



# Capability Statement

Social Value Services



## About us:

A dynamic, creative, and experienced Project, Programme & Cost Management SME Consultancy with a people focused approach to delivering high quality outcomes for our clients; including meaningful and measurable social value.

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Hive was founded in 2020 by our four Equity Directors who have each spent most of their careers working in large international consultancies and client organisations, delivering major development and construction projects across the commercial, regeneration, healthcare, education, government, retail, residential, arts, and leisure sectors.

At Hive Projects, we transform complex goals and visions into tangible project outcomes. It really is that simple. We strive to deliver expert, client-focused advice for property and construction projects with our in-depth knowledge, technical expertise, and a strong commitment to delivering long-term social impact.

Small or large, any project we undertake receives the same dedication. Whether you require a single service or want us to lead the entire project, our goals are the same:

- Build strong, diverse project delivery teams
- Minimise and manage risk
- Generate real value and maximise our client's return on their investment
- Create long-term relationships with clients
- Deliver social value that aligns with local priorities and stakeholder needs.

Our best work is delivered when we have built strong relationships with our clients. You have a vision, and we will use our creativity and technical expertise to create deliverable plans that will achieve your goals; including any environmental, economic or social outcomes that matter to you and your communities.

We don't prescribe a 'one-size fits all' approach. Each project we manage is unique. Expect a service that evolves and responds to your needs and drives forward real progress, both commercially and socially.

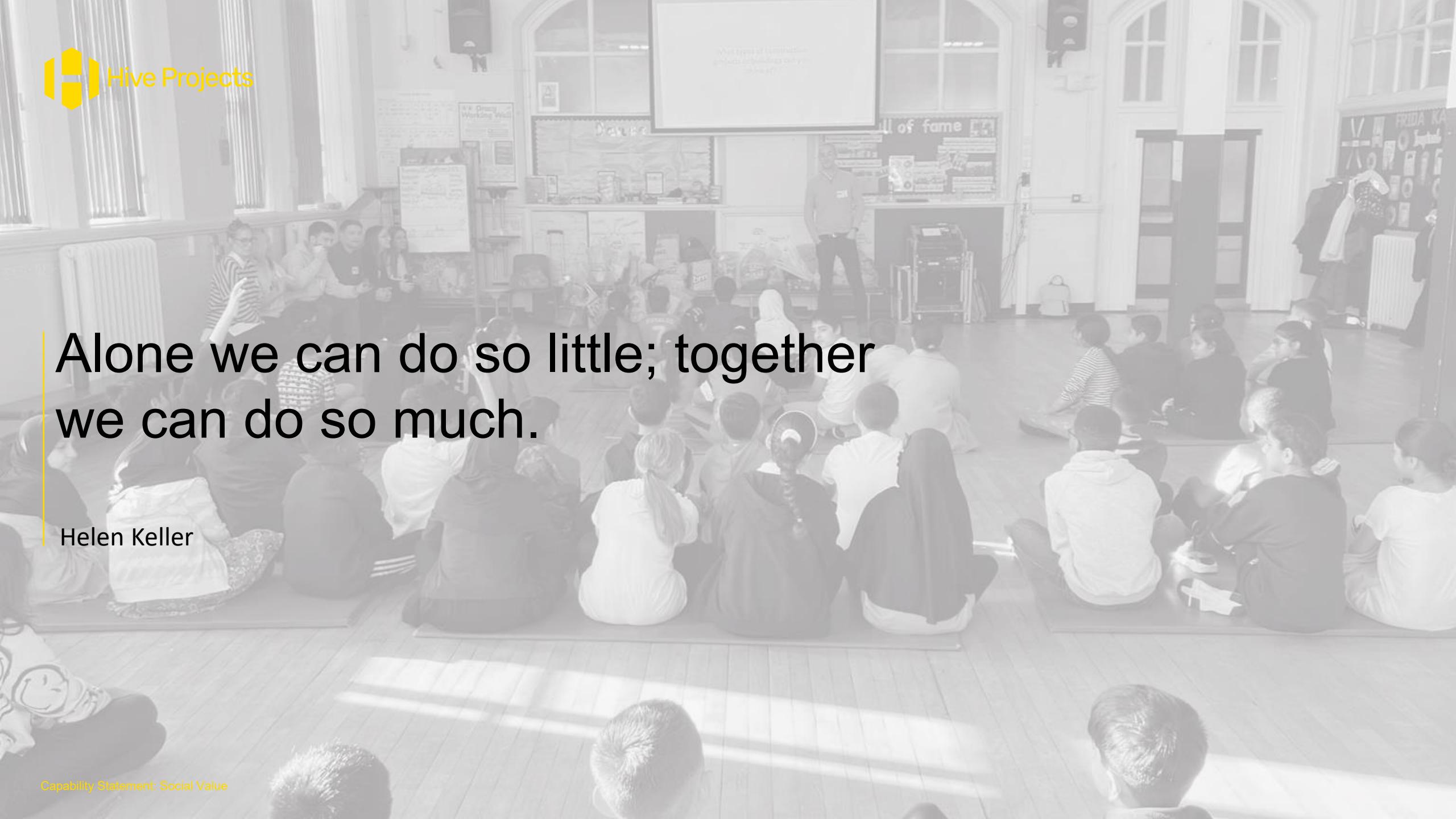
We place ourselves at the centre of every project we deliver. We make it our business to know and understand our clients and remain agile to your needs.

We have successfully developed and delivered a wide range of social value support packages across a variety of sectors for both public and private sector clients. These services are tailored to local policy, stakeholder needs and delivery frameworks, including the National TOMs and the Social Value Model.

We are proud to have a dedicated Head of Social Value within our consultancy who leads on all aspects of social value - whether that's embedding it into our own business operations or working client side to shape strategy, support delivery teams and evaluate outcomes.

Hive is widely recognised in the industry as a leader in social value. We are known for our ability to create outcome driven, evidence based strategies that deliver genuine and lasting impact, from project inception through to post completion review.

Within this document, we've set out key information on our business and team. We understand that every commission is different, and we take pride in offering a flexible, informed and values led service that aligns with you from day one.

A black and white photograph of a classroom. Students are sitting on the floor in a large circle, facing a teacher who is standing at the front of the room. The room is filled with educational displays, including a 'Hall of Fame' board and various posters on the walls. The lighting is bright, coming from large windows on the left side of the room.

Alone we can do so little; together we can do so much.

Helen Keller

## What is Social Value?

Social value refers to the wider benefits created through the delivery of a service, project, or investment. These benefits go beyond financial outcomes and aim to improve the social, economic and environmental wellbeing of individuals, communities, and places.

In practical terms, this can include things like:

- Supporting local employment and skills development
- Strengthening community organisations
- Improving access to services
- Enhancing wellbeing and inclusion
- Reducing environmental impact

## Why Does Social Value Matter?

Social value enables organisations to:

- Maximise the positive impact of their projects
- Align with local and national priorities
- Build trust and stronger relationships with communities
- Demonstrate ethical and responsible business practice

## Legislation and Measuring

- Procurement Policy Note (PPN) 06/20: Social Value in Government Procurement. Introduced a mandatory minimum 10% weighting for social value in central government procurement decisions.
- National TOMs Framework (Themes, Outcomes and Measures): A widely used model for defining, delivering, and evaluating social value in a consistent, measurable way.
- Social Value Model (Cabinet Office). Used across central government departments to ensure that social value is embedded in procurement and delivery



## Our Accreditations & Partners in Social Value

A recognised leader in social value delivery, Hive Projects is proud to work with a range of partners across multiple regions and delivering a variety of social value support to their communities. We're proud to hold accreditations that reflect our commitment to inclusive growth, ethical employment, and long term community impact.

### Accreditation

#### Certified B Corporation

Recognised globally for meeting high standards of social and environmental performance, transparency, and accountability.

#### Disability Confident Employer

Committed to inclusive recruitment and development of disabled talent.

#### Living Wage Employer

Proudly accredited as a Real Living Wage employer, ensuring fair pay for all staff.

#### Greater Manchester Good Employment Charter

Member organisation committed to good working conditions, secure work, and progression.



## Our Social Value Highlights

### Strategic Delivery

- Delivered social value strategies on over 10 major capital programmes.
- Supported NHS, local authorities, and developers in aligning activity to TOMs and Social Value Model frameworks.

### Industry Firsts

- First UK project and cost consultancy to achieve BCorp Certification.
- 50/50 gender balance at Director level with no gender pay gap.
- A above average diverse workforce with a focus on inclusive recruitment and diverse team support

### Skills, Employment & Inclusion

- Operate our own paid apprenticeship and work experience programme across Liverpool, Leeds and Manchester
- Supported early careers candidates across the North West in a variety of ways with diverse opportunities
- Active partnerships with schools, colleges and inclusion focused charities

### Community & Place Based Impact

- Developed and embedded project specific Supply Chain Charters tailored to local priorities on projects
- Designed inclusive stakeholder engagement programmes across local authority areas
- Supported local economic growth with supply chain, labour and materials requirements

### Measurement & Reporting

- Developed social value monitoring tools and templates used across multiple NHS and public sector projects
- Embedded reporting aligned to TOMs, Social Value Model, and bespoke KPIs

Capability Statement: Social Value



## Our Team



**Kelly Godfrey**

**Head of Social Value and Communications**

Kelly is an experienced and passionate social value professional with a background in stakeholder engagement, place-based strategy, and communications. She will be the dedicated lead consultant for this commission and act as your single point of contact throughout.

Before joining Hive, Kelly worked at Bruntwood, where she held a regional role focused on stakeholder and community engagement across Liverpool and Greater Manchester. She developed strategic relationships with local authorities, universities, businesses, and community partners, helping to shape impactful place-based initiatives.

Since joining Hive, Kelly has led the development of our internal Social Value Strategy, achieving BCorp status and overseeing a number of programmes that support jobs, skills, wellbeing, and equality. She has also successfully delivered social value commissions on some of the UK's most high-profile regeneration and healthcare schemes, including Airedale General Hospital, North Manchester General Hospital, and projects with the Rochdale Development Agency.

**Specialisms:**

- Social Value Strategy Development
- Stakeholder Engagement & Facilitation
- Commercial Sector, Public Sector and NHS Projects
- Community and Skills based Outcomes
- Strategic Communications & Reporting

Kelly will be supported as needed by Hive's wider project delivery and communications teams to ensure consistent, high quality service and results across the programme.

## Past Projects: a selection of projects that our team have delivered



### Airedale New Hospital Programme

**Client:** Airedale NHS Foundation Trust

**Role:** Social Value Strategy Lead

#### Key Achievements:

- Led the development of the social value strategy for the Trust's New Hospital Programme (StF)
- Delivered extensive stakeholder engagement workshops with local NHS teams and community representatives
- Carried out detailed socio-economic research to inform a place-based approach
- Developed a comprehensive Social Value Strategy and Supply Chain Charter aligned with National TOMs
- Supported procurement and commercial teams in embedding SV into tender documentation
- Provided framework and templates for reporting social value outcomes across RIBA stages
- Continuing advisory role for reporting and outcome tracking throughout delivery



### North Manchester General Hospital (NMGH)

**Client:** Manchester University NHS Foundation Trust (via JV)

**Role:** Dedicated Social Value Lead

#### Key Achievements:

- Designed and delivered the overarching Social Value Strategy for a major hospital redevelopment
- Worked in close collaboration with contractors, local authorities and NHS teams to shape delivery
- Ensured alignment to local priorities such as employment, health inequalities, and community resilience
- Facilitated contractor onboarding and embedded SV responsibilities into supply chain delivery
- Supported ongoing KPI measurement and reporting using the TOMs framework



### Rochdale Development Agency – Community Hub Project

**Client:** Rochdale Development Agency

**Role:** Social Value and Engagement Consultant (Design Stage)

#### Key Achievements:

- Appointed at early design stage to advise on social value strategy for a new community-focused development
- Led stakeholder mapping and engagement sessions to identify local needs and potential delivery partners
- Developed strategic approach to social value in collaboration with design and planning teams
- Provided input on how social value ambitions could influence early design decisions and funding applications

## Past Projects: a selection of projects that our team have delivered



### Fairhursts Design Group: Social Value Design Workshops

**Client:** Fairhursts Architects (Fairhursts Design Group)

**Role:** Social Value Workshop Facilitator & Strategic Advisor

#### Key Achievements:

- Delivered a bespoke series of workshops for the senior leadership team, focusing on embedding social value practices from a design team perspective
- Explored how architects and designers can influence social value outcomes through early-stage thinking, design decisions, and client engagement
- Developed a tailored framework for applying National TOMs themes to architectural roles and responsibilities
- Facilitated discussion on aligning business practices with project delivery to enhance long-term impact
- Provided actionable recommendations and resources to support ongoing integration of social value principles within their internal processes and external projects



### Strategic Partnerships & Engagement: Bruntwood SciTech

**Client:** Bruntwood SciTech

**Role:** Stakeholder Engagement Lead (Liverpool City Region)

#### Key Achievements:

- Developed and managed strategic partnerships across higher education, public health, and commercial organisations in the Liverpool City Region
- Aligned partnership activity with Bruntwood SciTech's long-term social value objectives
- Strengthened collaboration with institutions such as universities, NHS partners, and local authorities to identify shared opportunities for community impact
- Facilitated initiatives that supported employment, innovation, and community integration across the city's knowledge economy
- Played a key role in enhancing Bruntwood SciTech's local reputation and aligning its activities to regional economic and social priorities



### Community Resilience & Engagement: University of Liverpool

**Client:** University of Liverpool

**Role:** Social Value & Engagement Lead

#### Key Achievements:

- Worked with cross-university teams (Estates, Marketing, Student Experience) to develop and implement a community engagement strategy
- Focused on building stronger relationships between the University and its surrounding communities — some of the most deprived areas in the UK
- Delivered initiatives aimed at improving perceptions of the University, increasing access to opportunity, and reducing barriers between campus and community
- Supported efforts to reconnect the institution with its alumni base through community-focused volunteering, mentoring and storytelling initiatives
- Contributed to the University's broader civic engagement goals by ensuring that social value delivery was embedded in day-to-day activity as well as future capital projects

## A Selection of Our Publications



**NHS**  
**Airedale**  
NHS Foundation Trust

### Securing the Future New Hospitals Programme:

Airedale NHS Trust  
A Healthcare Led Approach to Social Value

#### Our Social Value Commitment

Airedale NHS Trust is committed to embedding social value at the heart of its programme delivery for the Securing the Future Hospital scheme, ensuring that it delivers meaningful and lasting benefits to patients, staff, and the wider community. Our approach aligns with Airedale's strategic priorities (People, Patients, Progressive, Partnerships, and Population) and supports the West Yorkshire Health and Care Partnership's ambitions to increase life expectancy, reduce suicide risks, address health inequalities, promote diversity and inclusion, and strengthen local economies.

Our Social Value Strategy builds on national best practices, including the latest National TOMs (Themes, Outcomes, and Measures) Framework, to quantify and track our impact. This strategy sets out how we will deliver tangible social, economic, and environmental benefits, ensuring that Airedale NHS Trust continues to be a responsible and forward-thinking healthcare provider.



#### Next Steps

To ensure the successful implementation of this Social Value Strategy, the following next steps should be undertaken:

- 1. Adoption of the Supply Chain Charter**  
All contractors and suppliers will be required to commit to the charter, embedding social value principles into procurement and delivery processes.
- 2. Creation of a Social Value Steering Group**  
A dedicated steering group will be established to oversee strategy implementation, measure impact, and drive continuous improvement.
- 3. Stakeholder Engagement Programme**  
Ongoing engagement with local businesses, schools, training providers, and community organisations to maximise social value contributions.
- 4. Monitoring and Reporting Framework**  
A robust system will be developed to track progress against the National TOMs indicators, ensuring transparency and accountability.
- 5. Annual Review and Updates**  
Regular assessments of the strategy will be conducted to ensure alignment with evolving regional and national priorities.



## A Selection of Our Publications



## A Comprehensive, Lifecycle Approach to Social Value Support

Our approach is to provide a comprehensive, end-to-end partnership. We will work with you from the very beginning to create a bespoke Social Value Strategy, and then drive its implementation through every stage of the programme and for the entire lifecycle of the project.

To achieve this, we provide an extensive suite of services designed to meet your social value needs. The following slide outlines these in detail, covering everything from tender support and supply chain management to long-term impact evaluation and governance.



## How We Can Support Your Social Value Needs



### Tender and Bid Applications

We support clients in responding to public sector requirements by developing tailored social value strategies and delivery plans aligned to local priorities and frameworks (e.g. TOMs, Social Value Model). We shape bid responses that are outcomes-led, measurable, and authentic to each client's strengths, partners, and place.

### Workshops, imbedding and practical support

We offer hands-on guidance to help teams embed social value into delivery structures, procurement processes, and governance frameworks. Our workshops are designed to build confidence, upskill delivery teams, and ensure social value is actively managed and not just a contractual obligation.

### Stakeholder Management & Engagement

We help clients understand local needs by engaging with communities, VCSEs, and local authorities. This allows us to shape meaningful and inclusive delivery plans and ensure local voices are reflected in both the strategy and the reporting of impact throughout the project lifecycle.

### Contractor and Supply Chain Management

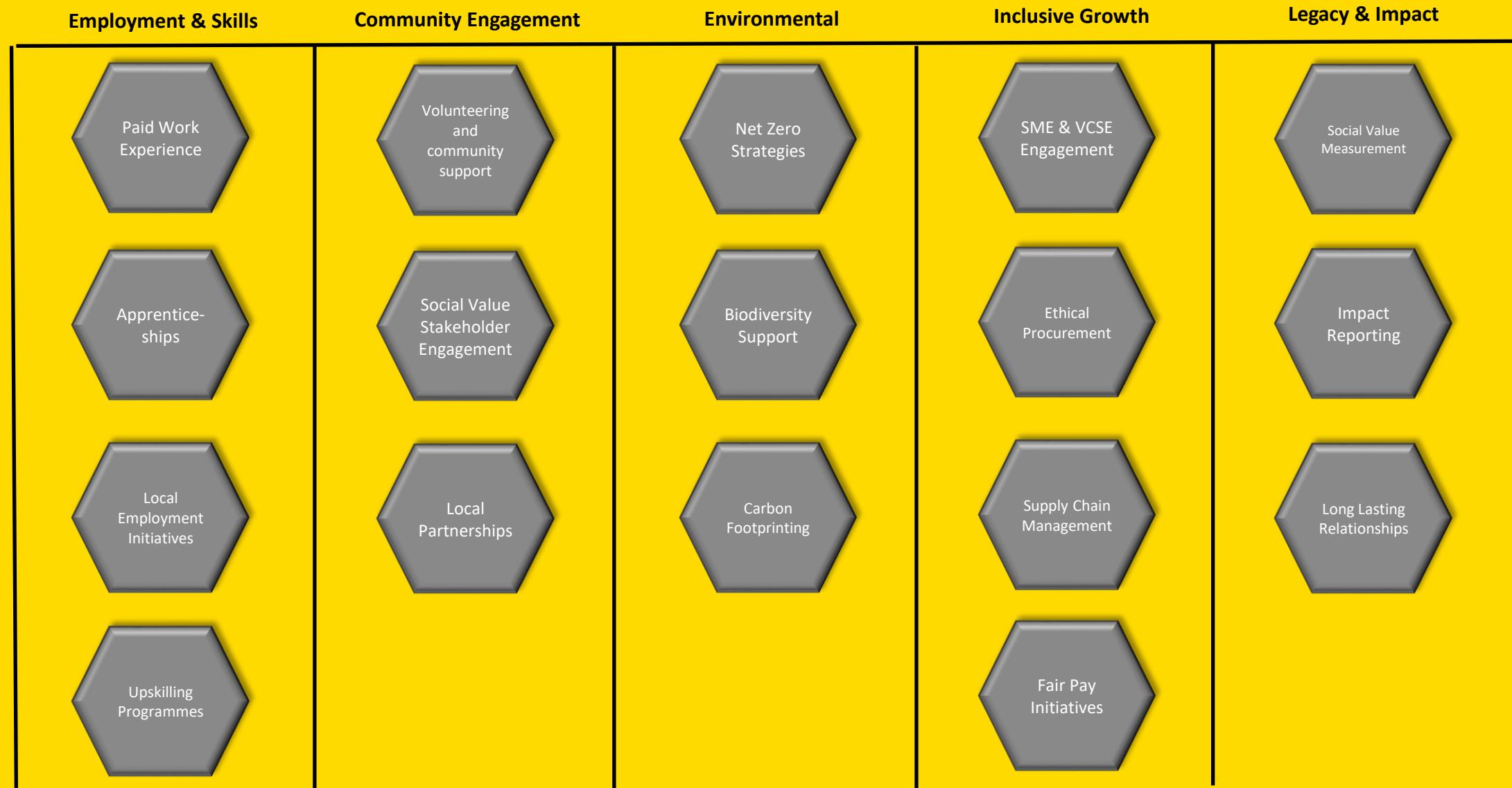
We support clients and their contractors in achieving best practice social value delivery through pre-start workshops, implementation planning, and data capture systems. We help align expectations across the supply chain and develop and imbed a project specific supply chain charter that reflects the goals and requirements of the programme, ensuring consistent, collaborative delivery of social impact..

### Monitoring, Reporting and Evaluation

We design simple and useable reporting methods that capture social, economic, and environmental value, ensuring accountability and effective story telling. Whether delivering against TOMs or bespoke frameworks, we evaluate outcomes and help clients share success stories with internal and external stakeholders.

## Our Approach: We Tailor our Activity to the RIBA Lifecycle

RIBA Stage	Our Social Value Contribution
Stage 0 – Strategic Definition	Early consultation with team to understand strategic goals. Review of local need, client ambitions, and policy drivers. Begin shaping outline Social Value strategy framework
Stage 1 – Preparation and Brief	Stakeholder engagement and community insights gathering. Define KPIs using National TOMs. Co-create strategy pack with client team. Identify early social value risks/opportunities
Stage 2 – Concept Design	Workshop delivery with design and procurement teams. Begin embedding social value priorities into design proposals. Confirm KPI ownership across stakeholders
Stage 3 – Spatial Coordination	Refine KPI delivery plan. Support development of supply chain charter. Align procurement documentation with social value objectives.
Stage 4 – Technical Design	Host contractor engagement workshops. Develop reporting templates and onboarding packs. Align delivery responsibilities within contractual frameworks
Stage 5 – Construction	Monitor and report progress via an agreed Tracker. Regular contractor check-ins and feedback sessions. Capture social value data and outcomes. Assess any delivery gaps or risks
Stage 6 – Handover and Close Out	Final social value reporting, supported by evidence and outcomes. Evaluation of contractor and supply chain performance. Capture lessons learned for future programme application
Stage 7 – In Use	Post completion social value review. Optional community feedback gathering. CPD delivery and continuous improvement recommendations to be complied.





## Testimonials

### **The University of Liverpool - Phil Marsh, Campus Director**

*"Kelly's insight and knowledge of community were invaluable in helping us strengthen our connection with local stakeholders and embed meaningful social value into both day-to-day operations and future projects."*

### **Bruntwood SciTech - Colin Forshaw, Regional Director**

*"Hive brought real clarity and momentum to our social value partnerships across the city region, aligning our strategic priorities with those of our stakeholders and maximising impact."*

### **Fairhursts Design Group**

*"The workshops delivered by Kelly were engaging, thought provoking, and well tailored to our team, helping us embed social value thinking into our organisation organically."*





## Contact Us

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