



strata

SOCIAL VALUE FRAMEWORK

Introduction

Strata is a community-focussed developer that strives to deliver much more than just homes. We have created a culture built on our commitment to do good and create social and economic benefits for the communities in which we operate.

We want to leave a legacy that goes the distance and positively impacts our communities, customers and the next generation which our development projects serve.

The primary aim of our Social Value Framework is to ensure we positively impact, enhance and open opportunities for the communities that we work within as part of our core function of developing homes.

This can be done in many ways and we understand that not every community that we work within will have the same needs and priorities. Therefore, our framework is designed to maximise social value creation across all aspects of our operations, projects, and initiatives with the input of the respective local communities. By understanding local needs and prioritising social impact alongside economic considerations, we aim to foster sustainable development and enhance the socio-economic well-being of communities.

Objectives

Underpinned by our HEART values, our frameworks objectives are to:

- Strengthen community relationships, through meaningful engagement, to create a sustainable neighbourhood for the future.
- Positively impact the local economies where we operate through Strata and supply chain activities.
- Inspire and upskill the next generation through engagement and work programmes with local education institutions.
- Providing opportunities of support to existing organisations and community groups to deliver additional value.
- Support the existing strategic priorities of the community.
- Respect the planet; creating sustainable and resilient communities that can live in harmony with the natural environment.

Key Principles

To achieve our aims, we have developed a set of key principles that are embedded across everything we do at Strata:

- Inclusivity:** Ensure diverse representation and equitable access to opportunities for all individuals, irrespective of background or circumstances.
- Collaboration:** Foster partnerships with the stakeholders listed in Strata's stakeholder engagement process, including, but not exclusive to local communities, political representatives, government agencies, NGOs, and local businesses, to maximise our collective expertise and resources.
- Transparency:** Maintain openness and accountability in our decision-making processes, communicating clearly about objectives, progress, and outcomes.
- Long-Term Perspective:** Focus on generating lasting benefits that extend beyond short-term gains, promoting resilience and continuity.
- Adaptability:** Remain flexible and responsive to changing societal needs, continually refining strategies and practices to maximise effectiveness.

Framework Components

Through the delivery of our developments, we have the opportunity to be a positive force in society and have outlined key framework components to ensure that each and every community experiences improved social and economic wellbeing as a result of our work. We have embedded social value considerations across everything we do at Strata including organisational policies, processes and decision-making frameworks at all levels, creating an opportunity for all team members to contribute to the delivery of positive change through our work.

- a. **Needs Assessment:** Conduct comprehensive evaluations to understand the social, economic, and environmental needs of the communities within reach of our activities
- b. **Stakeholder Engagement:** Actively involve stakeholders in the design, implementation, and evaluation of developments and additional initiatives, pre and post occupancy, ensuring their voices are heard and valued, as detailed in Strata's stakeholder engagement process..
- c. **Capacity Building:** Invest in building the capabilities and capacities of individuals, communities and economies to enable self-reliance, growth and sustainable development.
- d. **Ethical Practices:** Uphold ethical standards in all interactions and operations, safeguarding human rights, dignity, and integrity while working alongside chosen charity partners to support those in need.
- e. **Continuous Improvement:** Regularly review the effects of our actions, using appropriate metrics and methodologies to reflect on performance and identify opportunities for enhancement and innovation to drive continuous progress.

Staged Approach

To ensure our Social Value Plans are tailored to local needs and maximise benefits to the local community, it will be important that on each project we consider the following key questions:

1. **Why?** Why do we want to deliver social value for this project?
2. **Who?** Who are the priority stakeholders?
3. **What?** What are the needs of the local community?
4. **How, and When?** How will we deliver this across the project lifecycle, and when will it be done?
5. **Which?** Which measures will we be measuring against to demonstrate success?

In addressing the above, the process for developing our Plans will encompass the stages outlined below, each time tailored to the context of the specific community in question to ensure the Plan is bespoke and considers the differences across the locations of Strata's developments.

Stage 1 – Local Needs Assessment:

We will undertake desk-based research (socio-economic baseline and stakeholder audit) to identify stakeholders and themes for discussion at briefings and workshops. Our desk-based research we will comprise of:

- A review of existing Council Strategies to identify key area of focus (e.g. provision of local employment opportunities), and/or priority groups;
- A baseline review of socio-economic indicators to identify where and why pockets of deprivation exist, and to understand why social value is needed within this particular context, backed up by data analysis;
- Identification of priority themes including high level economic, social and environmental outcomes associated with the delivery of social value (for example, more opportunities for disadvantaged people, improved skills, more local people in employment) to inform the development of our future plans; and
- Identifying the key stakeholders who will be impacted by the project. These priority stakeholders could also form part of a Community Liaison Group, or similar, in the future as the project progresses.

Stage 2 - Early targeted engagement:

We will test desk-based research with key decision-makers (e.g. political stakeholders) and establish the best engagement strategy (digital/face-to-face/hybrid) to gain input from community groups and leaders (surveys, workshops, community liaison groups). This will allow stakeholders to buy into the shared goal, with direction and focus. Case studies of similar projects could be utilised as inspiration. Through this process, existing local issues and barriers will be explored in collaboration with those who are already tied into these existing community networks, so that social value initiatives can be adapted to best benefit those with the greatest local need.

Stage 3 - Approved strategy and targets:

We will use stage 2 feedback to finalise the strategy for wider community engagement, utilising the National Social Value Themes, Outcomes and Measures (TOMs) framework and United Nations Sustainable Development Goals (UN SDGs) for aspiration. These Project related outcomes and goals will then be reviewed and approved by key local stakeholders (where required). This will also set the structure for our project-specific Social Value Delivery Plan, and then after this, the Project team can identify how and when they will deliver initiatives to achieve these goals, through action plans. This will bridge together the vision for the project with the outcomes associated with delivery, to identify which measures need to be delivered, but tailored around the local needs assessment, so the local community benefits as much as possible.

Stage 4 - Community-wide engagement:

This stage would encompass widespread communication via digital (website/social media) and/or traditional (leaflets/press notices) methods, as well as public engagement events that could be delivered either in-person or virtually with best approach for the community determined in Stage 3. As the Social Value Action Plans are ever evolving, ongoing engagement with community leaders/groups and, where applicable, the Community Liaison Group, would be fundamental. Dependent on the project, this stage may include a co-design engagement phase prior to engagement on the final proposals for submission to the relevant LPA.

Stage 5 - Delivery: After the steps above have been completed, the next stage is to begin delivering these initiatives, based on the outcomes of Stage 1 to 4. The length of this stage will depend on the project and the targets identified in Stage 3.

Stage 5 - Delivery:

After the steps above have been completed, the next stage is to begin delivering these initiatives, based on the outcomes of Stage 1 to 4. The length of this stage will depend on the project and the targets identified in Stage 3.

Stage 6 - Reporting:

To ensure that the Project is on track, there is a need to regularly measure, monitor and report on the delivery of these initiatives, to demonstrate the impact that the project is having. Using the agreed measurement tool (assumed at this stage to be National TOMs framework and UN SDGs), Strata will evaluate the effectiveness of the Social Value programme. Reporting may be delivered in phases at different points throughout the project (eg: submission of the planning application, completion of construction, or at annual intervals). The Statement of Community Engagement will also be part of the reporting stage to capture the decision-making processes that informed the final Social Value plan.

Further detail is provided in the monitoring and reporting section below.

Maximising our Impact

As a developer and contractor, our impact on a local community can be significant and we want to ensure this is as positive as possible through the enhancement of our delivery approach. Our core business has been adapted to consider a much wider approach to the development/ redevelopment of sites when creating new places for people to live and call home.

There are a number of methods by which we can add value to the wider community whilst undertaking our core function as a home builder.

For each project, the social value initiatives delivered will vary depending on the bespoke Social Value Delivery Plan, informed by a Local Needs Assessment and consultation with the community. These initiatives will be captured through metrics, aligned with industry recognized frameworks, to demonstrate impact.

Initiatives will be planned and included in the Stakeholder Engagement Plan from the list below within the budget allocated.

Education outreach

- Tailored educational or skills based workshops
- Employability sessions including mock interviews and career fairs
- Work experience and coursework support
- Promotion of Construction based careers
- Provide opportunities for site visits

Community Capacity Building

Sponsorship of sport clubs, community events, or school initiatives
 Volunteer hours by Strata team members on local community projects
 Donation of materials and supplies to deliver community enhancement projects
 Event delivery for the community and customers, including, meet the buyer, careers fairs, on development
 Strive to maximise biodiversity and habitat retention and generation on our sites and within the wider community.
 Engage in events and fundraising activities for nominated charities

Local Employment and Economy

Employ local people on the project including through the supply chain
 Deliver training and/or upskilling opportunities to local people and supply chain
 Promote local subcontractors and businesses and support them where required

Measurement and Reporting

In order to demonstrate the positive socio-economic impacts that the project is having on a local community, there is a need to regularly measure and report on progress in social value delivery. Using the agreed measurement tool (assumed at this stage to be the National TOMs framework and UN SDGs), a set of metrics identified within Strata's Social Value Delivery Plan and/or supporting action plans will be regularly monitored and reviewed by the Sustainability Committee. Additional social value which falls outside of the Delivery Plan, but is being implemented will also be captured, in order to demonstrate added value, and to capture the full impact of the project. This will ensure a robust and transparent reporting process.

By mapping to both the National TOMs Framework and UN SDGs, this allows for the potential and/or delivered Social Return on Investment to be calculated, as well as demonstrating the direct impacts on people living and working in our communities. As well as this, by mapping to globally recognised frameworks (such as the UN SDGs), demonstrates how we are considering our contribution to addressing wider socio-economic and environmental challenges. This approach (aligning to UN SDGs) is also reflected within our existing Sustainability Strategy: Uplifting Places where People can Flourish.

An example of the types of metrics which could be measured against is provided below. This aligns to the National TOMs framework as well as UN SDGs. This is not an exhaustive list and can be developed further for each individual Social Value Delivery Plan, after a local needs assessment and community consultation has taken place. This example has been centred around the three key themes introduced above:

- **Education Outreach:** this is focused on engagement with local students, with content tailored to encouraging careers within the industry through workshops or employment fairs, particularly for under-represented groups. This also covers employment-based training, through provision of training placements, work experience, or apprenticeships;
- **Community Capacity Building:** informed by the outcomes of the local needs assessment, this is centred on delivering initiatives to help those who need it most in the community. This could be through targeted campaigns, events, donations of funding, sponsorship or materials as well as volunteering support;
- **Local Employment and Economy:** A project needs to ensure that it provides high quality employment and economic opportunities that will be beneficial for those who are living closest. These metrics capture the number of local people working on the project as well as those who traditionally experience barriers to work, and the extent to which these overarching social value principles are embedded within the workforce and supply chain.

The following table demonstrates how our proposed themes align with National TOMs and the SDGs which underpin our Sustainability Strategy. It also identifies indicative metrics that could be used to inform future reporting of our progress in delivering our Social Value Delivery Plans, both at a company and project specific level.

Themes	Outcomes	Measures	SDGs
Education Outreach	Improved Skills, including for disadvantaged people	NT8: No. of staff hours spent on local school and college visits;	SDG 4: Quality Education SDG 8: Decent work and economic growth
		NT9: No. of weeks of training opportunities on the contract	
		NT10: No. apprenticeship weeks on the contract	
	Improved employability of young people	NT11: No. of hours dedicated to support young people into work (e.g. cv advice)	
		NT12: No. of weeks of meaningful work placements	
Community Capacity Building	Creating a healthier community	NT25: Initiatives taken to tackle homelessness	SDG 1: End poverty everywhere SDG 3: Good Health and Wellbeing SDG 10: Reduced inequalities SDG 11: Sustainable Cities and Communities
	Vulnerable people are helped to live independently	NT27: Initiatives taken to support older, disabled and vulnerable people to build stronger community networks	
	More working with the Community	NT28: Donations, or in kind contributions to local community projects	
		NT29: No. of hours of volunteering time provided to support local community projects	

Local Employment and Economy	More local people in employment	NT1: No. of local direct employees (FTE) hired or retained on the contract	SDG 3: Good health and wellbeing
	More opportunities for disadvantaged people (<i>tied to Local Needs Assessment</i>)	NT3: No. of employees (FTE) hired on the contract who are long term unemployed	
		NT4: No. of employees (FTE) hired on the contract who are Not in Employment, Education or Training (NEETs) as a result of a recruitment programme.	
	Improving staff wellbeing and mental health	NT21: Equality, diversity and inclusion training provided for staff and supply chain staff	SDG 9: Industry, Innovation and Infrastructure
	Ethical and Sustainable Procurement is promoted	NT61: Percentage of invoices on the contract paid within 30 days	SDG 10: Reduced Inequalities
		NT22/ NT35: % of procurement contracts the includes commitments to ethical and/or sustainable procurement	
Social Value is embedded in the supply chain	NT23: % of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	SDG 12: Responsible Consumption and Production	

Continuous Learning and Sharing

We believe that to create communities that are truly happy and healthy we need to collaborate with a diverse range of stakeholders including residents, community groups, local businesses and the wider homebuilding industry. Fostering a culture of learning and knowledge sharing to promote internal and cross-sectoral collaboration on best practice and lessons learnt with supporting case studies will increase the impact of our work and is therefore a priority at Strata.

Our Commitment

By adhering to this Social Value Framework, we commit to realising our vision to become the market leading customer experience homebuilder underpinned by our sustainability and social value credentials. Together, we will create meaningful change and leave a positive legacy for future generations.

Appendix 1 Framework Delivery

Framework Resourcing

Responsibilities

- Gemma Smith, Chief Executive Officer has responsibility for ensuring the framework is sufficiently resourced and embedded throughout the business.
- Mark Leaf, Chief Growth Officer to oversee implementation of framework, to meet key outcomes.
- Pre-development and Commercial teams to embed process to deliver key principles and components of framework.
- Head of Social Purpose to coordinate the implementation of framework and report against the outcomes.
- Wider Strata team to support the delivery of the framework through engagement with relevant stakeholders.

Funding

The activities involved in the delivery of our Social Value implementation will have to be funded and Strata will continue to support this investment by making appropriate allowances within scheme costs and making provision for staff time to support the delivery of objectives.

Ongoing dialogue between our Pre-Development Team and stakeholders including the Local Authority and Homes England and other key partners, land opportunities are now requiring a community investment strategy as part of the tender process. Ensuring the business is prepared to deliver these types of projects is critical. Partnership bids will become an integral part of Strata's growth plans as they offer great value to the business and strong payment terms.

As our business grows and evolves, we are undertaking work in different market places, some schemes are brought to market with very clear social value objectives that are required to be achieved. Where this is the case, we will adjust our thinking to ensure we are as robust as possible to achieve these priorities and add value where applicable.

Our different types of development bring with them differing requirements of the scale of Social Value delivery, and given our current operating geography planning required matters differ also. As a principle Strata will make the following allowances with scheme costings, but each schemes specific requirements will be assessed and additional allowances made to achieve planning and client additional demands.

The below is proposed:

1. *Open Market Sale Schemes*

To ensure we remain as competitive as possible and secure the land pipeline the business requires, we will allow £100 per home on the scheme as a Social Value Contribution in addition to any planning obligations.

2. *Partnership Schemes*

Where we work to secure schemes from Partners such as Homes England, Local Authorities and Registered Providers we will allow £250 per plot in addition to any planning and tender requirements to maximise the local impact we can create through social value initiatives.

3. *Pre-Sold/Contracting Schemes*

Work with presold partner to understand needs and requirements to understand their community investment requirements prior to bid submission to ensure we allow the necessary costs within our tender sum, we will then provide a list of additional measures and associated costs that could be considered.

Appendix 2 Stakeholder Engagement Approach

Key Principles

Meaningful stakeholder engagement is fundamental to Strata's Social Value Framework and our longstanding commitment to building thriving communities. The Key Principles outlined earlier in this document will also govern and inform our Stakeholder Engagement Plans for each community we operate within, as follows:

- a. Inclusivity:** We will use desk-based analysis of census data and a thorough socio-economic baseline, in conjunction with a comprehensive audit of community stakeholders and groups to gain a detailed understanding of the diversity of each community and their existing needs. We will also ensure all communications are fully accessible and consider the challenges some members of the community may face in engaging with our proposals.
- b. Collaboration:** Before deciding on the project's Social Value commitments we will engage directly with relevant community groups via digital and/or in-person workshops to further understand their needs and priorities reflecting on the outcomes of the desk-based analysis. We will work with local and regional political stakeholders to ensure that all key groups, especially those that are hard to reach, are included.
- c. Transparency:** Following the initial workshop, we will develop our Social Value Plan and share our targets with community and political stakeholders for feedback. Depending on the project, this may be in person or via digital channels.
- d. Long-Term Perspective:** Our targets will be categorised as short, mid and long-term with estimated dates of delivery to maintain transparency. We will also look to maintain ongoing engagement with key community groups by establishing community liaison groups when appropriate.
- e. Adaptability:** Each plan will reflect the individual community within which we are operating and will respond to changing societal needs with ongoing input from community stakeholders.

Revision Management:

V1 – Adopted as company policy:

Name: Gemma Smith

Date: 17.03.2025

Signed:

A handwritten signature in black ink, appearing to read 'GSmith', written over a light grey horizontal line.

Policy is to be reviewed Annually

Reporting against scheme specific objectives to be Quarterly in the Sustainability Committee