

# Social Value Framework



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# 1 Purpose

This document explains how Network Rail (NR) and our supply chains can proactively and positively manage our impacts on people and maximise the net 'social value'<sup>1</sup> we create.

It contributes to the Network Rail Story and helps deliver the social aspects of the vision within our Environmental Sustainability Strategy<sup>2</sup>.



**Figure 1:** Network Rail Story and social aspects of NR Environmental Sustainability Strategy 2020 to 2050 vision

Implementing this Framework contributes to compliance with legislation (e.g. Equality Act 2010, Public Services (Social Value) Act 2012, Modern Slavery Act 2015) and regulation (e.g. Public Contracts Regulations 2015). Other benefits of social value management are outlined in section 3.

<sup>1</sup> A definition of 'social value' and related terminology is provided in Appendix A.

<sup>2</sup> NR's Environmental Sustainability Strategy 2020 to 2050 addresses emissions (decarbonisation and air quality), biodiversity, waste and sustainable use of materials and weather resilience and climate change adaptation.

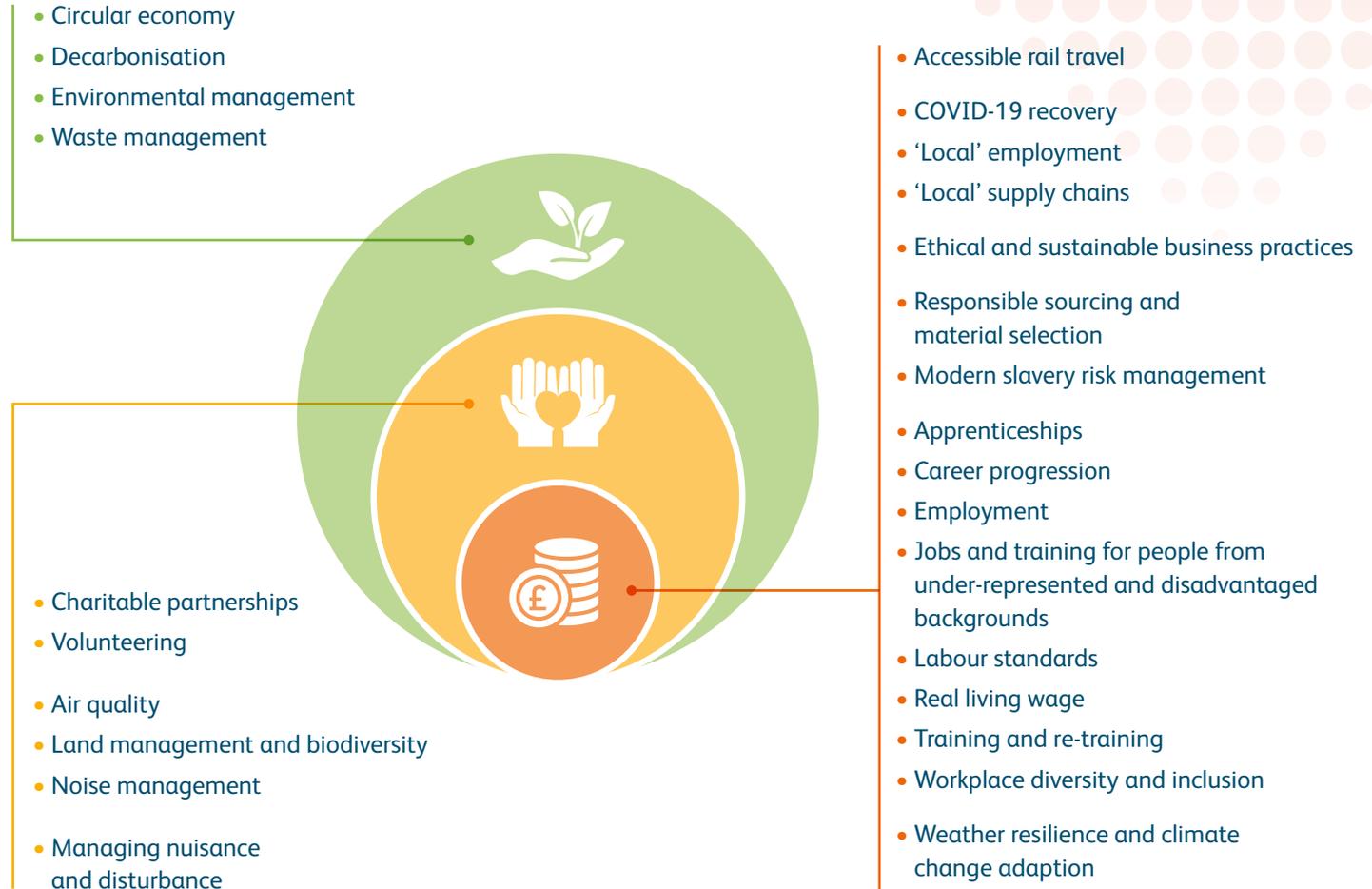
# 2 Scope

This framework supports Network Rail to identify and maximise positive impacts on people and manage or mitigate negative ones.

It helps us to make business decisions that respond to local needs.

It's aimed at teams, projects, and programmes whose work has the potential to cause material impacts on people – positive and negative, direct and indirect – particularly lineside neighbours and local communities.

Social value management is about adding value not cost. It is a golden thread through many of the activities that represent 'business as usual' for Network Rail (figure 2).



**Figure 2:** Business activities that have implications for social value, mapped to the 3 dimensions of sustainable development (environmental, economic, and social)

This framework therefore connects up national workstreams that have a social value element and encourages them to be related to local needs within each region. For example:

National workstream:	Safety	Wellbeing	Accessibility	Environmental management
<b>Social value implication</b>	Keeping people safe prevents costs associated with harm, to individuals and the public sector.	Promoting physical and mental health saves cost to the public sector and brings quantifiable wellbeing benefits to individuals.	Ensuring that people can make end-to-end journeys smoothly connects them to jobs, education, recreation, friends and family, boosts their finances and their wellbeing.	People's access to open space, and the quality of air, land and water around them, impacts people's health and wellbeing.



# 3 Benefits

By applying this Framework, Network Rail adds net positive social value to society that is over and above the gross value added (GVA) that is a core purpose of the rail network.

The extent to which we manage the social impacts of our activities and our supply chains has a ripple effect on the lives of people in multiple tiers of society (figure 3).



**Figure 3:** Different tiers of society impacted by Network Rail activities and supply chains, and examples of people impacted by the decisions we make.

## Managing, measuring, monetising, and reporting our social value enables Network Rail to:

- ✓ Better understand the risk and opportunity associated with our activities and to integrate that understanding into decision-making
- ✓ Demonstrate value added
- ✓ Strengthen relationships and attract external funding<sup>3</sup>
- ✓ Enhance our reputation.



## Conversely, failure to manage social value risks adding cost through:

- Legislative and regulatory breach (e.g. of Equality Act 2010)
- Complaints and subsequent delay to operations or projects
- Negative media coverage and reputational harm
- Buildings and infrastructure (including plant) being built to regulatory minimums and requiring adaptation if and when standards are raised.<sup>4</sup>

<sup>3</sup> Local authority partners in station redevelopments, for example, typically expect social value to be demonstrably generated for their local communities.

<sup>4</sup> We will assess the risk of future regulation changes and make sensible risk-based judgements.

# 4 Social value priorities, ambitions and goals

Network Rail advocates the UK Government’s Social Value Model<sup>5</sup>, adapted to the context of rail<sup>6</sup> (table 1). This aligns with priorities of governments in Wales and Scotland. ‘COVID-19 recovery’ is an ‘umbrella’ priority that sits across three social priorities.

Economic prosperity	Equal opportunity	Wellbeing
<p>Working with our supply chains and partners, we will develop people’s <b>skills</b> and support <b>educational attainment</b>, provide opportunities for <b>employment</b> and for <b>training</b>.</p> <p>We’ll enhance the <b>resilience and capacity of our supply chain</b>.</p> <div data-bbox="129 790 936 944"> </div>	<p>Working with our supply chains and partners, we’ll work towards an <b>inclusive rail network</b> and promote <b>workforce diversity and inclusion</b>.</p> <div data-bbox="1003 790 1482 944"> </div>	<p>Working with our supply chains and partners, we will promote community <b>integration</b> and enhance people’s <b>physical and mental wellbeing</b>.</p> <div data-bbox="1541 790 2020 944"> </div>
<p>Network Rail is committed to helping achieve the United Nations Sustainable Development Goals. These priorities contribute to 11 of the 17 goals. Our Environmental Sustainability Strategy 2020 - 2050, and wider environmental plans, help us work towards the remaining 6.</p>		
<p style="text-align: center;"><b>COVID-19 recovery</b></p> <p style="text-align: center;">Working with our supply chains and partners, we’ll <b>help get passengers back onto the railway</b> and <b>help local communities recover</b> from the impact of COVID-19.</p>		

**Table 1:** Network Rail’s social value priorities and ambitions and alignment with United Nations Sustainable Development Goals

<sup>5</sup> A link to this and links to other relevant social value documents are provided in Appendix B.

<sup>6</sup> The UK Government’s Social Value Model includes a fifth theme, ‘Fighting climate change’. That is addressed through NR’s Environmental Sustainability Strategy 2020 to 2050 rather than this Social Value Framework.

Tables 2 to 5 provide ideas for goals that can be adopted by regions where there is local need. Goals are mapped to stakeholder groups best placed to achieve them and to national approaches already in place that involve Network Rail.

Priority	What we can do (goals)	National approach to which goal relates	Key stakeholder group		
			Network Rail	Supply Chains	Industry Partners
COVID-19 Recovery	Help get passengers back onto the railway. <sup>7</sup>	Rail Industry Recovery Group work	Y		Y
	Support employment, re-training and return to work opportunities for those left unemployed by COVID-19.	NR Kickstart programme	Y	Y	Y
	Support people and communities to manage and recover from the impacts of COVID-19, including those worst affected or who are shielding.	<a href="#">NR Volunteer Leave Policy</a> <sup>8</sup>	Y		
	Support organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver services.	<a href="#">NR Payment Terms</a> to suppliers	Y	Y	Y
	Support the physical and mental health of people affected by COVID-19, including reducing the demand on health and care services.	NR Occupational Health and Wellbeing Strategy <a href="#">NR Volunteer Leave Policy</a>	Y		
	Improve workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.	Relevant Government's COVID-19 regulations	Y	Y	Y

**Table 2:** Goals contributing to the priority 'COVID-19 recovery'

<sup>7</sup> For example, by: (i) improving accessibility so that people who couldn't previously travel can (ii) by promoting green travel credentials so that people seeking sustainable travel options choose rail (iii) by, as train operating companies are increasingly seeking to do, connect better with local communities so that individuals feel a sense of connection to rail and choose it as a travel option.

<sup>8</sup> NR's Volunteer Leave Policy enables colleagues to spend up to 5 days per annum supporting any registered charity of their choice. Colleagues typically identify and organise volunteering direct with charities. Some volunteering opportunities are shared through NR's Charity Ambassador network.

Priority	What we can do (goals)	National approach to which goal relates	Key stakeholder group		
			Network Rail	Supply Chains	Industry Partners
Economic Prosperity	Support opportunities for entrepreneurship and help new, small organisations to grow, supporting economic growth and business creation.	<a href="#">NR SME Action Plan</a>	Y	Y	
	Communicate employment and training opportunities, particularly to people who face barriers to employment and/or who are in deprived areas.		Y	Y	Y
	Support educational attainment, including training schemes that address skills gaps and result in recognised qualifications.	NR national apprenticeship programme	Y	Y	Y
	Facilitate science, technology, engineering, maths (STEM) skills amongst young people and inspire them to follow careers in STEM and rail.	NR national STEM and early engagement programmes	Y		
	Create a diverse supply chain, involving small and medium enterprises (SMEs), voluntary, community and social enterprises (VCSEs) and mutuals.	<a href="#">NR SME Action Plan</a>	Y	Y	
	Support innovation and disruptive technologies throughout the supply chain to deliver lower cost and/or higher quality goods and services.	Rail Technical Strategy Capability Delivery Plan	Y	Y	Y
	Support the development of scalable and future-proofed new methods to modernise delivery and increase productivity.	Rail Technical Strategy Capability Delivery Plan	Y	Y	Y
	Collaborate throughout the supply chain, with a fair and responsible approach to working.	<a href="#">NR Fair Payment Charter</a> NR Code of Business Ethics NR Living Wage Employer accreditation <a href="#">Supply Chain School</a> partnership	Y	Y	Y
	Act to identify and manage cyber security risks.	NR Business Continuity Management (BCN) framework	Y	Y	Y

**Table 3:** Goals contributing to the priority ‘Economic prosperity’

Priority	What we can do (goals)	National approach to which goal relates	Key stakeholder group		
			Network Rail	Supply Chains	Industry Partners
Equal opportunity	Further improve accessibility of stations and rail infrastructure and inclusivity of rail travel for all, including those with disabilities.	<a href="#">DfT Inclusive Transport Strategy</a> <a href="#">TfS National Transport Strategy 2</a> <a href="#">NR Inclusive Design Strategy</a> <sup>9</sup>	Y	Y	Y
	Act to increase the representation of disabled people in the workforce.	<a href="#">NR Everyone Matters Strategy</a> <sup>10</sup>	Y	Y	Y
	Support disabled people in developing new skills, including through training schemes that result in recognised qualifications.	<a href="#">NR Everyone Matters Strategy</a>	Y	Y	Y
	Identify and tackle inequality in employment, skills and pay in the workforce.	<a href="#">NR Everyone Matters Strategy</a>	Y	Y	Y
	Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills.	<a href="#">NR Everyone Matters Strategy</a>	Y	Y	Y
	Further identify and manage the risks of modern slavery.	<a href="#">NR Code of Business Ethics</a> <a href="#">NR Anti-Slavery and Human Trafficking Policy</a>	Y	Y	Y

**Table 4: Goals contributing to the priority ‘Equal Opportunity’**

<sup>9</sup> The NR Inclusive Design Strategy is implemented through use of tools such as a standard, a manual and diversity impact assessments (DIAs).

<sup>10</sup> Implementation of NR’s Everyone Matters Strategy involves facilitation of affinity networks, pay gap reporting and other initiatives.

Priority	What we can do (goals)	National approach to which goal relates	Key stakeholder group		
			Network Rail	Supply Chains	Industry Partners
Wellbeing	Support improvements to the quality of work ('decent' or 'good' work)	NR People Strategy	Y	Y	Y
	Support physical and mental health in the workforce.	NR Occupational Health and Wellbeing Strategy NR Safety Policy – 10 Lifesaving Rules NR Safety Taskforce NR Principal Contractor Licensing Scheme	Y	Y	Y
	Support the safety, physical and mental health of passengers and members of the public around the rail network. <sup>11</sup>	NR Suicide Prevention Programme NR Level Crossing Risk Reduction Programme NR national safety campaigns NR educational resources	Y	Y	Y
	Manage or mitigate risk of negative impacts of rail activities on people. For example, through noise, disruption, and poor air quality.	NR Occupational Health and Wellbeing Strategy NR Environmental Sustainability Strategy <sup>12</sup>	Y	Y	Y
	Collaborate with users and communities in codesign and delivery of buildings, infrastructure, assets, and services. <sup>13</sup>	NR Our Principles of Good Design	Y	Y	Y
	Take action to support strong, integrated communities. <sup>14</sup>	<a href="#">NR Volunteer Leave Policy</a> NR payroll giving NR Bucket Collection / Contactless Donation Policy <a href="#">NR Routes Out of Homelessness Programme</a>	Y	Y	Y
	Strengthen and expand our activities with community rail partners and volunteers, including around disused assets.	NR Biodiversity Action Plan NR community rail activity	Y		Y

**Table 5: Goals contributing to the priority 'Wellbeing'**

<sup>11</sup> For example, enabling access to green and public spaces for exercise and recreation.

<sup>12</sup> The scope of NR's Environmental Sustainability Strategy 2020 to 2050 is separate and additional to this Social Value Framework and includes emissions (decarbonisation and air quality), biodiversity, waste and sustainable use of resources and weather resilience and climate change adaptation.

<sup>13</sup> This includes 'socio-technical construction'.

<sup>14</sup> For example, through even better community consultation, engagement and involvement.

# 5 Application

## 5.1 Regional roadmaps

Each Region applies this framework by creating and implementing their own social delivery roadmap, either as a stand-alone document or integrated into local plan(s).

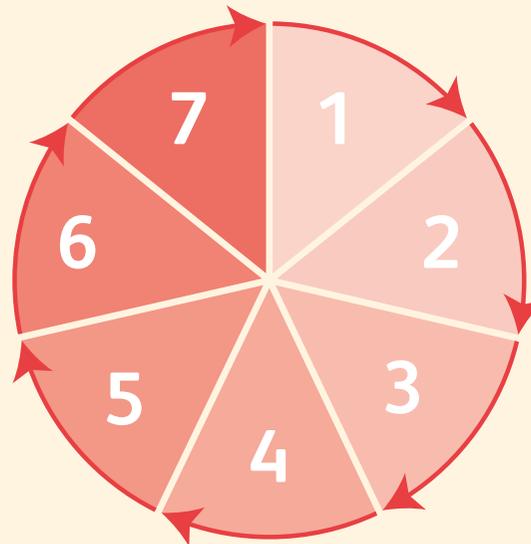
Regions choose the priorities, ambitions, and goals to address within those plans, according to local need. By applying this framework there is consistency, albeit with variation, across regions in approaches to social value.

Project teams and functions within regions can build social value into their project requirements. Operations (e.g. access planning and maintenance) can integrate social value into their planning.

National teams may also apply this framework to contribute to delivery of value in regions.

## 5.2 Process

Social value can be managed most effectively when embedded in operations, projects, or programmes from the outset. Figure 4 proposes a simple process.



**Figure 4:** Process for social value management

1. Identify and engage\* with stakeholders
2. Understand local need, opportunity and risk
3. Agree priorities, ambitions, goals and any targets
4. Plan to achieve goals – include metrics and indicators
5. Implement plan
6. Track and report progress against goals and any targets
7. Amend plans to achieve continuous improvement

\*Stakeholder engagement continues and evolves throughout process.

### 5.3 Technical support

Specialist social value resource is employed in some regions and supports their local projects, programmes and teams.

All regions can develop social value capacity by developing the knowledge and capability of their people. Technical Authority has defined a capability framework to help with this.

The Social Performance Team within Technical Authority's Environment and Sustainable Development function provides technical expertise and facilitates collaboration, for example through the National Social Value and Charities Panel<sup>15</sup> and Social Value, Community of Practice<sup>16</sup>.

The team is agile in its approach to best respond to the evolving needs of regions and national teams. It supports integration of social value into business processes (e.g. Environmental and Social Appraisal – ESA). With regions, the team is compiling a suite of materials to support application of this Framework – a 'Social Value Toolkit'. For example, with Eastern, the social performance team is identifying how social value can add value at each stage of the PACE process.



<sup>15</sup> The Panel meets quarterly.

<sup>16</sup> This is an evolution to the previous Social Performance Improvement Group (SPIG).

## 5.4 Forecasting, measurement and reporting

An RSSB-led project, co-funded by Network Rail, is updating the Common Social Impact Framework for Rail and integrating it into an on-line Rail Social Value Tool (RSVT). This Tool will go live in November 2021.

RSVT will provide Network Rail, our supply chains, and our industry partners with:

- Social value metrics, indicators, and monetised values relevant each goal and including:
  - All reporting metrics within the UK Government Social Value Model
  - Monetised values that have been compiled in accordance with UK Treasury Green Book principles.
- Functionality to:
  - Forecast and model social value (e.g. at project inception)
  - Collect data from teams, projects or programmes at frequencies determined by the user
  - Aggregate data and show in reporting dashboards
  - Analyse social value performance of completed projects.

This will enable the social return on investment of projects and workstreams (e.g. accessibility, STEM activities, community rail) to be forecasted, tracked, measured and reported.

The Social Performance Team within Technical Authority's Environment and Sustainable Development function will:

- Organise communications to make our business aware of the RSVT
- Organise training for colleagues to use the RSVT
- Support the join-up of the RSVT with other reporting systems.

Supply chain partners might be using other social value tools. This difference can be accommodated if definitions of metrics and indicators align with those within RSVT.

Robust reporting outputs from the RSVT will support communications, build trust with partners and pride amongst teams. It will demonstrate exactly how social value management contributes to the Network Rail story.

# 6 Examples of what we do well

## EASTERN

Eastern Region is integrating consideration of social value into capital projects.

### The Midland Mainline Programme

This programme used community engagement to determine an approach to vegetation clearance:

#### Issue

SPL Powerlines UK Ltd (SPL) are working with Network Rail (NR) to design and install Overhead Line Electrifications (OHLE) on the Key Output 1a (KO1a) project on the Midlands Mainline. The route passes through the residential areas of Rushton, Desborough and Market Harborough.

In order to accommodate the OHLE installation and operation, vegetation must be cleared from the rail to 6.5m to the boundary fence. Vegetation works are predominantly conducted at during possession, increasing the risk of complaints due to noise and/or nuisance. Vegetation clearance works can have an impact on local biodiversity and habitats which in turn can impact recreational areas for local residents.

#### Solution

As part of the project Communication Strategy, a Community Engagement Event was held online via Microsoft Teams to inform residents of upcoming de-vegetation works and associated mitigations.

Although a full set of ecological assessments are in place to facilitate the works, SPL recognise that we do not know the environment as well as the landowners that live within it day by day and as such during the event the community were encouraged to contact the Network Rail Helpline to notify SPL of an ecological concerns they may have.

#### Results

Two notable reports were received via the Helpline relating to birds' nests in one area and an otter holt in another. The SPL Environment Team visited the sites with the residents to determine whether additional ecological studies were required.

Bird boxes were identified and reported to the vegetation contractor to ensure that the vegetation works did not impact these boxes. An ecologist was appointed to undertake an extended otter survey with the local resident who reported the potential holt. This transparent approach allowed the residents to be informed throughout the survey process.

#### Benefits

The engagement event helped highlight the need for regular community engagement to ensure that all ecological aspects are covered, so appropriate mitigations can be put in place.

Stakeholder inclusion is a key principle of social value and by listening to, and acting on concerns of stakeholders, SPL were able to have apposite impact on community relations and the local ecology. SPL aim to use this approach along the whole route to ensure vegetation is managed in terms of the KO1a Sustainable Land Use Plan which is reliant on community involvement.

## Middlesbrough and Darlington station projects

There's a social value strategy associated with the Middlesbrough and Darlington station projects. We're monitoring the Local Multiplier (LM) and Gross Value Added (GVA) scores our activities generate.

Teams are working with local partners to optimise the benefits created for local people, for example, with:

- Centre Point North East to address homelessness, particularly amongst young people
- Samaritans and British Transport Police around community safety
- Access for All UK to create inclusive infrastructure
- Tees Valley Community Foundation and community rail groups on social inclusion.

## Transpennine Route Upgrade programme

This programme has assessed three tiers of social and economic values that could be generated by design, construction and into operation – £946m, £1.18bn and £1.57bn. The highest value can be achieved by employing a higher number of apprentices.

These are values that could be delivered above and beyond the benefits assessed as part of the Economic Assessment for the Business Case agreed with the Department for Transport, which considered macro-economic outcomes including increased capacity and improved journey time.

This calculation process involved extensive consultation, workforce forecasting (in partnership with National Skills Academy for Rail) and application of the RSSB Common Social Impact Framework for Rail v01. It illustrates how 'doing business as usual, even better' might deliver significant benefit.

## Further projects in the Eastern region



1. School children in Upminster learn how to stay safe around the railway.
2. Hexham school benefits from Network Rail's digital donation.
3. Members of the local community planting trees at Hadley Wood station.

“ If we can build a railway and, in doing so, leave 50 people with a better job and 30 people with the idea of coming into the rail industry and have cleaned up a local play park, why wouldn't we? ”

Senior Programme Manager, Network Rail Eastern Region

## NORTH WEST AND CENTRAL

### Rough-sleeping pilot outreach service

Network Rail has signed the Rough Sleeping on Rail Charter. To support this, we're running an innovative 12 month rough-sleeping pilot project with our Routes out of Homelessness charity partner, Shelter.

In October 2020 we introduced rough-sleeping outreach teams to Manchester Piccadilly and Birmingham New Street stations. Each team consists of six members, some of whom have lived experience of homelessness.

The outreach teams walk around the stations looking out for people who may be rough sleeping. Station staff – and colleagues from Northern Rail and British Transport Police – can also contact outreach team members when they notice someone who might need support. A Shelter-staffed help kiosk has also been established on the concourse in Birmingham. When people in possible need are identified, Shelter offer direct tailored help to find accommodation and with processes needed to establish a more settled life, such as obtaining personal identification, registering with a doctor and accessing mental health support.

We've held focus groups run by British Transport Police to understand the different perceptions of the rail community about homelessness. We're now creating training to provide our people with the skills and confidence to approach and speak confidently with rough sleepers, then refer them to local support services (such as the outreach teams) and therefore

break the cycle of vulnerable people simply being moved on from a station to another site in the city. Katie is just one person helped. She's 49 years old, in ill health, and had been desperate to get off the streets for some time, but she'd been assessed as 'not in priority need' for accommodation in Manchester. In January, Shelter found Katie a bed for a first night, then brokered contact with specialist local support groups, and helped Katie find a secure placement in supported living accommodation. Katie is settling well. She has a support worker and is accessing support services to help her with her complex needs.

In less than six months, 113 people have been referred to the Shelter outreach teams; 43 supported into temporary accommodation and 6 into permanent accommodation. These people have ongoing support from Shelter's peer mentors. This support is anticipated to deliver around £850k of social value in a year.

Station staff are finding the project helpful, as Customer Services Assistant, Tony, explains:

"I'm really enjoying this project, seeing that we are helping people and treating them as human beings. Knowing that I have helped people that have been on the streets for a number of years to get into accommodation.

Shelter outreach engagement workers support people experiencing rough sleeping in and around Birmingham New Street station.



When speaking to people, if they want to, they will tell you their story and how they got there. A number of them are like you and me, had good jobs, in a relationship. Then it all went spiralling – they lost their job, their relationship broke down, they lost their home. They end up on the streets because they can't afford accommodation and friends can only put them up for so long. They won't be a priority with social accommodation. They then end up in a position to survive, begging to get enough funds for a hostel/bedsit or drink and drugs to numb it all out.

It has been a culture change to us at the station. Previously we were always moving people on back to the streets. Shelter have taught us how to engage better with homeless people."

The pilot project is therefore helping rough-sleepers, and rail staff are contributing to addressing homelessness in the cities of Manchester and Birmingham. Furthermore, as pandemic restrictions ease and passenger numbers increase, this work will have a positive impact on their station experience. We're continuously evaluating impacts and working out what to do at the end of the pilot year.

## Tree planting

At Chester Road station, we're working with the Tree Council and members of Wylde Green Neighbourhood Forum to plan and organise a tidy up (for example rectifying a badly leaning tree on an embankment) and replanting around the ramp areas in both Marston Road and Green Lanes.

Local residents have stated their gratitude and how they are looking forward to seeing the specimens grow and flourish.

## Best practice – biodiversity enhancement

### Port Sunlight Station – substation works

#### Collaborative working with NR and Tree Council

- Planting took place in early March over five days, with the aim to increase screening and biodiversity along the embankment where previous tree clearance had taken place.
- Planting of over 400 trees:
  - Native hedge at embankment top
  - Large native trees to provide screening
  - Silver Birch, Field Maple, Elm, Hawthorn, Dogwood, Spindle, Blackthorn, Privet and Hazel.
- Improved habitat and shelter for a range of species provided by the enhanced structural and biological diversity given by the varied tree mix, including Elm grown with resistance to disease.
- Engaged with local residents throughout the planning and delivery process.
- Challenges: site staff had not planted trees before working on the railway embankment required careful H&S planning, procurement process complications led to stakes being missed from the original order.

“ Working with communities impacted by railway projects provides benefits. Supporting initiatives, involving local schools, and engaging with learning programmes, takes effort.

Pairing a local school with an engineer, taking guided tours of the site, giving virtual updates, even sending a life-sized cardboard cut out to the school, all contribute to a feeling of community ownership. It is their railway project, in their area, with real local involvement. Gone are the days of a blank hoarding shielding a mysterious impersonal project with no connection to the community around it. ”

Town Planning Manager, North West & Central Region

## Further projects in the North West and Central region



1. Green-fingered volunteers from Network Rail and Friends of the Shakespeare line transformed flower planters for passengers at Birmingham New Street station.
2. Artmongers' from the Lewisham School of Muralism created a striking new mural to welcome passengers to London Euston station.
3. Birmingham New Street Christmas Eve meal 2018 – volunteer serves food to people experiencing homelessness.

## SCOTLAND

### Charitable donations

Simon, a Customer Service Assistant at Edinburgh Waverley Station, has collected and reconditioned around 80 donated bikes and passed them on to beneficiaries in areas of economic deprivation around the city.

Just before Christmas 2021, 20 bikes were delivered to Hibernian Football Club Community Foundation for use by their Mental Health Initiative and Local Schools' Programme.

### Providing food to people from disadvantaged backgrounds

Glasgow Central station, Sikh Community (Glasgow) and Simon Community (one of Scotland's largest homelessness agencies) have an ongoing commitment to provide food to people from disadvantaged backgrounds.

In December 2021, we joined forces to provide hot food parcels for homeless people in and around Glasgow city centre. Within the context of being subject to tight pandemic restrictions, the team from Glasgow Central allocated a section of the station for their partners to use. Members of the Sikh community prepared the food on Christmas Eve then transported the food on Christmas Day to the station, where it has handed out to people in need.

### Working with the Scottish Prison Service

Scotland's Railway is in the process of finalising a programme to provide up to 24 Personal Track Safety (PTS) training places over 6 workshops per annum. The programme will target offenders nearing release from their custodial sentence and will include young offenders, women and adult male prisoners who meet the criteria. Working in partnership with SPS college provider, Larbert Training Centre and our Supply Chain, offenders will complete the programme prior to release with links made by SPS via our frontline labour providers to ensure a smooth transition from custody to employment.



1



2

1. Colleagues from Edinburgh Maintenance Delivery Unit and Mark Henderson (Senior Community Engagement Manager) deliver bikes to Lewis Melee (Hibernian FC Community Foundation).
2. Volunteers providing hot food parcels for homeless people in and around Glasgow city centre.

# SOUTHERN

We're achieving social value through our capital projects.

## Blackheath Station

Following signalling works at Blackheath Station a Grade II Listed Station, the HCRS team (Network Rail, Balfour Beatty and SEVA Rail) carried out native bulb, shrub and wildflower planting to improve the biodiversity and the overall landscape at the station. The team also created a log pile/hibernaculum nearby to provide refuge to the hibernating insects, reptiles or small mammals.

“ This planting scheme will contribute to enhancing positive passenger experience... I am very sure the Blackheath Society and local residents will welcome this NR initiative. ”

Lewisham Council officer

## Trussell Trust's Southwark Food Bank

Our Kent and Sussex team have been supporting Trussell Trust's Southwark Food Bank warehouse in Peckham since May 2018. We've provided over 450 hours of volunteer time, sorting food. We've also set up points for people to donate to foodbanks, for example at the Feltham Resignalling Project and in our Kempton Park Depot.

## Spending money locally

When completing works between Yeovil Junction and Gillingham, accommodation was needed for employees during a blockade. We chose to use the local, independent Lanes Hotel in Yeovil. Spending money locally in this way helped a business at a time it had been heavily financially impacted by the pandemic.



1. Employees accommodation at Lans Hotel during work between Yeovil Junction and Gillingham.
2. Volunteers giving their time to help Trussell Trust's Southwark Food Bank.
3. Native planting at Blackheath Station.



## Cow Lane underbridge

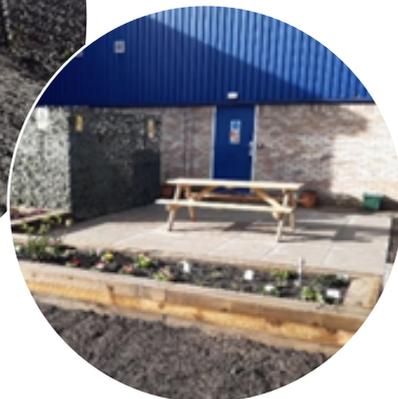
As part of the Cow Lane underbridge replacement work at North Harbour, Portsmouth, the combined team of Network Rail and Dyer and Butler created, for South Central Ambulance Service (whose land we had occupied for a while) an improved path and patio area, planted flowers and shrubs including a memorial tree. We installed meshing along the fence to provide more privacy and installed a wooden fence to allow private gatherings. It's converted a small rundown area into somewhere relaxing for the ambulance depot staff to take a break.

“ The work your team has carried out will bring a huge amount of pleasure to all our crews here. You and your team have been nothing but professional and courteous allowing our team members to go about their vital work without any hindrance. ”

Estate Manager for Ambulance Service at North Harbour

“ Allowing you access was a small price to pay for your kindness and the positive impact this will have on our staff. ”

Clinical Operations Manager



## Further projects in the Southern region



1. London Waterloo welcomes the Armed Forces on London Poppy Day 2020.
2. Network Rail colleagues fundraising for Railway Children's Sleep Out campaign.
3. A new dedicated rail safety education facility opened by Network Rail and Southeastern in Margate railway station, featuring a full-scale railway platform, life-size train front, model railway and interactive games.
4. Network Rail colleagues supporting Samaritan's Big Listen campaign.

# WALES AND WESTERN

## Routes out of Homelessness

We're supporting Network Rail's Routes out of Homelessness programme.

We worked with charity partner, Big Issue Foundation, to produce a piece of artwork for World Homelessness Day in October 2021. John Cahill – a Big Issue vendor with a pitch in Shoreditch – created the artwork over two days, at the station, using materials donated by Magnet Harlequin.

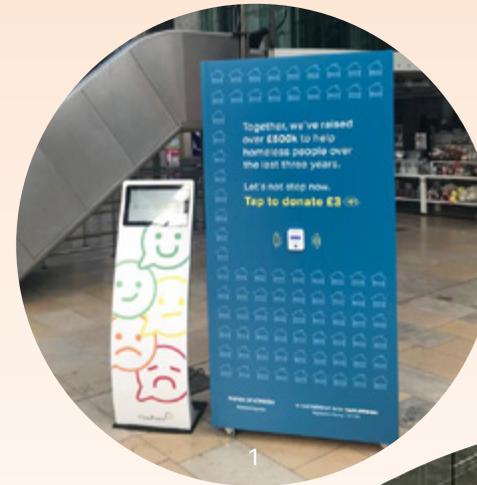
John studied illustration at Middlesex University and was making a headway with a career in art until he suffered a series of setbacks. For several years he has been in and out of hostels and currently lives in local housing authority accommodation.

The design for John's artwork is based around his time sleeping in a park under a tree and looking up at the stars. The stars provided hope for John.

John's artwork was admired by the Secretary of State for Transport, Rt Hon Grant Shapps, and Network Rail's Chief Executive Andrew Haines when they signed the Routes out of Homelessness Charter. It joined an exhibition of Big Issue shop art, organised by Cat Solutions, that toured three stations, and it will be permanently displayed in the Assisted Travel Lounge at Reading Station.

## Tap to donate units

The COVID-19 pandemic has restricted opportunities for charities to organise bucket collections at stations. To enable our Routes out of Homelessness programme charity partners, and others, to continue collecting donations from station users, we've supported the installation of contactless card donation points at stations. We envisage these becoming increasingly useful to charities as people return to stations, but they carry less cash.



1. One of the new contactless card donation points installed to help with our continued charity donations.
2. Artist John Cahill exhibiting his work.



## Public art

We worked with Severnside Community Rail Partnership and local partners to improve the appearance of the Fox Park Viaduct, situated on Stapleton Road in Easton, Bristol.

Five local artists and artist groups have worked with the local community to cover up graffiti on the four pillars of the viaduct. The public art created reflects the ethnic and and culturally diversity of neighbourhoods in the region and has attracted local media coverage and social media buzz.

We're continuing to develop the Fox Park area with Incredible Edible, aiming to use the space to engage and support underrepresent people in horticulture. We are also in early discussions about using the spot for a market.



Photo by Martin Booth

## Further projects in the Wales and Western region



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1. Network Rail volunteers help set up a mass vaccination facility in Exeter.
2. Hannah Kennedy, assistant asset engineer at Network Rail, supporting a 'People Like Me' career guidance session with young people.
3. Network Rail colleagues with pupils from Duffryn Junior School, Newport, during the first ever Rail Week.
4. Young Rail Ambassadors, supported by Welsh Government, British Transport Police, Arriva Trains Wales and Network Rail.
5. Network Rail directors and staff dedicated over 90 hours of volunteer leave to decorate a Scout Hall in Rumney, Cardiff.
6. Network Rail volunteer leads mental health first aider training to local Bradninch community.

## Appendix A: Definitions

**Indicators** are indications of performance and/or the likelihood of meeting targets. The most significant of these, for a business, are **key performance indicators**.

**Metrics** are data points against which data is collected, to calculate indicators.

**Monetised values** are financial (£) values – market prices – that are applied to social performance measures to calculate the £ value of social value generated. The most robust monetised values are those that measure outcomes – change to people’s lives (for example, their wellbeing) – and have been compiled in a manner compliant with OECD (Organisation for Economic Co-operation and Development) or UK Treasury Green Book Principles. Certain monetised values in popular use in the UK (e.g. charitable contributions) are measures of input and should not be conflated with robust / outcome-based values.

Example metric	Number of workforce volunteer hours
Example indicator	% employees taking volunteer leave
Example monetised value	Valuation for 1 volunteer hour = £18 (c. £10 wellbeing benefit + c. £8 economic benefit)

**Public Service Mutual** (or ‘mutual’). Currently defined as an organisation that has left the public sector (known as ‘spinning out’) but continues to deliver public services and have a significant degree of employee ownership, influence, or control. This definition was set by the government in 2010 but is not enshrined in legislation. It does not refer to a specific legal form but rather a distinct type of business and public service delivery model. (Source: [Guide to using the UK Government Social Value Model](#))

**SME – Small medium enterprises** represent around 99 % of all businesses, by number. Any business with fewer than 250 employees and either an annual turnover below £45m or a total balance sheet less than £40m is an SME. (Source: [Guide to using the UK Government Social Value Model](#))

**Social Enterprise**. A business with primarily social objectives whose surpluses is principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. The most common forms are Company Limited by Guarantee (CLG), Company Limited by Shares (CLS), Community Interest Company (CIC), specifically created for social enterprises, Industrial and Provident Society (IPS) Bona Fide and IPS BenCom. (Source: [Guide to using the UK Government Social Value Model](#))

**Social impacts** are the changes that people experience in their lives. These can be both positive and negative.

**Social performance** is the extent to which Network Rail’s operations, activities, and decisions impact people – be they passengers, employees, suppliers, communities, or other groups affected by Network Rail’s physical and socio-economic presence.

**Social value** is defined by [Social Value UK](#) as “the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices.” The term ‘social value’ is used sometimes interchangeably with the term ‘social performance’.

**Voluntary, Community and Social Enterprises (VCSEs)**. Collective term that includes any organisation (incorporated or not) working with a social purpose. This ranges from small community-based groups/schemes (Good Neighbour Schemes, ‘Stitch and Knit’ or Cubs, Brownies, etc.), through to larger registered charities and social enterprises, public service mutual and cooperatives that operate locally, regionally, and nationally. This term is often interchangeable with the terms ‘third sector’ or ‘civil society’ organisations. (Source: [Guide to using the UK Government Social Value Model](#))

## Appendix B: Further reading around social performance and social value

### Great Britain

[“BS 8950:2020 — Guide to enhancing social value”](#)

British Standards Institution, November 2020

[“Framework for Defining Social Value”](#)

UK Green Building Council, February 2021

[“From the ground up – Improving the delivery of social value in construction”](#),

Institute of Economic Development, 2020

[“HACT UK Social Value Bank Calculator”](#), HACT, May 2018

[“Measuring social value in, infrastructure projects: insights from the public sector”](#), RICS, Simetrica Jacobs, September 2020

[“National TOMS \(themes, outcomes, measures\)”](#), Social Value Portal, 2020

[“Network Rail Environmental Sustainability Strategy 2020 - 2050”](#),

Network Rail, 2020

[“The Principles of Social Value”](#), Social Enterprise UK

[“Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts”](#) and associated guidance: Cabinet Office, 2020 (“The UK Government Social Value Model”).

[“Social Value and Design of the Built Environment”](#),

Supply Chain Sustainability School, 2017

[“Social Value of Rail for Healthy Communities and Inclusivity,](#)

Common Social Impact Framework for Rail”, RSSB, 10th May 2019

[Supply Chain School](#) libraries of free-to-access and use training and resources, around: Fairness, inclusion and respect; modern slavery; business ethics; social value; wellbeing

### Scotland

[“National Performance Framework”](#),

Scottish Government / Riaghaltas na h-Alba

[“National Transport Strategy 2”](#), Transport Scotland, 5 February 2020

### Wales

[“The National Social Value Measurement Framework for Wales”](#),

CLILC / WLGA, National Social Value Taskforce Cymru / Wales, Social Value Portal, November 2020

[“Sustainable Development Plan”](#), Transport for Wales, 2019

[“Well-being of future generations: national indicators”](#), Llywodraeth Cymru / Welsh Government, 16 March 2016

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