

STRIDE TREGLOWN

A pocket guide to **social value**



Social value – it's at the heart of everything we do.

At Stride Treglown, we are committed to sustainability and responding to social, environmental and economic issues across all aspects of our work.

As designers, we recognise that we have a responsibility and an opportunity to make a positive contribution through the buildings and places we create.

Contents

1	Purpose of this guide	5
2	What is social value and why is it important?	5
3	How do we approach social value?	6
4	B Corp	8
5	Defining social value in our projects?	10
6	What counts as social value?	12
7	Social value at each RIBA stage	14
8	How do we measure the work we do?	16
9	Case studies	18
10	Meet the team	24

“ We feel more like a community now.
There’s just a bit more togetherness –
even though it’s a vast building.

Tina Warner, Prince Philip Maritime Collections Centre.





1. Purpose of this guide

This guide describes our best-practice approach to adding social value in everything that we do.

It outlines a framework for thinking about social value, and the practical knowledge and tools for generating and measuring it through fee-paying projects, pro-bono work and other activities.

Our goal is to empower you to consider social value in day-to-day project running and equip you with the skills and understanding to talk confidently about it with others.

Ultimately, we want Stride Treglown's work to leave a positive and long-lasting legacy.

2. What is social value and why is it important?

What is it?

Although its meaning is far from clear-cut, social value is generally thought of as a multi-faceted measure of public good, i.e. outcomes that benefit society in various ways.

For us, it includes the impact that both our business and our professional outputs have on environmental sustainability, health and wellbeing, local economic activity, educational opportunities, and ethical procurement.

Public sector clients must now ensure projects deliver meaningful and positive social value from inception through to the end of the asset's life. Their project teams must demonstrate positive, long-term social, economic, environmental and cultural impacts for communities affected by their work.

We are now required to demonstrate, and be accountable for, the ways we contribute to this change within the work we do and the way we do it. This legislation has driven a positive change in the wider industry over the last decade, something that we welcome.

Why it is important

First and foremost, it's the right thing to do. Increasingly, there are other reasons for being interested.

In some instances, it's the law! Key pieces of legislation such as the Public Service Act 2012, the Procurement Reform (Scotland) Act 2014, and the Well-being of Future Generations Act (Wales) 2015 all require good social value outcomes from public projects.

It's a requirement of bids

Social value is now a key briefing driver scored separately in tenders and bids alongside cost and quality. It is our responsibility, on behalf of our clients, to ensure the delivery commitments are met.

As an architectural practice, we also believe that we are best placed to lead this driver in collaboration with our design team partners, contractors and clients.

3. How do we approach social value?



Stay true to what drives you

Social value is central to everything we do: our project work, initiatives, events, partnerships, and the way we work.

Our efforts are driven by the passion and commitment to ethical change of our people, i.e. you. Here's how we sum up our approach:

Our commitment to social value is framed by three primary goals, all aligned to the United Nations Sustainable Development Goals:

Better Places

Empowering People

Resilient Partnerships

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As designers, we recognise that we have a responsibility and an opportunity to make a positive contribution through the buildings and places we create.

These three key goals are cross-cut by six interconnected themes: environmental sustainability, social sustainability (including health and wellbeing), skills investment, employment growth, economic growth, and ethical supply chains.

Reaching for these goals was always a natural extension of our professional objectives. Formalizing it now will help us to ever-better outcomes.

Our policy can be viewed on our website.



Better **places**



Environment

Designing a low-carbon, low-waste, nature-rich future



Social

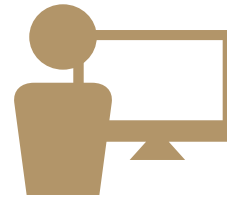
Designing healthier, safer and more resilient places for people

Empowering **people**



Skills

Supporting improved skills and personal development



Employment

Supporting and developing positive employment outcomes

Resilient **partnerships**



Growth

Promoting an excellent local and regional ecosystem of businesses, organisations and VCSEs (voluntary, community, and social enterprises)



Supply chains

Engaging ethically with supply chains

4. B Corp

“ *It's not charity,
it's better business.* ”

Pierre Wassenaar, Chair, Stride Treglown

Stride Treglown as a B Corporation

Find out more at:

[stridetreglown.com/
we-are-a-certified-b-corporation/](https://stridetreglown.com/we-are-a-certified-b-corporation/)

Stride Treglown successfully achieved B Corporation (B Corp) certification in February 2021, becoming the first architect in the AJ100 and one of only a handful of firms in the UK built environment sector to join the B Corp community.

Certified B Corporations are businesses that meet the highest standard of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.

Our certification relied in part on our long-standing social purpose and commitment to improving the places we work in, as evidenced in our public-facing social value initiatives, including Shaping Future Places, 52 Big Ideas for Bristol, and Future Plymouth 2030.

B Corp standards are an ideal fit with our existing culture and operations. Importantly, they provide us with a framework for improvement across all our activities.

Serving clients

B Corp certification gives our clients confidence that we'll help them deliver their social value and sustainability goals.

Collaborative relationships

Being a B Corp makes us part of a fast-growing network of like-minded companies that we can work with and learn from, helping us to collaborate more effectively for better outcomes.

Constant improvement

We're a learning organisation. B Corp certification helps us to monitor our achievements and allows us to target areas for improvement.





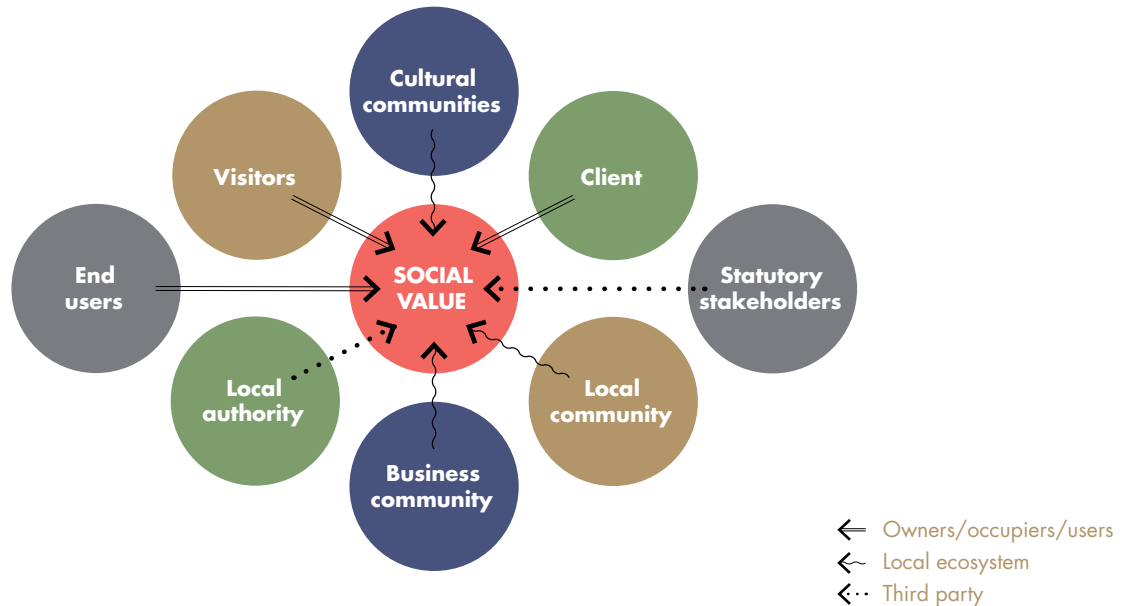
B Corp in action...

Left: The Sinking House. A community installation created in collaboration with local businesses. The installation was part of Stride Treglown's Climate Action Relay campaign for raising awareness of the climate emergency in the run-up to the COP26 summit in 2021.

Right (top): Our Truro studio supported their local community by sponsoring the international life guard competition. They made a Water, Charging and Recycling station for it, which promoted water bottle refilling to minimise plastic waste.

Right (bottom): The Redivider. Created for the London Festival of Architecture 2019, the Redivider consisted of a series of movable panels within a timber frame. By translating the digital metaphors of 'following' or 'blocking' into a physical experience, visitors were challenged to explore the positive and negative emotions associated with social media.

5. Defining social value in our projects



Defining your value at a project level

Projects help to generate meaningful positive change at a local community level and so your project work can deliver demonstrable social value.

Success depends on giving a voice to those who access or occupy the project and engaging fully with them at the earliest opportunity.

The information gathered is critical and should be held within the briefing material. It should also be used to set targets within the project's key performance indicators to ensure progress can be tracked and reviewed at project completion.

Gwynfaen, Swansea

Find out more at:

[stridetreglown.com/
projects/gwynfaen/
?service=sustainability](https://stridetreglown.com/projects/gwynfaen/?service=sustainability)



Who are we helping?

The simplest way to understand a project's social value aspirations is to ask who you want to help. To do this you will need to identify all relevant stakeholders, consult them,

and understand how the project can support their best interests with meaningful and appropriate outcomes. The list below gives some useful examples.

Stakeholder types	Example
Client	Public and private clients may have to demonstrate that social value has been delivered as a legal requirement or a condition of funding.
Statutory consultees	Clients may require you to engage with specific stakeholders, i.e. Secured By Design, BREEAM (planning requirement in Wales), and so on.
Local community	Community groups (for example, for younger people or the elderly), resident associations, local residents, will have specific needs and wants. Allowing for future re-use of the development increases the projects relevance for the community in the longer term.
Business community	VCSEs and SMEs are often mentioned as areas to invest in for social value. Promoting good ethical practices within our supply chain and encouraging investment in local businesses, local supply chain engagement, local spend helps to support the local economy and community infrastructure.
Local authority departments and individuals	Policy teams, resident groups, sustainable travel networks, Secured by Design, development teams, highway departments, authorities for open space, park and building maintenance, fire departments, councillors and members may be able to contribute information that improves social value.
End users	Are the people who will be most affected by your design decisions, end users' welfare is a critical aspect of social value.
Visitors	The project may have visitors who may need to be supported by the scheme i.e. optimised accessibility.
Cultural communities	Understanding the diverse needs of people from different cultures and backgrounds helps to ensure successful long-term outcomes.

6. What counts as social value?

Outcomes over outputs



Social value arises in many ways from both the work we do and the way we operate. This section explores the types of activities and initiatives that count.

Social value can take many forms, including: engaging with communities; planning consultations; carbon reduction initiatives; employment fairness and growth opportunities; pro bono design work; mentoring; careers fairs; charitable work; and more.

For example, the charitable work or activities you do matters, which is why we actively encourage our staff to allocate two days a year to pursue them. So long as there is a social value dividend, you can do anything: help with foodbank deliveries, do sponsored triathlons, or give careers advice.



B CORP Stride Treglown are B Corp-certified. We are proud to be part of a business network that promotes good working practices committed to continual improvement.

	TYPES OF SOCIAL VALUE
	better places
	Committee involvement G4C, Bath World Heritage, Constructing Excellence, Women In Property, RIBA, etc. This demonstrates our investment in our business community and industry evolution.
	Charity and voluntary work Foodbanks, sleep-outs, food bank donations, bake sales, bike rides, etc. Stride Treglown allow employees to contribute two days each year towards voluntary/charity work. We match-fund and have a charitable investment fund – The Quartet Foundation.
	Covid activities Support for our wider communities and have included COVID healthcare projects or 3D printing PPE patterns, sewing masks etc.
	Health and wellbeing Mental health first-aiders, Yoga sessions, Perks At Work, Counselling sessions, Thrive App, coaching, CBT etc.
	Carbon reduction Sustainable travel incentives, designs which promote non-vehicular transportation, cycle to work schemes, Passivhaus, BREEAM etc.
	empowering people
	Mentoring Formal schemes, including those with RIBA, CIAT, universities, Women In Property.
	Student placements Apprenticeships, GCSE and A Level work experience. Priority given to deprived areas or underachieving schools to maximise our impact.
	Career workshops CV workshops, mock interviews, careers fairs, especially relevant to the over 24's or those struggling to return to employment.
	resilient partnerships
	Engagement Community-based engagement, school and university visits, planning consultations.
	Pro bono work Informal sketches to formal schemes. Supporting contractors' engagement and clients with our skills and expertise.
	Responsible procurement Encouraging our business partners to work and procure goods and services which are ethical and sustainable, gender pay gap results, anti-slavery and diversity, inclusivity and equality policies, and Environmental Management Systems.

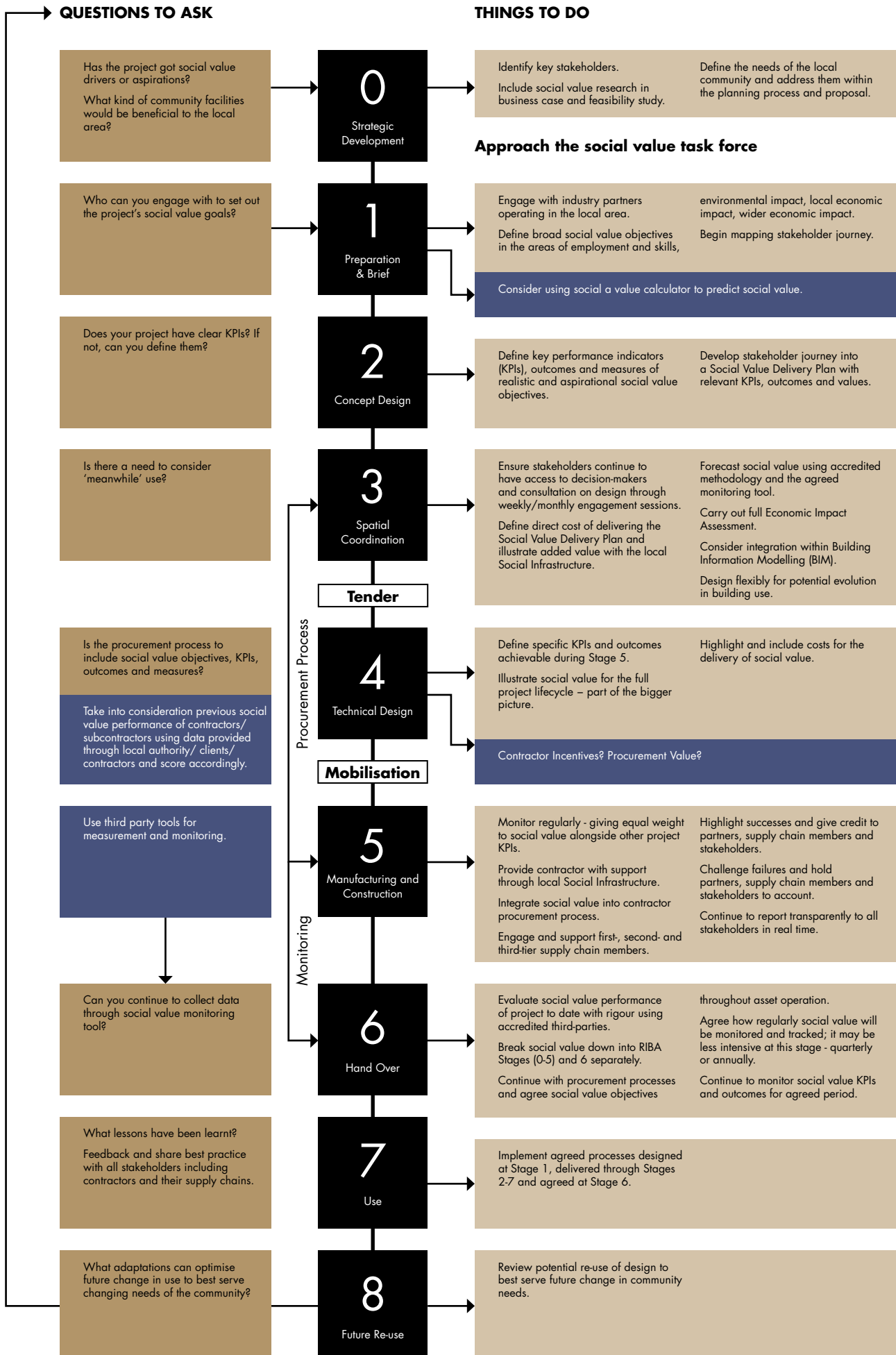
7. Social value at each RIBA stage



“ *The building encourages people to come together.* ”

Prof. Laurence Hurst, Director of the Milner Centre for Evolution, University of Bath





8. How we deliver positive outcomes through our project work?

Social value is prioritised as a key project performance indicator from inception, establishing the wider social outcomes of the project and the places it inhabits that secure delivery of meaningful outcomes. Our team lead on best practice delivery within our project work and at each stage can ensure its importance with.



RIBA 0-1 Establishing the need

In these early stages engagement is key with all relevant stakeholders, an opportunity to ensure you begin to define aspirations and commit to monitoring progress against these targets as the project continues. These are best reviewed in each case to ensure your scheme is delivering appropriately at the community level for now and in the future. Our team will work with our project partners to identify all relevant stakeholders in and around each project. Initial investigation to establish the needs at a community level and tackling complex aspects such as local crime, poverty and homelessness, improving accessibility and inclusivity and encouraging wider investment in skills and supply chains. Defining the social value outcomes at a project level is one of the best ways for us to help return social value meaningfully at a local level. Using third party measurement frameworks

as a discussion agenda we will support clients to identify key stakeholders and aspirations for social value return on the project. We will consult and understand how the project can support their best interest with meaningful and appropriate outcomes.

RIBA 2-3 Developing a strategy

We support the developing strategy through a variety of key documents that define the mechanisms and timescales for the specific delivery of positive outcomes. Creating social value method statements, undertaking outcome mapping or generating delivery plans help lock in project targets as you approach a planning application and will support the client at each project milestone. Subsequently monitoring social value at team meetings and recording progress against these (using industry recognised tools) reassures our clients that progress continues.



The Deaf Academy, Exeter
'Community impact of the year'
award, Architects Journal Awards
2021

Find out more at:

stridetreglown.com/projects/the-deaf-academy/

“ *The result is a ground-breaking design.* ”

Arnet Donkin, former Executive Principal, Academy for Deaf Education



Sinking House installation,
Pulteney Weir, Bath

Find out more at:

[stridetreglown.com/
initiatives/sinking-house/](https://stridetreglown.com/initiatives/sinking-house/)

RIBA 4-5 Delivering and measuring change

Maximising local education, training and employment opportunities, prioritising local material sourcing and optimising supply chain potential, increased crime prevention and access to health and wellbeing or carbon reduction initiatives can be prioritised within the developing contract documentation as you move from planning into the construction phase. Writing these into the project reporting and contract information ensures these aspects are achievable and delivered together with our contractor partners. As a combined team we will engage actively, placing social value alongside cost and quality.

RIBA 6-7 Reflection

Regular reporting ensures a social value return finalising outcomes are realised for the project as you move towards handover. Alongside measurement it's important to understand success through the sentiment felt by those stakeholders. This can be achieved through post occupancy evaluation and client feedback and ensures an opportunity for reflection on successes and lessons that can be learned.

RIBA 8 Exploring further

Consideration for the future needs of the community through future flexibility analysis to ensure the project can react to the future needs of the community.

“ *As a B-Corp and a carbon neutral business, we wanted to use the Sinking House installation to highlight the severity of the climate emergency.* ”

Robert Delius, Divisional Director, Head of Sustainability

9. Case studies



The following case studies give a variety of examples of social value and the many forms it can include.

SA1 Waterfront Innovation Quarter

This project won the RICS Wales Social Value Impact Award 2020 for Infrastructure.

Pollinators project

Social value isn't generated just through architecture; this project shows how our other disciplines contribute.

Redivider

An interactive street installation that got us involved with our local community.

SA1 Waterfront Innovation Quarter,
Swansea



SA1 Waterfront Innovation Quarter Award winner

Project summary

SA1 is a gateway development linking the region's two universities to the city. With a strong focus on sustainability, its IQ, CWIC and Y Fforwm buildings are inspiring purpose-built facilities for learning, teaching and research that also provide social, leisure and recreation spaces.

The project contributes to the social, economic, physical, creative, cultural and educational life of the local communities, which are among the most deprived in the region.

Aims and objectives

The development aimed to inspire and develop graduates to make a difference in society. Fulfilling its commitment to improve access to higher education, it is driving community regeneration by educational activities.

The University plays a crucial role in supporting disadvantaged local communities and so the buildings are aligned to the Wellbeing of Future Generations Act (Wales) 2015. Our designs targeted two of its priority concerns in particular: research and critical problem-solving, and skills and work-based learning.

Why did we do it?

The project contributes to the social, economic, physical, creative, cultural and educational elements

of surrounding communities whilst providing educational, cultural and recreational facilities which are easily accessed by wards defined high within the Welsh Index of Multiple Deprivation.

What were the key findings?

The facilities are an important asset and valuable source of support for disadvantaged communities, promoting social mobility through educational provision, providing access to facilities and encouraging support for local organisations.

What were the outcomes?

The facilities are proving an important asset and valuable source of support for disadvantaged communities, promoting social mobility through educational provision, opening access to facilities, and encouraging support for local organisations.

The project has boosted the local economy and contributed to the vitality of the local community, setting the scene for a more tolerant and inclusive society. The support we providing in teaching skills has continued beyond completion, with members of the design team supporting CIAT in their construction course accreditation, educational engagement initiatives. Three undergraduate students permanently employed as a result of the project, and 90% of the construction spend was in the local Swansea region.



Find out more at:

stridetreglown.com/projects/sa1-waterfront-innovation-quarter-phase-1/

Pollinators Project, Exeter Science Park, 2018



Project summary

The research for this project aimed to find ways to reverse the disruption of the 'biofabric' in our cities by offsetting the loss of habitat which threatens many insects. In particular, it focused on bees and other insects that play such a critical role in pollinating both food crops and the plants that provide habitats for our wildlife.

Aims and objectives

Bees and other pollinators rely on nectar throughout the year and so our aim was to research planting plans with the following characteristics:

- Nectar-rich
- Robust
- Available
- Site-specific, native, non-native
- Extended flowering season

Why did we do it?

As well as aiding the environment, our approach allows planning submissions and BREEAM applications to get the most positive response from planning/ local authority and gain maximum BREEAM points for the client.

What were the key findings?

The study identified the plant species that provide nectar at different times of the year, with a particular focus on autumn- and winter-flowering species. Since there are fewer such species locally, we proposed that they should be planted in bigger quantities.

What were the outcomes?

We designed planting plans that positively support bees and insects, have aesthetic appeal, and are viewed favourably by

planners and BREEAM assessors. We also produced a simple toolkit, which can be submitted as landscape intent by architects.

The scheme was shortlisted in the Landscape Institute Awards under the Science Management and Stewardship Category. In a competitive field, our project was Highly Commended.

Find out more at:

stridetreglown.com/projects/met-office-data-centre/



Met Office,
Exeter



Met Office, Exeter

Redivider, 2019



Project summary

The Redivider was a 6.5 x 6.5-metre installation consisting of a series of movable panels within a timber frame.

Built for the London Festival of Architecture 2019, it was conceived as translating the metaphorical acts of 'following' and 'blocking' on social media – with all their attendant emotions – into physical form. Doors that allowed passage one way would block someone going a different way, challenging visitors – in a fun and thought-provoking way – to think about the positive and negative impacts of their actions on social media.

Aims and objectives

The project was a way for our London office, which nestles in a small, active part of Lambeth, to get involved with its local community and provide them with cultural amenity.

What were the key benefits?

The project allowed us to interact with the community. It was great to see people of all ages, including lots of laughing and screaming children, navigating through the structure, sliding panels as they went.

What were the outcomes?

The Redivider linked well with a lot of our other initiatives where we get creative in the community.

This includes involvement with Open City's Architecture in Schools initiative, where we introduce children to the building process. We use building blocks to allow them to experience space planning, understanding why certain rooms need to sit next to each other, how buildings are planned with materials and facades, and how they become the buildings that you see around you.

While these activities are about adding social value, they also benefit us as architects. They keep us involved with the community and help us to learn about new ideas and techniques, bringing us back to design fundamentals.

Find out more at:

stridetreglown.com/theredivider/



Redivider, Southwark

10. Meet the team



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