



Social Value Plan

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Maximising Project
Social Value

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Summary of changes:	
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1. Introduction

The details contained within this plan will explain how the project will endeavour to maximise the opportunities that create social value and leave a positive legacy for residents of Bognor Regis and the surrounding boroughs. It will detail how local agencies and organisations will be integrated through a process of appreciative enquiry to ensure that we work collaboratively with local people and stakeholders in the communities surrounding the project. The plan also targets enhancing and increasing skill levels within the local labour market during construction, focusing on the following key areas:

- Provision of work placements for both education sector and those not in employment
- Jobs for local people and pre-employment routeways into roles for local people
- Apprenticeships for local people
- Educational activities and community activities
- Local procurement and supply chain events

ISG will deliver these requirements in collaboration with its selected supply chain partners.

2. Project Description

Site: Bognor Regis: Felpham Relief Road

Customer: Lysander

Scope of works:

The construction of a new steel frame warehouse to include piling and installation of foundations. Installation of roof and wall cladding panels. Installation of doors, windows and roller shutter doors. Installation of mains gas, water and electrical services. Construction of new car park and footpaths. Provision of hard and soft landscaping. Installation of new street lighting to external areas.

Key construction activities which will potentially have the most significant sustainability impact include:

- Excavation/site re-profiling
- Drainage installation or reconfiguring of existing
- Concrete placement
- Steel frame erection & external works
- Delivery of materials and vehicle movements
- Materials specification (including extraction/fabrication/manufacture) of steel, concrete and surfacing materials

3. Responsibilities

Individual responsibilities have been outlined below. The Project Director will have final responsibility for discharging this plan. The Social Value Manager will be the principal point of access for employment and training opportunities to liaise with Arun District Council and other relevant agencies in the county.

Project Director

The ISG Project Director has overall responsibility for the execution of the Social Value Plan. They are responsible for directing the project team, engaging the subcontractors and supply chain, and reporting results to relevant internal and external stakeholders for example the sustainability team, client and Local Authority (where applicable).

Commercial Team

The ISG Commercial Manager shall engage subcontractors during tender negotiations, detailing the supply chain's social value obligations in their orders, and facilitating the collation of social value data.

Social Value Lead

The ISG Social Value Lead will support the Project Director in the execution of the Plan. Assistance will be provided in developing relationships and strategies. They will also support the project team in fostering good working relationships with local organisations to meet the targets set.

Other Parties

Subcontractors – All subcontractors will be expected to adhere to the contents of this plan, facilitating progress towards the targets outlined below. All the trades will be given specific targets for apprentices and work experience placements, based on their package value and duration. All packages will be expected to provide local labour, **10% local labour**, and ensure that local businesses are utilised through the supply chain. This plan, alongside supporting documentation and guidance, will be provided to all subcontractors that tender for work on the project.

4. Recording and Reporting Data

In accordance with the ISG Social Value Procedure, data should be captured in the Social Value Tracker and uploaded to ISG's internal sustainability reporting software on a monthly basis. This captures data on all the targets including:

- No. of apprentices employed
- No. of apprentice weeks
- No. of educational activities and no. of students engaged
- No. of community activities
- No. of work placements and duration
- No. of employment support activities and no. of attendants
- No. of jobs created
- No. of candidates provided with pre-employment training
- No. of training plans implemented
- No. of training weeks delivered
- % of local labour
- % of local procurement

Subcontractors will be required to submit a monthly return to ISG Social value Manager on performance against KPIs. A reporting template will be provided. Data will be processed and used in conjunction with ISG data to report monthly to the client.

5. Overview of targets

To quantify and drive performance of the project the following table sets out the targets that ISG, working in conjunction with its supply chain, will strive to achieve by project completion.

These targets have been calculated based on the value and duration of the project, and the anticipated number of operatives expected to work on the project.

	Social Value	Unit	ISG Target		Notes
	Apprentices	No. of Ppl	1 (New) 2 (Existing)		Apprentices will be full time, permanent positions with opportunity to progress to a job opportunity if successful. Contact tbc (confirm with Arun DC)
1	Work Placements - Persons	No. of Ppl	Unemployed	1	We will engage with Job Centre Plus and liaise with Arun DC Economic and Regeneration Team including educational institutions for example :Feltham Community College to engage their clients/students and support them to access opportunities on this project. Contact tbc (confirm with Arun DC)
			Students	2	
2	Jobs created	No. of Ppl	Previously Unemployed	1	
			Graduates	0	
2	Local Procurement	%	10		ISG commercial team to prioritise local procurement opportunities where possible, this would include geographic area no more than 1 hour travel from Bognor Regis. We will liaise with Arun DC to identify any existing local business hubs or communities that could support delivery. Contact tbc (confirm with Arun DC)
3	Constructions Careers Information Advice & Guidance (CCIAG) Events	No. of Events	1		The ISG project team, will engage locally and aim to deliver at least one careers event. Secondary Schools we will contact are: The Regis Secondary School and Feltham Community College
4	Training Weeks on Site	No. Of Weeks	10		Subcontractors will provide training plans at pre-start meetings. Monthly reporting and submissions of certificates to demonstrate high quality skills development. Given the short construction process, specific qualifications are not targeted on this project. Industry certifications will be reported but not targeted.
5	Qualifying the Workforce	No. of Ppl	1		
6	Qualifications gained (equiv. NVQ2 and above)	No.	0		
7	Industry certification gained	No.	N/A		
8	Training Plans	No.	2		
9	Case Studies	No.	2		ISG will promote activity to their usual marketing channels and share with the Arun DC for promotion.
10	Businesses Paid within 30 days	%	100		These are standard ISG terms. We are signatories of the fair pay charter
11	Workforce provided with well-being support	%	100		A programme of health and well-being topics and events will be developed to enhance engagement with the workforce
12	Volunteering	Hrs	40		Through the duration of the project
13	Educational establishments taking up the professional Diploma in Construction practice	No.	0		PCP is our A-level equivalent construction qualification delivered by a learning alliance of colleges and WJEC. It is the UK’s only A-Level equivalent construction qualification, given the duration of construction programme we are not able to target on this project.

Definitions of Local

- Residents to be confirmed
- Businesses with a trading address in to be confirmed

6. Method

6.1 Apprentices

ISG is committed to training the future workforce through both investing in our own apprenticeships and through supporting apprenticeships within our supply chain. We will work with sub-contractors to help them contribute to the required target for this project. **Each apprentice will be required to be employed for a minimum number of weeks.**

However, in the instance where the trades already have existing apprentices employed, that they want to bring to site, it may not be possible that these apprentices are local. We encourage the supply chain to bring their existing apprentices to site because it is crucial to the future of the individual candidate, and to the future of the workforce, that individuals successfully complete their apprenticeships.

If the subcontractor does not already have apprentices employed, they will be encouraged to employ new apprentices, recruited using the assistance of organisations such as as well as going direct to education establishments such as who each host construction specific courses as well as Apprenticeship Pathway programmes.

The following packages have been targeted to support the employment of apprentices due to their large size, by value, duration and suitability. The specific targets for apprenticeships will be documented in the relevant subcontractor orders, and discussed at the pre-start meetings, ensuring that commitments are captured formally. All apprentices will be undertaking an appropriate NVQ (level 2 or above) and can provide a copy of their Apprenticeship Framework document on request.

The subcontractors shall price accordingly for each apprentice employed depending on their own strategy used. In addition, subcontractor should ensure any additional requirements are met, including PPE, equipment and further training.

- MEP
- Joinery
- Groundworks
- Cladding
- Structural steel frame
- Roofing

Apprentice weeks:

It is crucial that individuals successfully complete their apprenticeships. We wish to avoid the creation of apprenticeships as a condition of the contract if it places the apprentice at risk of being made redundant in order to make way for the next 'new' apprentice.

In order to ensure that apprentices are given the experience they require, we monitor and track the number of weeks that apprentices are on site.

5.2 Educational Activities

ISG is committed to supporting young people to learn essential employability skills.

In Primary Schools, we can:

- Help engage children in considering construction as a career, and this is a particularly effective age to attract under-represented groups to the industry
- Enhance the delivery of science, technology, engineering and maths (STEM) subjects
- Help raise children's aspirations by engaging them in the world of work.

At Secondary, Further Education (FE) and Higher Education (HE) levels, these opportunities remain, and we can add further value by supporting young people to develop employability skills.

On this project, we plan to engage with local schools/colleges/universities to deliver educational activities:

The types of activities that support young people include, but are not limited to:

- Site visits
- Classroom activities
- Careers talks
- Mock interviews and CV workshops

6.3 Community Activities

Community activities may include a make-over of a community garden, or community centre, donating time, materials or equipment, volunteering at a foodbank, litter picks, making planters for schools, etc. Delivering Community Activities supports our goal to 'Always care'.

- Landscaping works already included in the contract – we will look to engage with the local Wildlife Trust over existing design proposals (which they have been involved with) and identify if they are able to deliver the works and / or maintenance. This is part of a national Wildlife Trust initiative to work in partnership with developments to maximise biodiversity

6.4 Work Placements (unemployed)

As part of our commitment to helping people develop the employability skills that are required to secure employment, wherever possible we will offer 5-day unpaid work placements to unemployed individuals. In doing so, we will help them.

- Become familiar with the workplace
- Become familiar with the expectations upon employers and employees
- Network with potential employers on site
- Gain a recommendation or reference that will help them secure future employment^[1].

We will work with local employment partners ie Job Centre Plus and any other local employment and skills organisations identified through consultation to support communities into training and employment.

We commit to hosting placements. These will be supervised by ISG and or our supply chain.

We have included targets in trade contractor packages and will work with the subcontractors and key partners to establish opportunities for NEETs individuals to gain a week's work experience.

Work placements (education)

As part of our commitment to helping young people develop the employability skills that are required to secure employment, wherever possible we will offer unpaid work placements to unemployed individuals. In doing so, we will help them:

- Become familiar with the workplace
- Become familiar with the expectations upon employers and employees
- Develop their employability skills
- Gain a recommendation or reference that will help them secure future employment.

Work experience placements are for the benefit of the individual and not ISG. As such, we

- do **not** provide placements that last longer than two weeks (max)
- do **not** require individuals to complete unpaid work placements as a condition of securing employment
- will not be complicit with these practices happening in the supply chain.

We will work with schools, colleges and universities, and/or organisations and local authority Employment & Skills teams to find suitable candidates for placements.

We commit to hosting placements. These will be supervised by ISG.

We will work with the Local Authority, Communities into training and employment, the Construction Youth Trust to set up work experience placements for students currently in education.

6.5 Creating Jobs and Employment Support

ISG is committed to supporting local people into employment. Employment has an enormous impact on people's lives. For example, there are clear links between employment and healthy life expectancy. Moreover, not only is employment linked to the health and wellbeing of the individual, and makes them a contributor to the local economy, but employment has an enormous impact on those around them such as family and friends. We commit to the creation of new and sustainable job opportunities for new entrants into the sector. The job opportunities are a result of the project are required on the project site by ISG or our Sub Contractor.

We will commit to helping individuals who are either:

- a) New entrants (persons previously unemployed or that has come from another industry/ has entered their first job or traineeships)
- b) Graduates (within two years of leaving their degree course)

As detailed in Section 5 (below) we will do this by:

- Working with our supply chain to ensure that they advertise vacancies on site and/or in the local job centre
- Holding an employment fair
- Working in partnership with local authority 'Employment & Skills' team (and/or other independent organisations) to create a conduit between the pool of unemployed people and employers on site

We are including targets for NEETs (Not in Education, Employment or Training) individuals to be employed by trade contractors. ISG will endeavour to employ individuals where posts become available.

Where required, we will seek new entrants from the local area.

As an employer, we are committed to helping people develop the employability skills that are required to secure employment.

We do this by:

- Working with our supply chain to ensure that they advertise vacancies on site and/or in the local job centre
- Holding an employment fair
- Working in partnership with Arun District Council (and/or other independent organisations) to create a conduit between the pool of unemployed people and employers on site
- Organising and/or supporting Sector Based Work Academies
- Holding or supporting CV-writing workshops, mock interviews and/or job search clubs

6.6 Training weeks (& Qualifications Completed)

ISG is committed to upskilling the existing workforce. This is important, in the short term, to ensuring that the people on site produce quality work, in a safe, considerate environmentally aware manner. It benefits the individual by enhancing their career prospects. In the long-term, upskilling the workforce is critical to the productivity of industry.

We commit to ensuring that training qualifications are obtained for the project workforce (of both ISG and our supply chain).

The workforce will benefit from some of the following types of training:

- Nationally recognised qualification equivalent to Level 2 or above
- Vocational awards/diplomas
- Industry certification
- Short duration courses

- Apprenticeship completions
- Professional qualifications
- Leadership and management courses including IIM, health and safety, (including IOSH, NEBOSH, SMSTS & SSSTS)
- Licence to practice
- Sector specific training e.g. the environment, sustainability, health and safety
- Project specific learning e.g. products, installation, technologies, or may relate to occupational competence

Outcomes will be accredited and will be a minimum duration of 3 hours.

All our sub-contractors on the project have been asked to both initiate training for their workers and to notify us of any on-going training. We will also liaise with the ISG Academy to ensure that those working directly for ISG are also receiving the necessary training.

6.7 Pre-employment training and job opportunities

Through employment partners, ISG will ensure candidates are “work ready” for site and have completed the necessary certified training to ensure competence and safety on site. As a minimum this will include role-specific Construction Skills Certification Scheme (CSCS).

6.8 Training

ISG is committed to upskilling the workforce. This is important, in the short term, to ensuring that the people on site produce quality work, in a safe, considerate, environmentally aware manner. It benefits the individual by enhancing their career prospects.

In the long-term, upskilling the workforce is critical to the productivity of industry. ISG have an in-house training department, called The Academy and all staff attend both mandatory and non- mandatory training courses, provided at our head office. Some courses are also made available to our supply chain.

All our sub-contractors on the project have been asked to both initiate training for their workers and to notify us of any on-going training.

Training plans will be developed for all new apprentices and entrants into the industry.

The workforce will benefit from some of the following types of training:

- Nationally recognised qualification equivalent to Level 2 or above
- Vocational awards/diplomas
- Apprenticeship completions
- Professional qualifications
- Leadership and management courses including IIM, health and safety, (including IOSH, NEBOSH, SMSTS & SSSTS)
- Industry certification
- Short duration courses
- Licence to practice
- Sector specific training e.g. the environment, sustainability, health and safety
- Project specific learning e.g. products, installation, technologies, or may relate to occupational competence

All training will be accredited and for a minimum duration of 3 hours.

6.9 Local Labour

ISG is committed to supporting the local economy and boosting regional productivity through ensuring that local people work on site. **Subcontractors are required to notify all roles to employment agencies working with the borough and surrounding areas a week prior to general release.**

We commit to employing 10% of the on-site workforce from the local area.

All our sub-contractors on the project have been asked to prioritise local workers, either through recruiting locally or utilising local labour agencies.

6.10. Local Supply Chain

We recognise that investing in local businesses provides significant support for the local economy.

We commit to placing the target value of subcontract orders within the borough. Contracts that could be targeted specifically include:

- Scaffolding
- Cleaners
- Catering

Subcontractor KPIs have been set to support the wider project realise its social obligations. See Annex A for a breakdown of these KPIs across the project for each package. KPIs are developed based on size of package and availability of relevant opportunities to support that trade in meeting its KPIs.

All our sub-contractors on the project have been asked to consider locality when placing any third-tier subcontract order.

Recognition of Risk associated with Covid-19

We recognise the impact that Covid-19 has had on local organisations and schools and the challenges that this presents with engagement. We have put processes in place to manage this and will be regularly reviewing our Social Value plans to reflect any changes. We will be working collaboratively to develop innovative methods of engagement, supporting the activities of organisations such as Movement to work, The National STEM learning Network and Speakers for Schools to develop and deliver virtual engagements were possible.