Social Value Policy

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Owner / approved by	Jake Motley, Managing Director
Supersedes	Version 2.0, signed 24 August 2026 (which superseded the Delivering Social Value Aspirations Policy dated 27 July 2026)

1. Policy Statement

SSH Conservation Ltd is a specialist building and monument conservation contractor working on listed buildings, scheduled monuments, churches, churchyards and designed landscapes across the United Kingdom. Our work is carried out in and for communities: the buildings we repair are places of worship, civic landmarks, museums and public spaces that people use, care for and raise funds to sustain.

We therefore regard social value not as an add-on to our contracts but as an intrinsic part of what conservation work delivers. Repairing a historic building keeps a community asset in use, sustains rare craft skills that would otherwise be lost, and creates skilled employment in the localities where the work takes place.

This policy sets out the social value priorities on which we focus, the specific actions we take under each, and how we measure and report what we deliver. It is approved by the Managing Director and is appropriate to the nature and scale of our activities.

Environmental sustainability commitments previously included in this policy are now set out in full in our Environmental Policy, to which this policy should be read as a companion.

2. Scope and Application

This policy applies to all activities undertaken by SSH Conservation Ltd, whether as main contractor or as a specialist subcontractor, and to all our locations: project sites, our stonemasonry workshop and yard at The Forge, Over Stratton, and our office. It applies to the Managing Director, any employees, and everyone working under the Company's direction, including labour-only subcontractors, and to specialist subcontractors and suppliers working on our behalf.

Where a client or principal contractor operates its own social value framework or contractual social value requirements, we work to those requirements in addition to this policy and report against them in the format the client specifies.

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3. Responsibilities

- The Managing Director holds overall responsibility for social value, approves this policy, commits the resources needed to deliver it, and reviews performance and this policy annually.
- The Managing Director, with the lead conservator on each project, identifies social value opportunities at the start of each project — placements, site visits, community engagement, local recruitment and supply — and agree deliverables with the client where the contract includes social value requirements.
- The lead operative nominated for each project and allocated mentors deliver day-to-day training, supervision and mentoring of any apprentices, trainees and placement students, and manage the safety of visitors and inexperienced people on site.
- The Managing Director maintains training records, the training matrix and any apprenticeship records, and collates the data used for social value reporting.
- Everyone working for the Company contributes by supporting less experienced colleagues, engaging courteously with the public and stakeholders on site, and raising ideas and concerns through our consultation arrangements.

4. Our Social Value Priorities

The following are the areas in which our business can make the most substantial and credible social contribution, together with the actions we take under each.

4.1 Craft skills development and succession

Conservation masonry and building conservation are a shrinking skills base nationally. Sustaining and passing on those skills is the most significant social contribution our business makes.

- We train a deliberately multi-disciplinary workforce, integrating masonry, carving and conservation skills rather than treating them as separate trades, so that those entering the industry understand the integrated nature of architectural and monument conservation.
- The masons in our continuing team have qualified through Bath College, Moulton College in Northamptonshire and Weymouth College in Dorset, and its conservators through the City and Guilds of London Art School and Weymouth College via Bournemouth University. We maintain relationships with these institutions.
- We encourage everyone who works for us to continue their education while working with us, including further training for surveying qualifications and application for Icon accreditation; the Company has an Icon-accredited conservator in its team.
- Individual training needs and CPD are discussed with the Managing Director and recorded in the company training matrix. Training is delivered in house through mentoring and toolbox talks and through external providers where needs are identified.
- Training is provided at induction, at regular intervals, on the introduction of new technology or systems of work, and whenever a need is identified through the risk assessment process.
- Through its predecessor, Sally Strachey Historic Conservation Ltd, the continuing team has built an archive documenting thirty years of techniques and processes applied to original materials and structures, which is used as a teaching resource for everyone working for the Company.

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4.2 Apprenticeships, trainees and routes in for the economically inactive

- We make every effort to source local unskilled or partially skilled labour in order to offer training opportunities in the conservation sector, benefiting both the individual and the project through the development of vernacular expertise and knowledge of local resources.
- SSH Conservation does not currently employ any apprentices or trainees (0% of our workforce); however, this is one of the key business plan objectives in building the company.
- Every apprentice and trainee is allocated a mentor. We regard mentoring as a duty to the industry as a whole, not only to the individual: mentors are responsible for instilling good practice in those starting out in the business.
- Where a project's scale and duration allow, we seek to create at least one new training or placement opportunity on that project, and we will agree specific commitments with clients at the start of contracts carrying social value requirements.

4.3 Education, placements and public engagement with heritage

- Our sites are open for day visits by college staff and students, for careers guidance and for work placements, subject to the safety arrangements in section 5.
- We invite the public to engage directly with projects. Doing so builds a sense of ownership of local heritage and an interest in the technicalities of conserving historic buildings, which supports fundraising and renews the commitment of those who care for these buildings day to day.
- We explain the breathability needs of historic buildings and the reasons for the use of lime to Parochial Church Councils, trustees and other client bodies. This knowledge directly reduces the risk of well-intentioned but damaging repairs in future, and helps clients make better use of scarce conservation funding.
- We work closely with contract administrators and welcome the opportunity to engage with them, with stakeholders and with visitors during the works.
- Feedback is sought from clients, architects, parishioners and visitors through feedback forms and testimonials, and is used to improve how we engage on subsequent projects.

4.4 Equality, diversity and inclusion

- We provide equal opportunities and encourage learning and personal development throughout the company, supported by our Equality, Diversity and Inclusion Policy and our Anti-Bullying and Sexual Harassment Policy.
- In a trade that remains heavily male-dominated, we provide visible role models of women working at every level, from main contractor and site manager through to mason and conservator, and we actively encourage applications from those under-represented in the conservation crafts.
- Recruitment and selection are conducted on merit against the requirements of the role, and reasonable adjustments are made to enable participation in site visits, placements and employment.
- Any conduct falling short of these standards can be raised through our consultation arrangements or, where appropriate, our Whistleblowing Policy, and is acted upon.

4.5 Worker welfare and consultation

- We maintain a strong culture of co-operative team working and open communication through regular company and site meetings, inductions, toolbox talks and site WhatsApp groups.
- Consultation demonstrably changes what we do. Our programme of independent site inspections by BSG (Building Safety Group), carried out monthly, or as needed, while projects are running, originated as

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a request raised by the site team at a company meeting and actioned by the Managing Director; our site teams value the inspections because they feel supported by them.

- We maintain a Mental Wellbeing Policy and a Drug and Alcohol Policy, and documented welfare arrangements for every site.
- We provide a safe working environment and treat the health and safety of everyone working for the Company, specialist subcontractors and those affected by our activities as a priority, with training, supervision and independent monitoring as set out in our Health and Safety Policy.
- Individual development is discussed with the Managing Director, and ad hoc site-based training is delivered continually through toolbox talks, which any member of the site team may instigate.

4.6 Fair employment through the supply chain

- We are committed to fair pay and fair working conditions throughout our supply chain.
- Subcontractors are assessed at prequalification and monitored in accordance with our Subcontractor Management Policy; our expectations on employment practice are communicated through the prequalification questionnaire, subcontract order conditions and site induction.
- We publish a voluntary Modern Slavery Statement (our Modern Slavery and Human Trafficking Statement) setting out how we address the risks identified by the Modern Slavery Act 2015, and verify the right to work of all those we engage, as set out in our Illegal Workers Statement.
- We pay our supply chain in accordance with agreed terms, recognising that late payment transfers cost and risk to the smaller specialist businesses on which our sector depends.

4.7 Local employment and local economic benefit

- We engage local labour and source from local suppliers wherever the specification and available skills allow.
- Conservation works generate wider local benefit beyond the contract itself. Repair programmes typically improve a building or monument for public use, supporting visitor numbers, events, local volunteering and employment, and drawing further funding into the area.
- Where a client wishes to record local spend, local employment or local training outcomes for a project, we will collect and report that data.

4.8 Volunteering and support in kind

We recognise that many of the organisations we work for — parishes, small trusts and voluntary groups — are themselves run by volunteers and operate with very limited resources. We therefore commit to the following.

- We offer initial technical advice on the care and maintenance of historic fabric, without charge, to parishes, small charitable trusts and community groups who approach us, whether or not the enquiry leads to work.
- We support community open days, heritage open days and fundraising events on projects where we are working, by providing demonstrations of conservation techniques and craft skills where the programme and site safety allow.
- Volunteering activity and support in kind are recorded and reported as part of our annual social value review.

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4.9 Contribution to the wider conservation industry

- We attend technical conferences as contributors, sharing our experience of the Lime Technique, and are committed to research and development for conservators throughout the industry as well as for those who work for the Company.
- We continue to teach the use of traditional materials and to raise awareness of them as sustainable alternatives to modern substitutes.

5. Managing the Risks of Community and Trainee Involvement

Health and safety is the greatest challenge of inviting inexperienced trainees and members of the community onto conservation sites, and we manage it deliberately rather than allowing it to become a reason not to engage.

- Thorough inductions are given to visitors as well as to trainees, and site rules are applied rigorously to all parties.
- Full PPE is worn at all times by everyone on site, and the project team is responsible for ensuring this.
- Visitors who are less able-bodied, young or more senior are supervised closely throughout, and visit routes and durations are planned accordingly.
- Trainees are supervised by an allocated mentor, who is responsible for promoting a scrupulous attitude to site rules and safe systems of work.
- Where a proposed visit or placement cannot be made safe, it is declined or deferred rather than accommodated on unsafe terms.

6. Measuring and Reporting Social Value

Commitments are only credible if they are measured. We record and report the following as a minimum:

- Numbers of apprentices, trainees, placements and work experience days provided, and qualifications and accreditations achieved by those working for the Company.
- Training days delivered, in house and externally, recorded in the company training matrix.
- Numbers of site visits, open days and educational engagements hosted, and attendance at them.
- Volunteering activity and support in kind provided.
- Local employment and local supply chain spend, where a client requires it to be recorded for a project.
- Client, architect and stakeholder feedback received through feedback forms and testimonials.

Where a client contract requires reporting against the National TOMs framework, the government Social Value Model (for public-sector contracts under the Procurement Act 2023) or another social value measurement framework, we will report in that format and agree the target and priority themes with the client at project start. Social value performance forms part of the Key Performance Indicators agreed with the customer where the contract includes social value requirements.

7. How This Policy Is Communicated

- Site inductions — social value arrangements relevant to the project, including placements, visits and community engagement, are covered at induction.
- Policy display and issue — this policy is displayed with company policies and issued to everyone working for the Company, with a signed communication record retained.
- Team and site meetings — social value commitments and progress are discussed at company and project level.

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- Subcontractor prequalification and orders — our expectations on employment practice and social value are communicated to subcontractors before engagement.
- Clients and tenders — this policy is provided at prequalification and tender stage, with project-specific commitments agreed at contract award.

8. Monitoring and Review

Performance against this policy is monitored by the Managing Director through the measures in section 6, through training records, and through client and stakeholder feedback. Progress is reviewed at management review, and shortfalls against commitments are addressed with corrective action.

This policy is reviewed annually by the Managing Director, or sooner following a material change in the nature or scale of our operations or in the social value requirements of our clients.

Supporting evidence (maintained and available on request): SSH Conservation Training Matrix 2026; individual training records; apprenticeship and placement records; college and institution correspondence; Icon accreditation records; site visit and open day records; volunteering register; client, architect and stakeholder feedback forms and testimonials; toolbox talk sign-off sheets; BSG site inspection reports; Social Value Policy Communication & Briefing Record; Equality, Diversity and Inclusion Policy; Modern Slavery and Human Trafficking Statement; Illegal Workers Statement; Subcontractor Management Policy; Mental Wellbeing Policy; Environmental Policy (Version 4.0, October 2026).

Approval

This document is approved by the Managing Director and is reviewed at least annually, or sooner following a significant change in legislation, the business or its activities.

Signed	Signed copy held on file
Name	Jake Motley
Position	Managing Director, SSH Conservation Ltd
Date	22 October 2026

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