifying employment on major public projects; and,
5. **Leverage social value to support new skills development and improved productivity.** Adopting a proactive approach to inclusion in the construction sector by linking outcomes of the industrial strategy to skills development. Create the opportunity for the communities in which the project sits

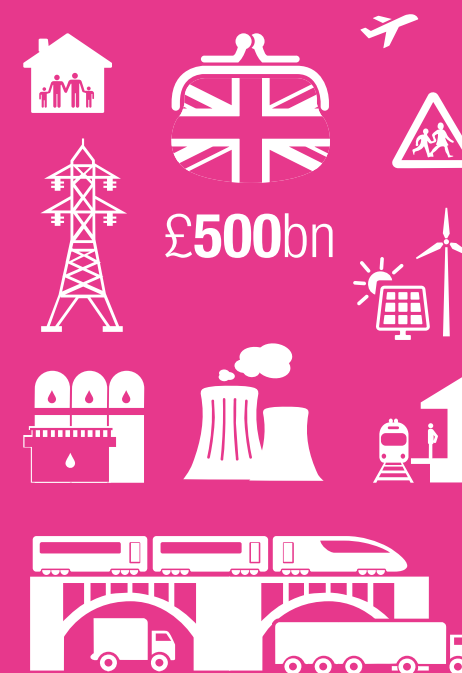
By 2022, the construction industry is forecast for steady employment growth, with a predicted...



But, in total the UK construction sector will need to recruit nearly...



By 2025 the estimated spend on major infrastructure and construction programmes in the UK alone<sup>vi</sup>, is now forecast to top...



## INTRODUCTION

Construction is strategically important to the future of the United Kingdom. Over the last two decades it has grown from employing 1.89m workers in 1997 to 2.34m people in 2017. Construction now makes up 7% of the labour market across the UK, making it the sixth biggest source of employment.<sup>ii</sup>

Over the next five years, the construction industry is forecast for steady employment growth, with a predicted 179,000 new construction jobs<sup>iii</sup>, primarily driven by large infrastructure and housing projects, along with an estimated three quarters of a million vacancies created by replacement demand<sup>iv</sup> with people leaving their current roles. In total the construction sector will need to recruit nearly a million roles by 2024<sup>v</sup> while the estimated spend on major infrastructure and construction programmes in the UK, forecast to top £500bn by 2025<sup>vi</sup>, with UK construction contributing £90bn to the UK economy, 6.7% of the total annually.<sup>vii</sup>

For the UK to be able to deliver the aspirations of the Government's Industrial Strategy<sup>viii</sup>, which has an increased focus on innovation, productivity and skills, to be achieved through upgraded infrastructure and improved procurement, construction will have a critical role. However, to achieve this the construction industry has a number of challenges to address, including the development of more inclusive approaches to skills, training, and workforce.

## WHAT IS SOCIAL VALUE?

Social value has variable meanings and interpretation over what it covers. In the most basic terms, the concept of social value is a way of improving the conditions of wider society through business activity, particularly the delivery of services. For Social Enterprise UK 'social value asks the question: 'If a £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?'.<sup>ix</sup>

Examples of this in practice could include commitments to purchase and build a local supply chain made up of small and medium sized enterprises; employment of additional apprentices, payments made to suppliers within set timelines; agreement on minimum payment levels; supporting local community initiatives; or even achieving specific environmental standards.

Whilst there are many terms with similar definitions and overlapping meanings, there are key differences between them all. Where social value is different, is that it is about creating wider benefits for society through the delivery of a service or project, so should be fully integrated into the core business model. Corporate Social Responsibility (CSR), for example, is more centred on the general approach a business may take or the values it holds. CSR activities do not necessarily have to be connected to the core of the business operation.

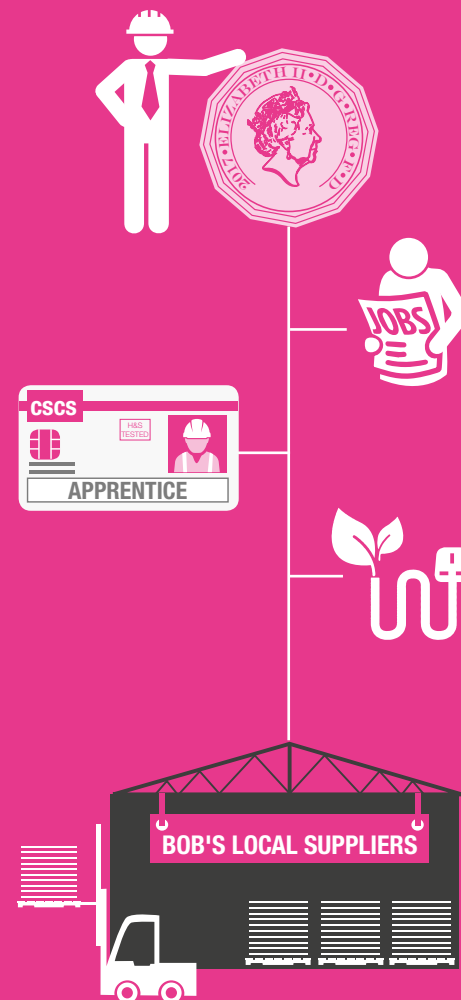
In the UK, major construction programmes, both those using public funds such as the 2012 Olympics and Crossrail, and those privately funded, such as EDF Energy's Hinkley Point C, have elements of social good within their overall vision and delivery structures. The benchmarks set by these projects will be what future major infrastructure projects will look to aspire to and surpass.

### The evolution of social value

Social value-led business practices are not in itself a new concept. The great social reformers of the nineteenth century such as Robert Owens (who campaigned for the introduction of the eight hour day), Joseph Rowntree and the Cadbury family, were all business people before they became social reformers, using their businesses as the means for improving society and can be regarded as social value pioneers. Through early social value aspirations, longer term change to workplace conditions were created and productivity increased, in turn having centuries-long impact, even on work place expectations still currently in place.

Today social value and CSR are applied through legislation and client expectation both in the UK and overseas. In the UK, social value has been shaped by procurement requirements primarily framed by the 2012 Social Value Act. The Act itself is applicable to all contracts for public services over a minimum financial threshold.<sup>x</sup>

If £1 is spent on the delivery of services, can that same £1 be used to produce a wider benefit to the community?<sup>ix</sup>



### Social value in Construction

#### EDF Energy and Hinkley Point C

EDF Energy's nuclear new build programme will provide a step-change in the capability of the UK engineering and construction sectors. The ambition for Hinkley Point C – the first new nuclear power station in 20 years – is to deliver the safest, most competitive, productive and sustainable project in the UK. To achieve this, the project aims to be amongst the most desirable places to work and to deliver major socio-economic benefits to the local and wider UK communities.

As part of the project's current workforce recruitment programme, the Hinkley Point Jobs Service is working to ensure that local people can benefit from the long term career opportunities available. To date, the dedicated service has placed almost 300 people into work across the project. Furthermore, EDF Energy has invested £15 million into local education and skills development, including the construction of a purpose built construction skills and innovation centre. The project is also fully committed to the development of new apprenticeship opportunities with the aim of supporting 1,000 new apprentices throughout construction.

To understand the local and regional purchasing effects of the construction project, as well as the social value outcomes such as apprenticeships will create, EDF Energy have commissioned a dedicated measurement and monitoring programme to capture the total social value created.

What the Act<sup>xi</sup> seeks to achieve, is to create a clear link between the public service delivery and an increased regard for the (local) economic, social and environmental well-being. The procurement process can give due considerations to wider benefits or 'added value' for the area as part of the decision making process. The Act encourages commissioners to 'talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems'.<sup>xii</sup>

Increasingly those procuring public contracts have extended the interpretation for how social value aspirations can be utilised. Application of the wider public contracts regulations<sup>xiii</sup> have seen an increasing shift in the scoring weightings, to enable decision makers to have greater 'proportionate consideration' for social value contributions by bidders.

For regions and cities which are seeking to exert greater levels of devolution and control over spend, the social value legislation and how it is enacted in the future is seen as a real opportunity for addressing local challenges and maximising output from contractors.

### The social value conundrum

The organic application of what is or is not social value, combined with the lack of a readily agreed definition and the usage of similar yet different terms and measurements has resulted in a very loose understanding and appreciation of what 'social value' means and can achieve. The Social Value Portal estimates that there are over 1,150 social, economic and environmental impact metrics presently being used across the world.<sup>xvi</sup>

However, the critical challenge for any approach to measuring impact, as acknowledged by the Social Value Portal<sup>xvii</sup>, is that whilst it may be possible to put a financial value or qualitative assessment to different social outcomes and impacts, ultimately value is subjective. Reporting strategies are driven by the requirements of the specific business or procurement framework which has commissioned and acted as a catalyst for the social value activities, making comparability and benchmarking unfeasible.



## Social value and devolution

### Greater Manchester Combined Authority

Across the Greater Manchester Combined Authority (GMCA) the integration of social value aspirations across a single combined purchasing plan is one of the key tools for helping close and then eliminate the £5bn deficit, which would make Greater Manchester a net contributor to the national economy.<sup>xiv</sup>

The GMCA Social Value Policy and Framework is as broad as it is ambitious. It covers the promotion of local employment, equity and fairness, raising local living standards, increasing participation and active citizenship, as well as enhancing environmental sustainability.<sup>xv</sup>

For the construction sector to fully embrace and embed social value needs to be a clear consensus of what social value means to the sector, as well as identifying a limited number of metrics that will address the industry's challenges and benefit wider society. Joint agreements across the major infrastructure projects, along with a dedicated housing-led model would be a starting point.

local communities, and finally, stockholders.<sup>xviii</sup> As a business, Johnson & Johnson are targeting 3% of all procurement spend by 2020 to be delivered by a social enterprise.<sup>xix</sup>

The inter-relation between public policy and wider business behaviours is a common phenomenon. What starts off at the fringes of business practice, regularly moves towards wider acceptance and becomes part of an expected way of doing business. An example of this is the approach to diversity in the workplace. Not only has the emphasis shifted away from the need to enact additional legislation, through to the recognition that equality and diversity in the workplace should be standard workplace practices, to it becoming a key component of business strategy for creating competitive advantage.

Social value is following a similar path.

### Social value in the future

Social value objectives are not just limited to public funding. There is a growing expectation on all those who supply services and products to incorporate more 'added value' and to differentiate what they do from their competitors and through their purchasing decisions. Johnson & Johnson have been leaders in incorporating social values across their business since the Second World War. Their business Credo 'challenges us to put the needs and well-being of the people we serve first. This is their recipe for business success and sets out their hierarchy of responsibility to the customer first, followed by their employees,

The Social Value Portal estimates that there are over...

1,150

social and environmental impact metrics currently being used across the world<sup>xvi</sup>



41%

of the UK public think that better community engagement would boost their confidence in the process of delivering infrastructure<sup>xxviii</sup>



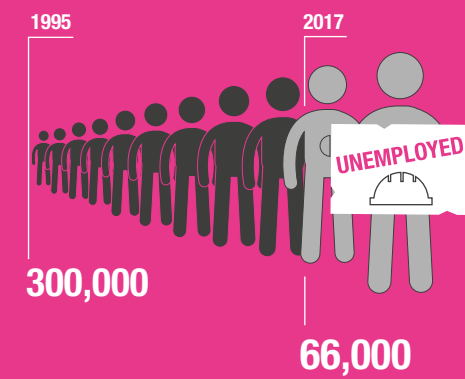
In 2015/2016...

21,000

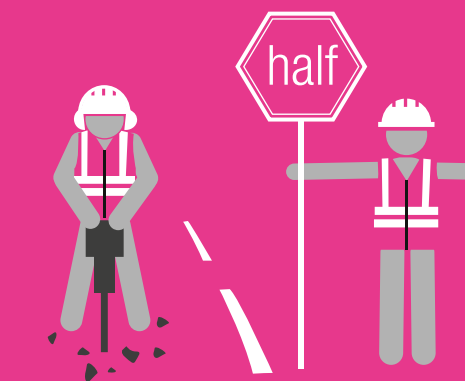
people started a construction apprenticeship, this has remained static for the last five years<sup>ix</sup>



Since 1995 the number of unemployed construction workers in the UK has been in decline...<sup>xxv</sup>



Between 2004–2014 the proportion of migrants working in UK construction doubled from 6% to 12%, with estimates that over...



...of the London construction workforce is now made up of migrant labour<sup>xxvii</sup>

## CONSTRUCTION'S CHALLENGE

Challenge is a word increasingly associated with the future growth of the construction sector.

Challenges over productivity, skills, employment and diversity are regularly interchanged in media headlines, as well as the repeated focus of regular industry reviews and research papers.

**Productivity:** output by UK construction workers in the last decade has remained flat, whereas manufacturing output has increased by 50% and in the service sector by 30%.<sup>xx</sup> In relation to skills, the number of people starting a construction apprenticeship is still at a comparatively low level and has remained static over the last five years. The number of people starting a construction, planning and built environment apprenticeship in England in 2009/10 stood at 21,000 – the same number of people undertaking the apprenticeships in 2015/16; no growth at all. Over the same period, the number of people starting an apprenticeship in engineering and manufacturing technology in England rose from 43,000 in 2009/10 to 77,000 in 2015/16, a growth of 44%.<sup>ix</sup>

**Diversity:** Notwithstanding the full spectrum of an inclusive approach to diversity, the industry has been on a journey to improve some of the issues in the construction workplace. However there is more work to be done: women make up 46% of the total UK workforce but only 14% in the construction sector, with only 1% employed in a craft or trade occupations.<sup>xxi</sup> Black, Asian and Minority Ethnic (BAME) workers constitute 13% of the wider

economy but just 8% are employed in construction, making up 6% of the craft or trade occupations.<sup>xxii</sup>

**Access to new skills:** With in an aging workforce where the number of employees above 60 is increasing more than any other age group<sup>xxiii</sup>, over the next decade construction could lose an estimated quarter of the current workforce.<sup>xxiv</sup>

Traditionally the construction sector has relied on the flexibility of the labour market and the mobility of labour to travel and work on major projects, while access to unemployed workers has also been a key recruitment pool. However the number of unemployed people who have listed construction as their previous role, has dropped dramatically. Since the last peak in unemployment in September 2009 the number of unemployed construction workers has declined by 75%, with the trend over the last 20 years seeing an overall decline by 70% from nearly 300,000 unemployed construction workers in 1995.

In 2017 there are just 66,000 unemployed construction workers across the UK. This is at the lowest level since these figures started being recorded. We also need to recognise that a third of those unemployed require support to access jobs preventing them from entering work in the near future.<sup>xxv</sup>

When assessing the impacts of an aging population and the available workforce – known as the Age Dependency Ratio (ADR) – combined with the migration

challenge, the scale of the future challenge is significant. In 2015 the ADR was 277 people aged over 65 per 1,000 workers. On current age profiles the ADR will rise to 346 people aged over 65 per 1,000 workers by 2030. However in a scenario where significant numbers of EU workers become part of a managed process and leave the UK, the ADR increases to 372 people aged over 65 per 1,000 workers by 2030. This will be a 34% increase in just over a decade.<sup>xxvi</sup>

#### Brexit and free movement:

As the emerging picture of the implications of the UK's withdrawal from the European Union and the single European employment market unfolds, there are clear implications for our sector if a "hard Brexit" was implemented. For the construction sector, any additional restrictions on the movement of labour will have a magnifying effect on the existing challenges as construction has become an industry increasingly reliant on access to a mobile workforce. In the decade 2004 – 2014, the proportion of migrants working in UK construction doubled from 6% to 12%, with estimates that over half of the London construction workforce is now made up of migrant labour.<sup>xxvii</sup>

For the construction sector, the challenges will keep mounting without radical changes in behaviour and practice. However, if changes are made to improve community engagement, increase non-traditional recruitment, improve employee and supply chain development through a

greater incorporation of social values in working practices, this could not only address the sector's challenges, but also have a profoundly positive effect on wider society.



#### Construction and progressive social change

The key drivers in construction growth over the next decade will be major infrastructure and housing, both of which will have significant impacts on local communities and can act as a catalyst for greater levels of devolution and growing local economies. The opportunities that these programmes offer to systematically address constructions challenges, particularly in relation to labour and skills constraints is the scale that they are planned at, which has not been seen in recent times.

Incorporating social values as a core component of bidding for major projects has increasingly become a differentiating factor for construction's clients and has started to have an impact. The increasing targets associated with major programmes is one example of this. At the same time, 41% of the UK public think that better community engagement would boost their confidence in the process of delivering infrastructure.<sup>xxviii</sup>

Over the next decade construction could lose an estimated...

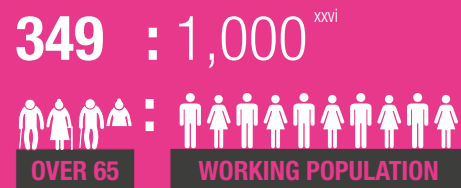


...of the available workforce<sup>xxiv</sup>

By 2030, on current age profiles, Age Dependency Ratios will rise 25% to...



In a scenario where significant numbers of EU workers leave the UK and that migration becomes a managed process, it will increase by 34% to...



46% of the UK workforce is female.

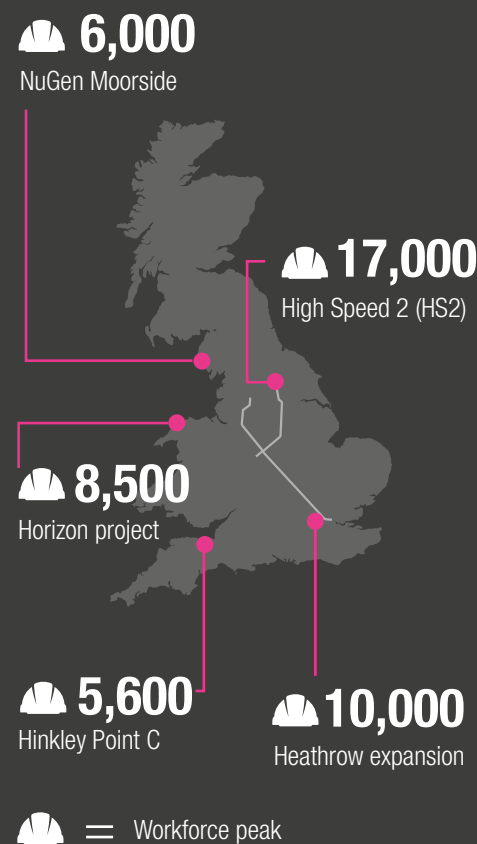


In construction, women only make up...



...of the workforce

Infrastructure labour requirements in the UK<sup>xxix</sup>



...of those who start a construction apprenticeship do not complete it<sup>xxxix</sup>

#### Apprenticeships by major programme

457	London 2012 Olympics and Paralympic Games
600	Crossrail
1,000	Hinkley Point C

The UK's infrastructure projects offer a unique opportunity, given their geographical spread and the scale of their expected workforces.

From the Nu Gen Moorside project requirement for up to 6,000 people in west Cumbria; to the 8,500 peak workforce for the Horizon project at Wylfa; with the 5,600 peak workforce for Hinkley Point C in the south-west; along with an expected construction peak of 17,000 for the HS2 programme (which could rise to 25,800 jobs when including management and professional skill sets) and the peak of 10,000 required for Heathrow's modernisation and expansion, the labour requirements are significant.<sup>xxix</sup>

At the same time the increasing pressures on the housing sector will require a sea change in the approach to house building. Across two of the largest housing association groups, the Peabody Trust and L&Q, there will be £19bn spend on new and existing housing stock. Peabody is planning an 11,500 homes scheme in Thamesmead and L&Q having plots for 42,500 homes across the south of England and the Midlands as part of their plans to build 100,000 properties by 2026.

As clients, housing associations are organisations underpinned by an ethos of social values.<sup>xxx</sup>

But to bring about the changes needed, social value needs to be a core component on all major projects, being more than just a condition of planning or a 'tick box exercise' undertaken in isolation from the delivery programme. Social value needs to be a galvanising component of delivery, from the project inception through to end use, cascaded and owned at all levels of the supply chain.

The starting point to unlocking the industry's challenges is to focus on the people and community requirements as an integrated component of the programme schedule, not as a separate set of obligations in its own right.

Transform construction, transform communities.



The construction sector is well placed to incorporate ongoing social value expectations into its working practices. For many years the sector has worked with community or socio-economic obligations and is one of the primary target sectors for leveraging increased levels of social value, despite the Social Value Act being limited to the supply of services.

The use of planning conditions through Section 106 agreements<sup>xxxv</sup>, or on major projects through Development Consent Orders<sup>xxxvi</sup>, has seen increasing levels of requirements placed on the industry. Local employment and training, support for the unemployed into work, increasing diversity across the workforce, and engagement with local schools and colleges are now standard prerequisite for the industry, to the point where the construction sector is now a leader in providing future employment and careers advice to schools. In 2016, the construction sector visited nearly 9,000 schools and spoke to nearly half a million school children.<sup>xxxvii</sup>

Additionally, construction has remained one of the only industrial sectors to have had a specific industry training levy, which has been in place since 1964 to ‘*help train employees, to help skills development in the construction industry, and ensure high health and safety standards*’.<sup>xxxviii</sup> The levy is administered by the Construction Industry Training Board (CITB) whose mission is dedicated to ‘*attracting and supporting the development of people to construct a better Britain*’.<sup>xxxix</sup>

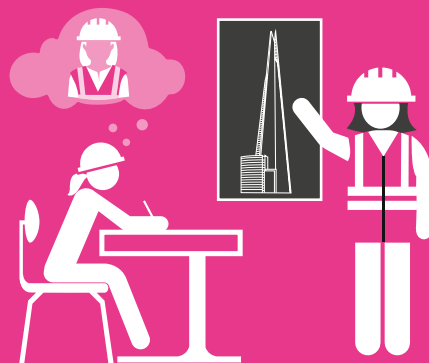
CITB currently raise £180 million each year from construction firms to achieve this. The Government has recently concluded consultations on the future role of construction industry training boards, which includes the Engineering Construction Industry Training Board for employees and contractors involved with the build, repair and maintenance of the UK’s energy and process industries.<sup>xxxvi</sup>

In addition to construction industry specific interventions, there are wider legislative and taxation requirements that are also seeking to address similar issues. The introduction of the Apprenticeship Levy and the Immigration Skills Tax in 2017, are seen as both incentive and punitive measures on all major employers, to encourage investment in the skills of their workforce and to employ more UK citizens.

Any new social value-led aspiration and approaches need to be aware of what has gone before and be able to incorporate and build on an existing array of interventions, programmes and initiatives already in place.

In 2016, the construction sector visited nearly...

**9,000**



...schools and spoke to nearly...

**500,000**

school children <sup>xxxvii</sup>

The future economic growth of the UK is built in part on the role and contribution that the construction sector will make now and in the future. This is both at a financial and Gross Domestic Product (GDP) level, as well as the positive impact that new infrastructure and major projects can and do have on the communities and areas they interface with.

To be able to continue to make a positive contribution to the UK economy and help drive forward the Government’s Industrial Strategy, the industry will have to overcome an arrange of significant challenges. Major projects provide the ideal opportunity to operate at scale to achieve this, as well as recognising that investments in core infrastructure are equally investments in social and economic change.

Such is the scale of challenges that the UK construction sector faces, it needs to fundamentally change the ways in which it considers and responds to its challenges. Embedding social value all of the way through the project life cycle – rather than a stand-alone exercise or a box ticking exercise to meet procurement guidelines – provides the basis of a collective response to a collective problem.

The ambition to successfully marry social value objectives to delivery will not be achieved on aspiration and good will alone. Experience on large-scale projects has shown the critical importance of ensuring that the social value vision for the project requires significant buy-in at all levels from the beginning.<sup>xxxviii</sup>

The implementation of greater social values within projects should not necessary be a call for additional funding. The argument for social value, is that it is a by-product of changes to planned delivery, not a stand-alone activity. However, greater influence and direction of existing resource should be a condition to be able to achieve more aspirational social value plans.

We recommend:

- 1. Defining specifically what social value means for the construction sector** and linking key outcome measures against the objectives of the industrial strategy;
- 2. Developing social value measures that are relevant.** Development of measures that are linked to community needs (created preferably by an industry body rather than government). While a rigid suite of measures may not be practicable, it may be beneficial to create a ‘shopping list’ of easily implementable metrics that create a link between construction delivery and community values;
- 3. Social value should be embedded formally in all major projects.** To help establish the above, major public projects should be required to publish a social value plan that aligns outcome measures against the industrial strategy that are specific to the community in which the project sits;
- 4. An industry-wide programme for incorporating social value.** An industry leadership initiative should be created by a sector body to encourage and promote a positive vision for social value. This could include items such as guidance on metrics and a social value awards system linked to clear outcomes - for example, to diversifying employment on major public projects; and,
- 5. Leverage social value to support new skills development and improved productivity.** Adopting a proactive approach to inclusion in the construction sector by linking outcomes of the industrial strategy to skills development. Create the opportunity for the communities in which the project sits such that firms can be more productive in the long-run through a more widely-available workforce with skills relevant to the technologies and practices that will support future construction.

## REFERENCES

---

- i Equality and Human Rights Commission Report: “Equality and diversity: good practice for the construction sector” May 2011
- ii UK Employment by industry Office for National Statistics (May 2017) <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/employmentbyindustryemp13>
- iii Construction Skills Network “Construction: Growing to meet the infrastructure challenge” Forecasts 2017-2021
- iv UKCES ‘Working Futures: 2014-2024’ (2016)
- v ibid
- vi [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/574492/national\\_infrastructure\\_and\\_construction\\_pipeline\\_autumn\\_2016.xlsx](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/574492/national_infrastructure_and_construction_pipeline_autumn_2016.xlsx)
- vii [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/229339/construction-sector-infographic.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/229339/construction-sector-infographic.pdf)
- viii HM Government ‘Building our Industrial Strategy – Green Paper’ (2017) Social Enterprise UK ‘Public Services (Social Value) Act 2012: A Brief Guide
- ix Social Enterprise UK ‘Public Services (Social Value) Act 2012: A Brief Guide
- x The 2012 Act sets the values for public service contracts against the EU threshold which is currently £111,676 for central government and £172,514 for other public bodies).
- xi <https://www.gov.uk/government/publications/social-value-act-information-and-resources>
- xii Ibid. It is also worth noting that the Act applies mainly to the UK and there is separate and additional legislation for Scotland and Wales
- xiii [http://www.legislation.gov.uk/ukxi/2015/102/pdfs/ukxiem\\_20150102\\_en.pdf](http://www.legislation.gov.uk/ukxi/2015/102/pdfs/ukxiem_20150102_en.pdf)
- xiv Manchester City Council Finance Scrutiny Committee ‘Manchester City Council’s Sustainable Procurement Policy and GMCA Social Value Policy and Evaluation Framework’ (January 2015).
- xv GMCA Social Value Policy and Framework (November 2014)
- xvi <https://socialvalueportal.com/what-is-social-value/>
- xvii ibid
- xviii <https://www.jnj.com/about-jnj/jnj-credo>
- xix A social enterprise is a business that has a clear social and/or environmental mission set out in their governing documents, that generates the majority of their income through trade and reinvest the majority of their profits in their social and/or environmental mission. See: <https://www.socialenterprise.org.uk/Pages/FAQs/Category/FAQs>
- xx ONS Productivity Handbook (April 2016)
- xxi CITB ‘Diversity in Construction – Headline Figures (2016)
- xxii ibid
- xxiii CIOB ‘The impact of the ageing population on the construction industry’ (2015)
- xxiv The Farmer Review of the UK Construction Labour Model ‘Modernise or die; Time to decide the industry’s future (2016)
- xxv Office for National Statistics (May 2017)
- xxvi The Mercer Report ‘The emerging UK workforce crisis: the UK’s workforce challenge is not too many people but too few (February 2017)
- xxvii National Institute of Economic and Social Research “The impact of free movement on the labour market: case studies of hospitality, food processing and construction, Heather Rolfe and Nathan Hudson-Sharp (2016)
- xxviii CBI ‘Building trust; making the case for infrastructure’ (2014)
- xxix All labour numbers and profiles taken from various planning documentation in the public domain and the project websites.
- xxx Want to build homes? Be a thrifty Philanthropist- <https://www.constructionnews.co.uk/>
- xxxi [http://www.pas.gov.uk/3-community-infrastructure-levy-cil/-/journal\\_content/56/332612/4090701/ARTICLE](http://www.pas.gov.uk/3-community-infrastructure-levy-cil/-/journal_content/56/332612/4090701/ARTICLE)
- xxxii <https://infrastructure.planninginspectorate.gov.uk/application-process/the-process/>
- xxxiii Figures supplied by the Considerate Constructors Scheme (May 2017)
- xxxiv Construction Industry Training Board Levy’ House of Commons Library (March 2014)
- xxxv <http://www.citb.co.uk/about-us/who-we-are/mission-plans/>
- xxxvi <https://consult.education.gov.uk/further-education-funding/review-of-the-industrial-training-board-call-for-e/>
- xxxvii Greater Manchester Chamber of Commerce ‘Construction Pipeline Skills Analysis – Final report’ (2016)
- xxxviii <https://www.london.gov.uk/press-releases/mayoral/mayor-warns-of-hard-brex-it-impact-on-housing>
- xxxix SFA “Apprenticeship Framework Achievements by sector subject area



**Mace**

155 Moorgate  
London EC2M 6XB  
+44 (0)20 3522 3000

## North America:

1350 Broadway, Suite 408  
New York, NY 10018  
+1 917 436 4600

## MENA:

Aspect Tower: Business Bay  
Executive Towers Zone A  
Level 21: Office No. 2104  
Sheikh Zayed Road, Dubai  
+971 4 447 0207

## Sub-Saharan Africa:

The Pavilion  
12 Wessel Road, Rivonia  
Johannesburg, 2128  
South Africa  
+27 (0) 10 591 0222

[www.macegroup.com](http://www.macegroup.com)  
[info@macegroup.com](mailto:info@macegroup.com)