

Social Sustainability Plan

Withington Clinical Diagnostic Centre



Version	Date	Author
V1	07/05/2024	Katie Tilyard
V2	20/05/2024	Katie Tilyard
V3	11 10/06/2024	Katie Tilyard
V4		
V5		

Social Sustainability Plan

for

Withington Clinical Diagnostic Centre (CDC)

Project/Contract Number

HNW.0350

File Ref 22182-BAM-WCH006-XX-
RP-W-09001

Rev No 1

Dated 20/05/2024

Prepared by Katie Tilyard

Date 16/05/2024

Approved by Enter Name

Date

*Social Sustainability Manager or BP (depending on
line management)*

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Revision Record

Rev	Date	Revision Details	Revised by
1	24/05/2024	Review site teams and wider BAM staffs role in social value organising, delivery and recording.	Joy Woods

This plan must be available to everyone upon request.

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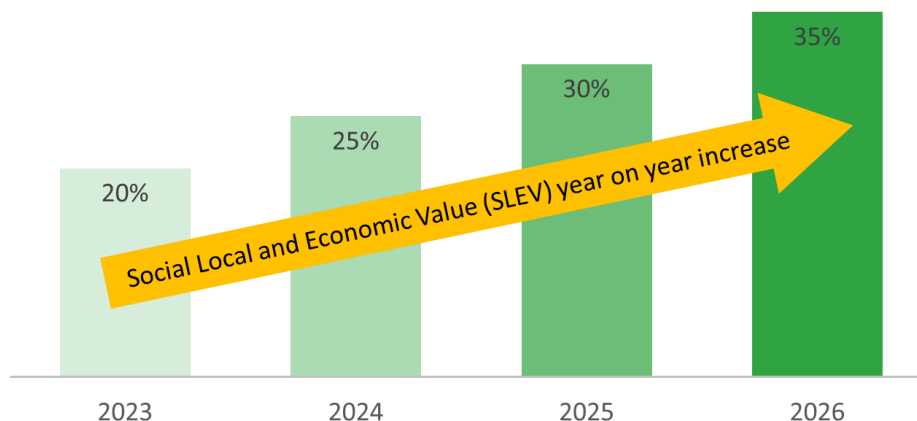
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1.0 Introduction and Planning Condition 10 Index

At BAM, creating social value that delivers lasting social impact is central to the way we do business. The nature of the work we do plays a huge role in the social, economic, and environmental aspects of people's lives and this presents us with an opportunity to ensure we create sustainable and meaningful benefits.

Throughout 2020-2022 BAM provided over £370 million of local social and economic value (SLEV) back into the communities where our projects have been delivered and we have ambitious aspirations to deliver 35% SLEV against revenue by 2026.



The aim of this document is to create one place for all project specific social sustainability deliverables and actions to be developed and regularly updated with the project team. Please take the time to complete each section of this to ensure there is a clear plan that can be shared with the project team.

The following criteria for the Planning Condition 10 regarding BAM's Social Value approach can be found in the following document.

Item	TOMs	MCC KPIs	Page number	Notes
i) The measures proposed to recruit local people including apprenticeships	NT 1 NT 2 NT3a,b,c,d NT4, a NT5, a NT6 NT 11	4, 6 KPI 1a, 1b, 2a, 2b	9 11 12 18 19	
ii) Mechanisms for the implementation and delivery of the Local Benefit Proposal	NT 1 NT 2 NT3a,b,c,d NT4, a NT5, a NT6 NT 11 NT8 NT10 NT12 NT14 NT18 NT29 NT15	1,2,3,7,8 KPI 3a,3b,4a,4b KPI 5 KPI 6,7,8,9 KPI 10	8 9 11-15 18 19 20	Found in column "How will this commitment be achieved" And "Example commitments and targets"

	NT28 NT21			
iii) measures to monitor and review the effectiveness of the Local Benefit Proposal in achieving the objective of recruiting and supporting local labour objectives			21-23	

1.1 Project Particulars and Responsibilities

Site Address:	Nell Ln, West Didsbury, Manchester M20 2LR
Telephone:	TBC
Project Email:	TBC
Project Description:	The Community Diagnostic Centre (CDC) is a new two-storey building that will be located alongside the existing Withington community hospital. The building will deliver two major services: Cardiorespiratory and Endoscopy.
Construction Contract Value	£ 10,000,000.00
Name of Client	Manchester University Foundation Trust NHS
Name of procuring framework (if relevant)	P23 Framework

Additional Project Details: name and email	
Project Manager/Project Lead/Contract Lead:	Paul Virdi - pvirdi@bam.com
Project Commercial/Procurement Lead:	Thomas Leach - tleach@bam.com
Social Sustainability Manager/Lead:	Katie Tilyard – katie.tilyard@bam.com
Environmental Sustainability Manager/Lead	TBC
Social Sustainability Champion:	Marie Cadman - mcadman@bam.com
Client Contact:	Marian Albano
Client Social Sustainability Contact:	TBC

1.2 Contractual Requirements

Criteria	Yes/No	Details
Procurement Framework Commitments	y	P23 Commitments
NEC	y	NEC Option C

2.0 Roles and Responsibilities

BAM's Social Sustainability function includes a Centre of Expertise (CoE), comprising a senior team of four specialists, a Work Winning Manager, National Coordinator and Research Officer, who lead a team of 44 dedicated and experienced Social Sustainability specialists across UK & Ireland. They bring a wealth of Social Sustainability expertise and best practices to projects, tenders and frameworks. We support value creation across our projects, embracing a co-creation approach, addressing local needs, creating opportunities to build capacity, and enabling continued and sustainable growth that extends beyond the contract delivery, leaving communities in a better position than we found them.

Our Social Sustainability specialists collaborate with communities, colleagues and our clients to:

- Ensure our social value delivery aligns with and meets the needs of our clients' priorities.
- Conduct geographically specific local needs analyses and align our commitments to address local need.
- Support the development, implementation and delivery of contract specific Social Sustainability Plans, including measuring and reporting outcomes.
- Drive consistent high performance by ensuring effective implementation of our social value policies, processes, procedures and tools, which form part of our integrated management system.
- Report on social sustainability achievements using BAM's bespoke Social Sustainability Reporting Tool.
- Share best practice and lessons learned from across our industry to drive continuous improvement.

Social Value across each stage of the project a multitude of employees from BAM, supply chain partners, consultants and stakeholders/delivery partners will be involved in the development and delivery of social value activity. Instrumental in providing technical guidance and support is our Social Sustainability team. Katie Tilyard (Social Sustainability coordinator) will be working closely with the whole team to drive engagement, delivery and performance.

Paul Viridi, as the BAM Project Manager will have ultimately responsible for the delivery of social sustainability on the project and meeting targets. Paul has many years experience of managing public sector projects which have delivered outstanding social impact. The table overpage provides more detail around key BAM team members and their role in regards to social value on this project:

The BAM Site Project Lead/Project Manager: Paul Viridi	<ul style="list-style-type: none"> • Ultimately responsible for the delivery of social sustainability on the project and meeting targets • Ensure reporting data is available to enable reporting to be completed on time • Ensure data entry systems are being adopted correctly • Allocate adequate resources to deliver activities and meet targets • Support escalation and resolution of challenges relating to Social Sustainability
Project Commercial/Procurement Lead: Thomas Leach	<ul style="list-style-type: none"> • Responsible for delivering/managing meet the buyer event/s • Responsible, with support from social sustainability manager/lead, for inclusion of targeted social sustainability targets in supply chain contracts • Responsible for communicating social sustainability commitments with supply chain partners • Lead engagement with supply chain on projects to support delivering targets

	<ul style="list-style-type: none"> Support escalation and resolution of challenges relating to supply chain engagement, evidence, and reporting
The BAM Social Sustainability Lead: Katie Tilyard	<ul style="list-style-type: none"> Create the Project Social Sustainability Plan Identify and lead engagement with external organisations for the delivery of Social Sustainability Work with commercial lead to map commitments against construction packages for inclusion in supply chain procurement Support engagement with supply chain on projects to deliver targets Coordinate and manage the delivery of Social Sustainability activities on the project Complete timely project set up on the Social Sustainability Reporting Tool (desktop app) Complete monthly upload of Social Sustainability reporting data (desktop app) Complete timely verification of Social Sustainability reports from the Impact App Produce project case studies related to social sustainability Produce an end of project impact report
The BAM Social Sustainability Ambassadors / Champions: Thomas Leach	<ul style="list-style-type: none"> Coordinate and/or deliver social sustainability activities on projects Identify project and supply chain volunteers to support delivery Be a local contact for the Social Sustainability Team Encourage reporting across site and supply chain via the Impact app Support engagement with supply chain on projects to support delivering targets
Document Controller: Marie Cadman	<ul style="list-style-type: none"> Ensures monthly agreed reporting is carried out Oversees MSite and reports back to SV lead Assist SV activity if SV lead is not on site, i.e site visits and sign in Aid documentation for Health and safety reporting Report back project team SV activity and make sure it is aligned to SV delivery plan for Withington CDC. Help generate client reporting stream.
The Bam Social Sustainability Business Partner: Joy Woods	<ul style="list-style-type: none"> Informed targets and approach. Support Katie Tilyard as line manager to mitigate any risks around project targets.

3.0 Project Targets

Below details the proposed project targets that reflect the Local Needs Analysis conducted by Katie Tilyard. The targets consider the requirements of the planning condition and the needs of the area in order to generate maximum impact.

The targets below take into consideration of the framework this work was procured through P23, MCC Targets and national TOMs. Owing to duration, cost and the RIBA stage of the project; some MCC targets have not been completed. Please see the notes for the explanation regarding these targets.

BAM SoSu priorities	Toms	P23 KPI MCC KPIs Ref. no.	Measures - BAM TOMs (Themes, Outcomes and Measures):	Proxy Value (£) (2022 TOMs)	Units	Target	Notes
Social Mobility	1.1 Employment						
	NT1	4 KPI,1a	Local employees hired or retained on contract – FTE (Full Time Equivalent)	31,285.00	No. people FTE	1	No definition of 'New' in MCC targets so following TOMs
		KPI 1b	Total number of sustained jobs on the development (both on site and off site). This includes supply chain and sub-contractors. No Target			No target	No definition of 'sustained' in MCC targets.
	NT2	6 KPI 2a	% total workforce local	31,285.00	No. people FTE	100 %	MCC postcode
		KPI 2b	Of that total, how many are / were City of Manchester residents (see map in Annex 1 of guidance note) No target total deducted from KPI 2a Indicative New MCC jobs up to 75% Max			No target	In development once supply chain is confirmed.
	NT3a,b,c,d NT4, a NT5, a NT6	KPI 1a,1b	No. of employees (FTE) hired on contract who are long term unemployed (1+ yrs)	31,285.00	No. people FTE	1	NT achieved dependent on group supported
	NT11	KPI 6 KPI 7	Hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice and careers guidance	105.58	no. hours * no. attendees	20	10 hours for 24> 10 hours 24<
	1.2 Education						
	NT8		No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	16.93	No. staff hours	10	
	1.3 Training						
	NT10	KPI 3a	No of weeks of apprenticeships or T-levels on the contract	251.79	No. weeks	25 weeks 4 apprentices	
	NT10	KPI 4a	KPI 4a - Of the total number of new apprentices, how many will be / were City of Manchester residents (see map in Annex 1 of guidance note) - Target 50% -100% MCC residents			No target	Owing to where we are at in the planning process we cannot report on this target until we know who are supply chain is.
	NT10	KPI 3b	KPI 3b -Total number of sustained apprentices that will be / were working on the development (incl those			No target	No definition of 'sustained' in MCC targets.

			working for subcontractors/suppliers) No Target				
	NT10	KPI 4b	KPI,4b - Of the total number of new apprentices, how many are / were City of Manchester residents (see map in Annex 1 of guidance note) No target total deducted from KPI 4a Indicative New MCC apprentices up to 75% Max			No target	Report only.
	NT12	KPI 8 KPI9	Weeks of meaningful work placements / pre-employment courses (1-6 weeks, unpaid)	194.50	No. weeks	2 2	All MCC residents
BAM SoSu priorities	Toms	P23 KPI Ref. no.	Measures - BAM TOMs (Themes, Outcomes and Measures):	Proxy Value (£) (2022 TOMs)	Units	Target	Notes
Foundational economy	2.1 Investment in VCSEs						
	NT 14	1&3	Total amount spent with Voluntary, Community & Social Enterprises (VCSEs) within supply chain	0.12	spend (£ pound)	0	Report only.
	2.2 Progressive procurement						
	NT 18	2 KPI 5	Total amount spent in the local supply chain through the contract	0.75	spend (£ pound)	Report only	Owing to where we are at in the planning process we cannot report on this target until we know who are supply chain is.
	2.3 Volunteering						
	NT 29	7 KPI 9	Hours of volunteering time provided to support local community projects	16.93	no. staff volunteering hours	20	
	NT 15		Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/ HSE)	101.00	no. staff volunteering hours	10	
BAM SoSu priorities	Toms	P23 KPI Ref. no.	Measures - BAM TOMs (Themes, Outcomes and Measures):	Proxy Value (£) (2022 TOMs)	Units	Target	Notes
Social Inclusion	3.1 Community Engagement						
	NT28	7&8	Donations or in-kind contributions to local community projects (£ & materials)	1.00	spend (£ pound)	4,000.00	
	3.2 Diversity and inclusion						
	NT21		Equality, diversity & inclusion training for staff and supply chain	101.00	no. hours (total session duration) * no. attendees	15	

NB: Targets have been set based on the current stage of design, and insights from the local needs analysis. The delivery of targets have been suggested at time of writing the SoSu plan at the stage of submitting this planning condition (11/06/2024). Targets will be reviewed once we have completed RIBA 4 stage .

3.1 Delivery of project targets

The plan below details how the targets that have been agreed will be delivered throughout the duration of the project. This plan is subject to being updated in accordance to further engagement that will take place with partners and stakeholders. The table indicates how the plan will achieve the targets noted in 3.0.

BAM SoSu Priorities	TOMs	Measures - BAM TOMs (Themes, Outcomes and Measures):	P23 KPI MCC KPIs Ref. no.	Proxy Value (2022 TOMs)	Project Targets	How will this commitment be achieved?	Example Commitments and Targets	Accountability for organisation of activity	Accountability for delivery of activity	Accountability for collation and sharing evidence with SoSu Manager/Lead
1.0 Social Mobility	1.1 Education									
	NT8	No. staff hours spent on local school & college visits (inc. preparation time)		£16.93	20 hours	Engaging with MEA Central who have a high proportion of South Asian learners (identified through LNA) we will partner with them to deliver several events throughout the academic year. Work with the university of Manchester to deliver career visits. We will deliver a session with Manchester college to promote apprenticeships in construction for students.	Organise a site visits for students interested in construction/STEM career Arrange and support the delivery of education engagement and careers awareness sessions/events.	SoSu Lead	Site Team Supply Chain	Doc Controller SoSu Lead
	1.2 Employment									
	NT1 NT3a,b,c,d NT4, a NT5, a NT6	No. of local people hired or retained on contract	4 KPI,1a, 1b, 2a,2b	£31,285.00	1 FTE 100%	-Target of 3 no. FTE of BAM workforce and supply chain workforce. Working with the QS we will engage with local supply chain where appropriate. Working with a subcontractor we will accommodate new	Support the creation of new jobs (FTE) from specific target group.	QS SoSu Lead PM	QS PM	QS Document Controller

BAM SoSu Priorities	TOMs	Measures - BAM TOMs (Themes, Outcomes and Measures):	P23 KPI MCC KPIs Ref. no.	Proxy Value (2022 TOMs)	Project Targets	How will this commitment be achieved?	Example Commitments and Targets	Accountability for organisation of activity	Accountability for delivery of activity	Accountability for collation and sharing evidence with SoSu Manager/Lead
						employment for a cleaner through supported employment scheme.				
	NT11	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	KPI 6 KPI 7	£105.58	8 hours	Working with MACC and Southway housing we will pattern with preexisting training and employment programmes to support people back into employment.	Support as a result of employability programmes or support(develop, recruit and/or deliver) for unemployed people.	BAM Employees	BAM Employees Supply Chain	BAM Employees Sосу Lead
	1.3 Training									
	NT10	No. of weeks of apprenticeships and/or T levels on the contract	KPI 3a, 3b, 4a, 4b	£251.79	25 Weeks	<p>Engage with Supply chain and Bam to bring apprentices to site.</p> <p>Targeted packages supply chain for apprenticeship engagement:</p> <ul style="list-style-type: none"> - Steel works - Brick - Internal Wall and partitions - Internal doors - Flooring - ME - Groundworks - Scaffolding <p>Depending on length and size of package we will ask our supply chain to deliver weeks of apprenticeships. This can be conducted both on and off site across technical and non-technical areas.</p>	In order to support our supply chain we will offer them support around apprenticeship levy's in order to access funding.	QS PM Supply Chain SoSu Lead	PM QS Supply Chain	Doc Controller Line Manager Supply Chain

BAM SoSu Priorities	TOMs	Measures - BAM TOMs (Themes, Outcomes and Measures):	P23 KPI MCC KPIs Ref. no.	Proxy Value (2022 TOMs)	Project Targets	How will this commitment be achieved?	Example Commitments and Targets	Accountability for organisation of activity	Accountability for delivery of activity	Accountability for collation and sharing evidence with SoSu Manager/Lead
	NT12	No. of weeks of meaningful work placements / pre-employment courses (1-6 weeks unpaid)	KPI 8, 9	£194.50	4 weeks 100%	Working with local Universities and local work and skills team at the council we will proactivity recruit individuals for work placements who have an interest in construction and/or are doing construction course.	Arrange work experience and work trails placements no less than 1 week each.	SoSu Lead Supply chain	Site team Supply Chain	SoSu Lead Doc Controller
2.0 Social Inclusion	1.1 Community Engagement									
	NT28	£ value of donations or in-kind contributions to local community projects (inc value of materials)		£1.00	£4,000.00	Identify charity partners through MACC to deliver targeted delivery in Old Moat. Partner with Manchester city council to support Withington Village investment scheme and age friendly neighbourhood scheme for extra seating around Copson Street and Withington Library.	Support community projects / campaigns like the take a seat campaign in Withington focusing on being an age friendly neighbourhood.	SoSu Lead QS	PM Supply Chain	SoSu Lead
	2.2 Diversity									
	NT21	Equality, diversity & inclusion training for staff & supply chain		£101.00	15	Using the Sustainability Supply Chain School we will offer all our supply chain the possibility to complete diversity equality and inclusion training. Working with organization such as MACC or Manchester Mind we will invite a speaker from a voluntary group to deliver training within age friendly month around how to be age friendly.	Delivery of health & wellbeing initiatives & diversity & inclusion training for the Bam project team. Toolbox talks focused on awareness raising around health, wellbeing, diversity & inclusion and specifically around	SoSu Lead	Supply Chain PM	SoSu Lead

BAM SoSu Priorities	TOMs	Measures - BAM TOMs (Themes, Outcomes and Measures):	P23 KPI MCC KPIs Ref. no.	Proxy Value (2022 TOMs)	Project Targets	How will this commitment be achieved?	Example Commitments and Targets	Accountability for organisation of activity	Accountability for delivery of activity	Accountability for collation and sharing evidence with SoSu Manager/Lead
3.0 Foundational Economy	3.1 Progressive procurement									
	NT18	Total amount spent (£) in the local supply chain through the contract	KPI 5	£0.75	Target in development	The QS will provide three options to the client. There will be options for package which will fall under local spend with supply chain. Local definition is 30 miles.	Project local spend in second stage pricing and promote the use of local suppliers with commercial team	QS	QS	QS
	3.2 Investment in VCSEs (Social Businesses)									
	NT14	Total amount (£) spent with VCSEs in the supply chain		£0.12	Target in development	Encourage commercial to ask the client to think about working with a social enterprise for waste management owing to the societal benefit it will bring.	Encourage supply chain spend with VCSEs as a result of the project	QS	QS	QS
	3.3 Volunteering									
	NT29	No. of hours volunteering time to support local community projects	KPI 10	£16.93	20 hours	Support schemes and initiative that are delivered by CIC and VCSEs like MACC, and Old Moat Community Learning Hub. We will work with GM digital to provide volunteering hours and expertise advise for the elderly and those digitally excluded in Old Moat with the hope that it will bridge the gap between social groups within Withington.	Facilitate volunteering support for local community initiatives. Computers for beginners at Old Moat Community Learning hub.	Site Team SoSo Lead	Site Team Supply chain Bam employees	SoSo Lead Doc controller
	NT15	No. of hours provision of Expert Business Advice to VCSEs and MSMEs	KPI 10		10 hours	Provide expertise advice around social media training and advice on finance for social enterprise Cracking Good Food.	Engage with local VCSE and CIC to understand their needs and produce a plan for support.	Bam employees SoSo Lead	SoSo Lead Site Team Supply chain Bam employees	Bam employees SoSo Lead

NB: Targets have been set based on the current stage of design, and insights from the local needs analysis. The delivery of targets have been suggested at time of writing the SoSu plan at the stage of submitting this planning condition (11/06/2024). Targets will be reviewed once we have completed RIBA 4 stage.

3.2 Pre-Commencement Social Sustainability Checklist

Prior to project work commencing, the SoSu Lead will sit down with the project team and work through this document and cover the below so that the project team are aware of commitments, time frame, partners and approach to social value on the project.

Suggested topics to cover	Explanation to team completed
Agree a date for Project Team Briefing to take place	☐
Headline local needs shared, using LNA to support the conversation	☐
Commitments explained	☐
BAM TOMs	☐
Additional Client or Framework TOMs/KPIs	☐
Additional requirements above client/framework needs	☐
Early supply chain engagement	☐
Opportunities for local engagement	☐
Key contacts	☐
Reporting requirements	☐
Roles and responsibilities identified	☐
Key milestones & timelines	☐
Training	☐
Access to systems to capture data	

4.0 Managing Stakeholders

4.1 List of Social Sustainability Partners & Stakeholders

In this section, list all key social sustainability related partners and stakeholders involved in the contract. This includes any organisation that will assist in delivering the Social Sustainability activities on the project. This list is not exhaustive and will be continuously reviewed and updated throughout the contract.

Name of organisation	Activity	Relevant Tom	P23 KPI Ref MACC KPI ref	Contact Name	Contact details
Manchester Work and Skills team	Long term unemployed Support for marginalised groups	NT3a,b,c,d NT4, a NT5, a NT6	KPI 1a,1b,2a,2b, 6	Ian Mulligan	ian.mulligan@manchester.gov.uk
O&B	Long term unemployed Support for marginalised groups	NT3a,b,c,d NT4, a NT5, a NT6	KPI 1a,1b,2a,2b	Josie Dowling	j.dowling@oandb.co.uk
MACC	Expertise advice Volunteering hours	NT15	7	Richard Phillips	richard.phillips@macc.org.uk

GM Chamber of Commerce	Local Spend Skills and employment	NT18 NT14	2 KPI 5	Subrah Krishnan Harihara	info@gmchamber.co.uk
Southway Housing	Community engagement in Old Moat	NT14	1&3	Freya Blaney	0161 448 4200
The University of Manchester	Work experience	NT12	KPI 6	TBC	recruitment@manchester.ac.uk
Manchester Enterprise Academy (MEA) Central	Targeted STEM activity	NT8		Frances Ling	admin@meacentral.org.uk
O'Neil and Brenan	Local Employment	NT1	KPI 1a, 1b, 2a, 2b	Josie Dowling	j.dowling@oandb.co.uk
Manchester metropolitan	Work experience	NT12	KPI 8,9	TBC	talent@mmu.ac.uk
Manchester College	Apprenticeship event	NT8		Martin Wilcock	mwilcock@tmc.ac.uk
Salford university	Work experience	NT12	KPI 8,9	N J Harris	N.J.Harris@salford.ac.uk
Cracking Good Food	Expertise advise given	NT15	KPI 10	Tracey	tracey@crackinggoodfood.org
Community Minded	Community volunteering	NT12 NT28	7 KPI 10	Paula O'Reilly	07718286250
GM digital	Volunteering for community cohesion	NT28 NT15	7 KPI 10	Charlotte Knight	charlotte.knight@greatermanchester-ca.gov.uk
MACC	Policy			Emily McKinnell	emily.mckinnell@macc.org.uk
Construction Skills People	Support skills development for employment	NT3a,b,c,d NT4, a NT5, a NT6	KPI 3a,3b,4a,4b	Darren Pond	darren.pond@skillspeoplegroup.com
PlanBEE	Shared apprenticeship scheme		KPI 3a,3b,4a,4b	Steve Logan	Steve.logan@gateshead.ac.uk
Manchester Construction Skills Network	Training and employment	NT3a,b,c,d NT4, a NT5, a NT6	4 KPI 8,9	Ian Mulligan	ian.mulligan@manchester.gov.uk
Withington Village Regeneration Partnership	Donation and investment into VCSEs in Withington	NT28	7&8	Dave Payne	withington.village@manchester.gov.uk
Apprenticeship Levy	Support small and micro businesses with funding for apprentices		2 KPI 3a,3b,4a,4b	Lyle Morgan	lyle.morgan@bam.com

4.2 Social Sustainability Engagement and Delivery Plan

Below highlights how the social value plan will be delivered while in planning stage and whilst on site. The dates of this delivery plan are subject to chance in accordance to upcoming opportunities with partners and stakeholders.

Social Sustainability Engagement and Delivery Plan			2024												2025											
Month of planned activity			J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
SoSu Activity	Partner Stakeholder	Accountability																								
Local Needs Analysis	Bam	SoSu Lead																								
Engage with suitable partners	Various	SoSu Lead																								
SoSu Plan	Bam, Withington Trust	SoSu Lead SoSu BP																								
Expertise Advice for basic Finance training	Cracking Good Food	BAM employees																								
Expertise Advice for Social Media Training	Cracking Good Food	Bam Employees																								
Where appropriate target local spend	BAM	PM, QS																								
Where appropriate target local employment	BAM	PM, QS																								
Targeted employment for long term unemployed for cleaner role	Manchester Skills and	QS																								
Year Long STEM Activity	MEA Central academy	SoSu Lead, PM																								
volunteering with Age Friendly Champions	Southway Housing Trust	SoSu Lead																								
Apprentices onsite	Bam, Supply chain	Site team QS																								
2 week onsite work experience	University of Manchester	Site Team, SoSu Lead																								
Work experience with subcontractor	Manchester Metropolitan University	Subcontractor																								
Work experience with subcontractor	Manchester Metropolitan University	Subcontractor																								
Digital inclusion training	GM Digital	Bam Employees																								
Offer EDI training to all Supply Chain	Supply chain sustainability school	SoSu Lead																								
Provide C.V and mentoring for individuals who are long term unemployed	MACC	SoSu Lead																								
Case Studies around SoSu activity	Bam, Withington Trust	SoSu Lead																								
Toolbox talk on age friendly event for age friendly awareness month	MACC	SoSu Lead																								
Event to promote apprenticeships with construction students	Manchester college	SoSu Lead																								

NB: Targets have been set based on the current stage of design, and insights from the local needs analysis. The delivery of targets have been suggested at time of writing the SoSu plan at the stage of submitting this planning condition (11/06/2024). Targets will be reviewed once we have completed RIBA 4 stage .

4.3 Stakeholder Engagement

BAM has a success of delivering social value within Manchester and the project at Withington will be no different; to ensure this BAM will partner with a broad range of partners that target local need to maximise the impact of our social value engagement in South Manchester.

Local Needs Analysis

In order to target our activity we will adopt several approaches to understand the best position for developing strategic social value delivery. Katie Tilyard has conducted a Local Needs Analysis which is a piece of research that has identified key social deprivation for us to focus our support on. The Local Needs Analysis for Withington has indicated support for the vulnerable elderly in the Old Moat ward, support to students through placements and the South Asian families within Withington. It has also allowed us to think about how we will target local labour by identifying key partners within Manchester. The LNA and cost plan has supported us to think about how we will encourage apprentices to work on the Withington team.

We have used the Local Needs Analysis in order to scope and identify partners within the Old Moat/Withington area that address local need.

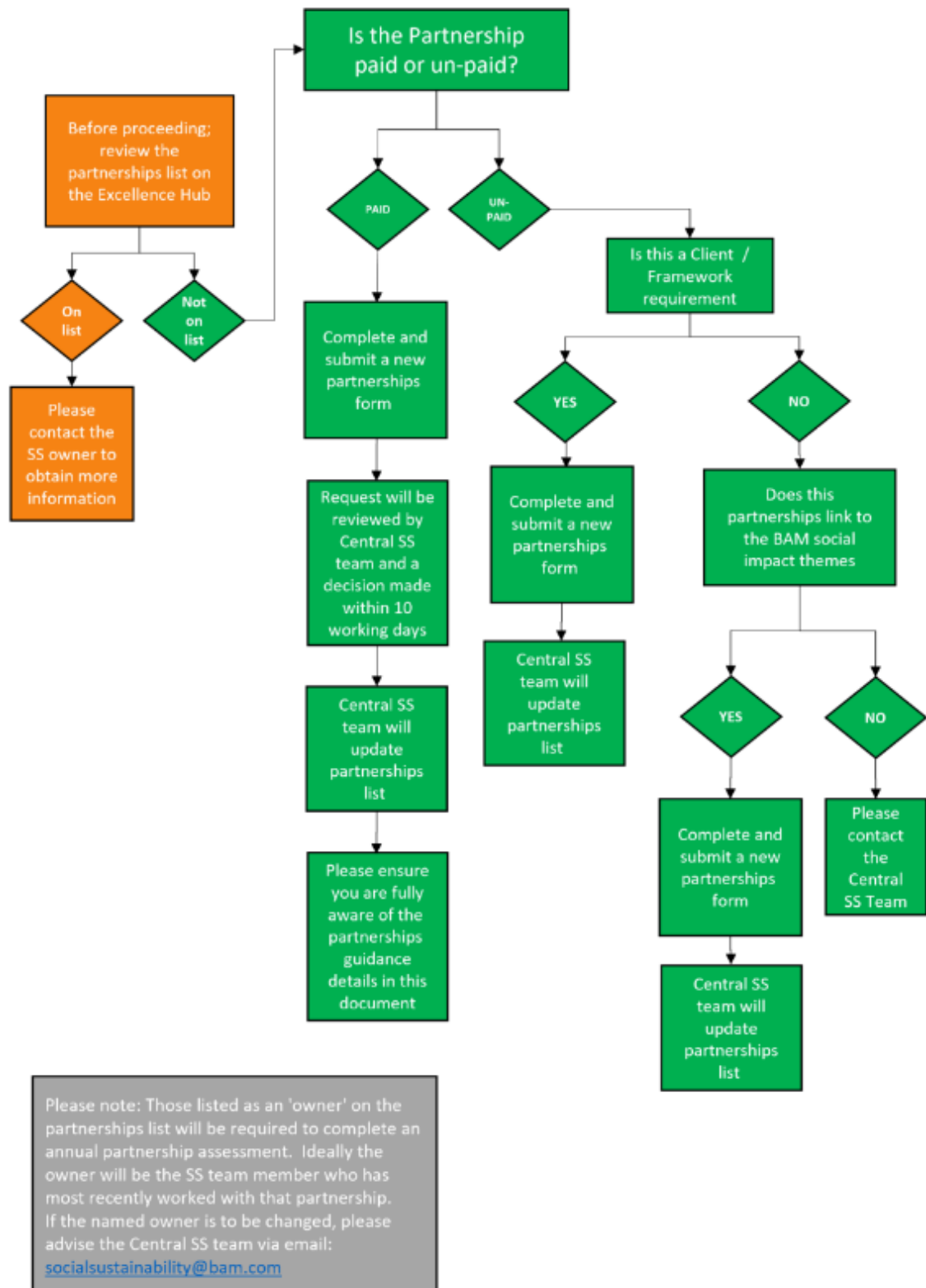
The Local Needs Analysis will be provided upon request.

Early Engagement & Stakeholder Identification

Identifying our partners early has allowed us to already think about supporting our targets in giving expertise advice to a Social Enterprise within the locality. This has enabled us to think about supporting other areas of social value activity which we need to be construction to have maximum benefit, i.e. work experience and supply chain engagement.

BAM conduct due diligence with every stakeholder they partner with to ensure of all partners and projects they support in order to maintain the maximum benefit to the community we build in. We have a in depth Stakeholder management process which provides clarity on the Stakeholder Management process and best practice to ensure BAM can deliver at a consistently high standard. The process for choosing our partners is identified below.

Figure 1 – Partnership Flow Chart



5.0 Reporting

BAM employs a standardised approach to Social Sustainability across all projects, guaranteeing consistent and impactful Social Sustainability delivery. This approach encompasses a comprehensive group of policies, procedures, and tools that facilitate the effective measurement and reporting of social sustainability outcomes. Our comprehensive Social Sustainability approach consistently delivers impactful social sustainability across all our projects, contributing to the positive transformation of communities and fostering sustainable development.

5.1 Performance against targets

SMART Commitment Mapping

All social commitments are mapped against the program at tender stage to ensure they are SMART (Specific, Measurable, Achievable, Relevant and Time-Bound). This upfront alignment ensures that social commitments are well-defined, achievable, and aligned with project milestones.

Social Sustainability Reporting Tool (SSRT)

We have developed in-house, a bespoke Social Sustainability Reporting tool, aligned with the National TOMs. The tool was launched in 2023 across BAM UK&I, and aligns social sustainability reporting across our business, providing a consistent approach to how we collect, manage, and report our social sustainability. Our teams will report on a monthly cycle and the tool will provide live project dashboarding at the click of a button, enabling project teams to check how their project is progressing against project targets, our business target of 35% by 2026 Social & Local Economic Value, individualised KPI data, and insights. This real-time visibility enables proactive course correction and optimisation of social sustainability outcomes.

System integrations and automations enhance data quality and quantity, particularly regarding procurement and local employment. This data-driven approach drives productivity gains and informs decision-making.

The Social Sustainability lead will create a new project on the Social Sustainability Reporting Tool (SSRT). This will contain a target tracker. Commitments should be mapped against the construction programme as early as possible and informed estimates made for when activities will occur. Monthly data capture will then track against the estimated programme, providing insight into real time progress against targets. All information is GDPR compliant. Our team work in line with a comprehensive Manual which guides them on how to use the SSRT, detail about TOMs and appropriate evidence to upload.

BAMSI (Sustainability Index)

BAM monitors sustainability on every project monthly, recorded and benchmarked via its BAMSI dashboard. All our projects receive a monthly sustainability rating (A-G), which incorporates social value measures and highlights areas where measurable improvements can be made.

Reporting Frequency and Format

During construction, a monthly reporting cycle ensures regular client updates, including quantitative dashboarding and qualitative narratives. This consistent communication maintains transparency and accountability throughout the project lifecycle. All projects are required to report monthly using the BAM Social Sustainability Reporting Tool. Data submissions for the month should be made no later than the 5th of the following month. Internal audit will be undertaken annually. External audits can be undertaken at the end of the project on request of the client.

The SSRT will produce dashboard reports that can be downloaded in PDF and included in client reports.



BAM collect data and evidence from a variety of sources, including

- The BAM Impact App - for use by our project team and supply chain partners in submitting evidence regarding social value delivery
- Access control systems - collecting information around EDI, training weeks, apprenticeships and local labour form systems such as M Site biometric turnstiles
- SAP – data automation into our bespoke system capturing spend information including local, micro, small and medium enterprises (MSMEs) and voluntary, community and social enterprises (VCSEs)
- Feedback mechanisms for beneficiaries (community groups/CVSEs/learners/new recruits etc) – including a range of qualitative/quantitative methods such as surveys, impact webs, testimonials, video interviews, case studies
- Supply chain, manufacturer/supplier and consultant social value performance reporting sheets
- Social Value Delivery Partner performance reporting sheets

6.0 Continuous Improvement Plan

Feedback requests

All recipient groups/individuals can attest to the effectiveness of support. In certain sensitive issues i.e. use of foodbanks, rehabilitation of ex-offenders, some may not wish to provide detailed feedback on their current, or past, circumstances. However, all recipients (where prudent) will be approached for feedback, often enabled through the voluntary group with whom they are affiliated. Before and after surveys offer key insight into the effectiveness of our measures, while indicating to our teams opportunities for improvement. All learning opportunities are celebrated at BAM, and implemented as a matter of course.